



**Idaho Department of Commerce  
FY2021-2025 Strategic Plan  
September 29th, 2020**



## MISSION AND VISION

**Mission:**

As the lead economic development agency for the State of Idaho, the mission of the Idaho Department of Commerce is to foster a business-friendly environment to aid in quality job creation, support existing companies, strengthen communities, promote innovation and market Idaho domestically and internationally.

**Vision:**

The vision of Idaho Commerce is to support the growth of the state’s economy with a thriving business environment. Our standard is to **“Move at the Speed of Business”** to accelerate the growth of the state’s economy and ensure we are proactively anticipating the needs of businesses.

## CORE VALUES AND GUIDING PRINCIPLES

Advance Governor Little’s Economic Development Priorities	
Support Existing Businesses	Promote Idaho
Strategic Business Attraction	Advance Technology Ecosystem & Increase Broadband Connectivity
Support Rural Idaho	Utilize Responsible Incentives
Promote Good Trade Policy	Support “Idaho Rebounds” Recommendations

**COVID-19 Recovery: We are here to help Idaho businesses affected by COVID-19**

The novel Coronavirus began shortly after the beginning of calendar year 2020 and caused extraordinary disruptions in business function and economic injury throughout the state.

Idaho Commerce has worked extensively with State and Federal partners to communicate important information and execute programs designed to support the ongoing rebound efforts of Idaho businesses and communities. The virus caused the Department, along with businesses and government entities statewide, to shift to significantly more virtual tools for meetings, trainings, trade shows, and other communication. We expect this trend to continue through FY2021.



**Brad Little**, Governor

**Tom Kealey**, Director

Governor Little and his administration took numerous actions to stabilize our State economy and to ensure a strong economic comeback for Idaho businesses and families. The Governor's CFAC oversaw the CARES Act funding of \$1.25 billion to stabilize businesses, education, and other services. And the Governor's Idaho Rebounds Economic Advisory Committee provided recommendations in support of the State's recovery for the COVID-19 pandemic.

Idaho Commerce plays a key role in executing the CFAC and Rebound committees recommendations, including ongoing efforts to demonstrate to existing Idaho businesses, as well as businesses that are looking to grow or relocate to Idaho, that the State has taken the necessary steps to minimize pandemic impacts and grow the economy going forward.

The Commerce Department will remain nimble and reallocate organizational and stakeholder resources and adjust strategy during these changing times to meet new business dynamics and state, national, and global economic trends.

### **Be a Partner and Resource to Business**

Business in Idaho is our top priority. By supporting existing Idaho businesses and strategic business attraction efforts, Idaho Commerce uses our resources and our network of partner resources to assist businesses – large and small, rural, and urban, new, and well-established – grow and thrive in Idaho.

Existing Idaho businesses are the foundation of economic success for the state. Idaho's economic development philosophy has been any policy or resource intended to attract new industry must also benefit existing companies and communities. Idaho Commerce's strategies carefully respect and incorporate that philosophy in all Department priorities.

We strive to understand the needs of Idaho's core and emerging industries. We do our utmost to provide timely, effective, and flexible solutions in anticipation of the needs and demands of businesses. We want businesses both inside and outside the state to know that the Idaho Commerce is their advocate across state governmental entities and a resource for their success.

### **Community Success Means Statewide Success**

Idaho communities are the backbone of our great state. For our state's economy to move forward, we must ensure our communities realize their full potential for future growth.

Idaho Commerce is committed to building and assisting communities across the state in their efforts to reach their respective goals, including the planning and development of economic assets and infrastructure. We will aid communities of all sizes – including those in the most rural areas of our state – to ensure that each community has opportunity for job creation and economic growth based on its potential.

## Idaho's Greatest Strength: Team Idaho

Our state's greatest economic development strength is the ability to bring people together at all levels of leadership and governmental entities to create solutions for businesses and communities across our state. We call this statewide teamwork and collaboration network Team Idaho.

By bringing together diverse public and private sector stakeholders, Team Idaho creates proactive solutions to the challenges that communities and businesses face. Harnessing these strengths in a systematic way is paramount for Idaho to be competitive. Idaho Commerce will work at every level to facilitate and encourage Idahoans to work together for our mutual benefit.

## GOALS FOR AGENCY DIVISIONS AND CORE FUNCTIONS

### ***Goal 1: Support Existing Businesses***

#### Objectives:

- Develop relationships with Idaho businesses to ensure the state is providing the appropriate support and resources to ensure success;
- Be the lead organization to Idaho businesses, cities, counties, economic development organizations (EDO), regional economic development districts, and other partners to assist with business retention and expansion efforts;
- Maintain vigilance to ensure the state offers efficient, transparent, and business-friendly regulatory processes;
- Seek to identify and attempt to resolve impediments to a company's success that may be the result of federal, state, and local laws, regulations, or actions, and local conditions
- Highlight business and community challenges, such as workforce training and education in key industry sectors facing skills gaps and shortages, to ensure these high-growth industries and communities have the resources needed to grow;
- Analyze and explore long-term strategies to overcome business and community impediments such as transportation, broadband, affordable housing, workforce development, education, etc.;
- Produce the Northwest Community Development Institute (NWCDI), for community development officials, elected and appointed county and municipal leaders, and others economic development professionals to have an opportunity for continuing economic development education;
- Engage with representatives at the federal and local level, as well as developers and investors across the country, to leverage Idaho's Opportunity Zones;
- Convene the Economic Advisory Council (EAC) in regular meetings to review TRI applications and other grant applications, and advise the Commerce Department on state economic policy and strategic planning;

- Support rural Idaho with grants for economic development personnel through the Rural Economic Development Professional Grant program to benefit Idaho cities and counties.

Measures:

- Number of unique, focused business retention visits, virtual meetings, trainings, and webinars organized
- Number of domestic trade shows organized
- Number of Economic Development Professionals grants awarded and administered
- **PMR 1** - Number of jobs created and retained
- **PMR 2** - Percentage growth of State GDP
- **PMR 3** - Number of new business expansion project announced

Benchmarks:

- Conduct 700 unique, focused business retention visits, virtual meetings, trainings, and webinars <sup>1</sup>
- Plan Idaho Participation in 2 domestic trade shows <sup>2</sup>
- Award 18 Economic Development Professionals grants <sup>3</sup>
- **PMR 1** - Create and retain 1500 jobs statewide<sup>4</sup>
- **PMR 2** - Grow State GDP by 2% year over year<sup>5</sup>
- **PMR 3** - Announce 8 new business expansion projects <sup>6</sup>

**Goal 2: Strategic Business Attraction & Promoting Responsible Incentives**

Objectives:

- Offer superior customer service to companies contacting the Department with the intent of relocating, expanding, or starting a new company in Idaho;
- Proactively identify, market to, and recruit industries and companies with a focus on those that have the capacity to add value to Idaho's economy. Potential areas of opportunity include food innovation, energy, equipment manufacturing, technology and innovation, outdoor recreation, and nuclear energy among others;
- Manage and support the Governor's Rapid Response Team of key state government officials designed to respond quickly to companies' needs;

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<sup>1</sup> Based on improving past performance and staff capacity.

<sup>2</sup> Based on improving past performance and staff capacity

<sup>3</sup> Based on viable Rural Economic Development Professionals grant applications.

<sup>4</sup> Based on statewide economic conditions, improving past performance and staff capacity.

<sup>5</sup> Based on statewide economic conditions and viable economic performance data.

<sup>6</sup> Based on improving past performance of existing businesses expanding or the recruitment of new business to the state resulting from Department business retention, expansion, and attraction efforts and/or through support the Department provides to local economic development organizations throughout the state.

- Leverage the Idaho Tax Reimbursement Incentive (TRI) to encourage new businesses to the state and existing Idaho businesses to expand with new jobs with above average wages;
- Network with nationally recognized site selection consultants to proactively identify business recruitment opportunities and expand business resources and tools, such as Gem State Prospector, to enhance the capabilities of communities and economic development partners who in turn support local businesses;
- Be the lead organization to Idaho businesses, cities, counties, economic development organizations (EDO), regional economic development districts, and other partners to assist with attraction efforts, and lead a coordinated state response when we become aware of companies seeking to locate to Idaho;
- Assist foreign investors with foreign direct investment (FDI) strategies;
- Strategically deploy the Idaho Opportunity Fund for creating new jobs
- Engage with representatives at the federal and local level, as well as developers and investors across the country, to leverage Idaho's Opportunity Zones;
- Convene the Economic Advisory Council (EAC) in regular meetings to review TRI applications and other grant applications, and to advise the Commerce Department on state economic policy and strategic planning;
- Execute the legislative process to extend the Business Advantage tax credit.

#### Measures:

- Formulate a strategic business attraction plan based on Idaho Rebounds Committee recommendations
- Number of special events hosted
- **PMR 4** - Amount of statewide capital expenditures by companies in Idaho
- **PMR 5** - Conversion rate of leads to site visits
- **PMR 6** - Number of TRI project awards

#### Benchmarks:

- Recommend a strategic business attraction plan in 3<sup>rd</sup> quarter FY2021 <sup>7</sup>
- Host 2 special events in support of strategic industry development <sup>8</sup>
- **PMR 4** - Assist in cultivating \$500,000,000 in new capital expenditures statewide <sup>9</sup>
- **PMR 5** - Convert 50% or better leads to site visits<sup>10</sup>
- **PMR 6** - Facilitate 8 TRI project awards <sup>11</sup>

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<sup>7</sup> Based on new Department strategic direction and staff capacity.

<sup>8</sup> Based on industry feedback and participation and staff capacity.

<sup>9</sup> Based on statewide economic conditions and viable economic performance data.

<sup>10</sup> Based on improving past performance, viable leads, and staff capacity.

<sup>11</sup> Based on improving past performance, viable TRI leads and applications, and EAC approval.

### ***Goal 3: Market & Promote Idaho Products and Businesses Domestically and Internationally***

#### Objectives:

- Proactively communicate success stories of Idaho's businesses and new expansions to Idaho. Monitor success stories across the state and leverage Commerce resources to broadcast those stories nationally and internationally;
- Attend international and domestic trade shows, as well as organize and assist with shows and events hosted in Idaho, to help Idaho businesses increase sales or attract business to Idaho;
- Facilitate collaboration between Idaho companies to source products and services within Idaho.
- Support organic growth of emerging industry sectors throughout the state;
- Expand opportunities for Idaho companies to export their products and services throughout the world for business growth;
- Leverage the state's trade offices in China, Mexico, and Taiwan with Idaho companies and key industry sectors to facilitate export opportunities and FDI;
- Liaise with Idaho state agencies, such as the Department of Agriculture, and U.S. federal partners, on trade issues affecting Idaho businesses and communities;
- Facilitate the "Idaho presence" at industry-focused international trade shows to provide Idaho businesses an opportunity to develop international relationships and sell product abroad;
- Administer the federally funded State Trade and Export Program (STEP) to assist Idaho small companies with funding to attend international trade shows and missions;
- In partnership with the Department of Agriculture, organize annual Governor-led trade missions to countries and markets of strategic importance to the State's economy and Idaho businesses;
- Assist foreign investors with foreign direct investment (FDI) strategies;
- Promote overseas trade delegations who visit Idaho by organizing events, meetings, and identifying opportunities to increase trade with Idaho businesses.

#### Measures:

- Number of STEP grants awarded and administered
- Number of business meetings scheduled with trade managers when visiting in-state
- **PMR 7** - Number of international trade outreach activities organized
- Number of monthly newsletters and/or company spotlights highlighting Idaho businesses

#### Benchmarks:

- Facilitate 15 STEP grant awards to Idaho businesses <sup>12</sup>

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<sup>12</sup> Based on improving past performance, viable grant applications, and federal funding available for distribution.

- Schedule 60 meetings with trade managers when visiting in-state, in-person or virtually <sup>13</sup>
- **PMR 7** - Organize, plan, or attend 5 international trade shows and 1 Governor-led trade mission, in-person or virtually <sup>14</sup>
- Develop and release 12 newsletters highlighting Idaho businesses or communities and events <sup>15</sup>

#### ***Goal 4: Market and Promoting Idaho's Tourism and Outdoor Recreation Opportunities***

##### Objectives:

- Facilitate a statewide marketing campaign including multi-season creative development, an annual media plan, collateral and websites, owned content and asset development, press relations, social media engagement, and international market development to promote Idaho as a destination for tourists and visitors;
- Administer a statewide grant program and provide strategic guidance to community and regional organizations to better promote their locations and the state as a top destination for leisure and business travel;
- Support tourism product development by supporting lodging, attraction, and community asset development;
- Support events across the state that attract out-of-area visitors and/or provide Idaho with a national or international exposure as well as produce events which educate and inform the recreation and travel industries in Idaho;
- In collaboration with the Governor's office and other state agencies, design an Office of Outdoor Recreation to better coalesce state and federal resources toward meaningful goals in support of the outdoor recreation and travel industries in Idaho;
- Liaise between national and regional travel and tourism organizations to ensure Idaho is well represented where broader decisions are made that affect could affect Idaho businesses or travelers to the state;
- Work with the Idaho Travel Council (ITC) to meet five times per year and administer the ITC grant program and funding to regional and community non-profit organizations who market Idaho as a travel destination;
- Execute Idaho Rebound campaigns as recommended by Advisory Committee, specifically the ONE Idaho and Recreate Responsibly campaigns.

##### Measures:

- Formulate strategic marketing campaigns with marketing agency and the ITC
- **PMR 8** - Percentage change in 2% lodging tax collection revenue year over year
- Number of unique, owned editorial content produced
- Number of registered and paid attendees at ICORT
- Number of ONE Idaho pledges registered

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<sup>13</sup> Based on improving past performance, staff capacity, and business participation.

<sup>14</sup> Based on improving past performance, staff capacity, industry feedback and participation, and federal and state funding.

<sup>15</sup> Based on past performance, staff capacity, industry feedback and participation



Benchmarks:

- Complete strategic marketing campaigns with agency and ITC by March 2021 <sup>16</sup>
- **PMR 8** - Limit 2% lodging tax collection revenue decrease to no more than -30% year over year <sup>17</sup>
- Produce 50 pieces of unique, owned editorial content <sup>18</sup>
- Assist 25 journalists or publications with earned media coverage<sup>19</sup>
- 200 registered and paid attendees at ICORT <sup>20</sup>
- ONE Idaho campaign pledges - 5000 residents and 1500 businesses <sup>21</sup>

**Goal 5: Advance Idaho's Innovation and Commercialization Ecosystem**

Objectives:

- Assist the expansion, enhancement, and coordination of the state's technical and innovative resources to augment existing Idaho industry and help invigorate Idaho's research capabilities to solidify Idaho's position as a worldwide leader in innovation and research;
- Promote and administer Idaho Global Entrepreneurial Mission (IGEM) commercialization grants and advance industry-university partnership opportunities;
- Connect Idaho businesses to Commerce resources, Idaho research universities resources, and other partner resources and programs available throughout the state;
- Support Idaho businesses, entrepreneurs and innovators seeking to start or expand emerging businesses by providing or facilitating technical assistance and referring to relevant sources of financial assistance;
- Assist in technology transfer by processing scientific findings through development and up to commercialization;
- Strengthen relationship with companies in the technology industry to better understand Idaho's challenges and strengths for an innovative environment;
- Advocate and create a receptive environment conducive to new technologies and innovation;
- Strengthen the existing partnerships with universities, the private sector, the Idaho National Lab (INL), State Board of Education Higher Education Research Council (HERC), and the Center for Advanced Energy Studies (CAES) to enhance spinoff business activity and commercialization of university and public sector research capability;
- Develop collaborative research partnership with Idaho businesses and CAES;
- Engage with the IGEM council and investment subcommittee to review grant program applications.

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<sup>16</sup> Based on new Department strategic direction, Council participation, and staff capacity.

<sup>17</sup> Based on improving past performance and industry projections.

<sup>18</sup> Based on improving past performance, campaign planning and staff capacity.

<sup>19</sup> Based on improving past performance, campaign planning and staff capacity.

<sup>20</sup> Based on new conference strategic direction and improving past performance.

<sup>21</sup> Based on campaign performance, campaign budget, and strategic direction.

Measures:

- Demonstrate expertise in Idaho's technology positions and opportunities in related, emerging industries
- Number of IGEM private sector/university research grants awarded and administered
- **PMR 9** - Number of IGEM projects funded resulting from Commerce partnership development
- Number of referrals to other Commerce teams and other external partner resources

Benchmarks:

- Prepare a white paper on Idaho's Innovation Strategy – 1) current industry and opportunities for improvement -- 2) expertise and opportunities in emerging industries like information technology, cybersecurity, advanced energy (nuclear, solar, and battery technologies), and 3) discuss various (2-3) Idaho innovation strategies with IGEM, EAC and the Governor's Office <sup>22</sup>
- 3 IGEM private sector/university research awards <sup>23</sup>
- **PMR 9** - 1 IGEM project funded resulting from Commerce partnership development <sup>24</sup>
- 25 referrals to other Commerce teams and other external partner resources <sup>25</sup>

***Goal 6: Facilitate the Idaho Broadband Office, Broadband Grant Programs and Other Projects to Support the Governor's Broadband Connectivity for all Communities***

Objectives:

- Administer the Idaho Broadband Office as recommended by the broadband task force;
- Execute the \$50 million Idaho Broadband Grant program, funded via the CARES Act, in conjunction with the Governor's Broadband Task Force and Broadband Grant Committee recommendations
- Advocate for public/private partnerships to increase broadband access and connectivity throughout Idaho;
- Develop a statewide mapping system to better inventory the service and speeds across Idaho;
- Communicate regularly with state legislators, local elected officials, private sector leaders and other statewide broadband stakeholders;
- Create and update a statewide broadband strategic plan to guide policy and future incentives as well as aid communities in grant acquisition;
- Gather recommendations for future policy efforts that further connect Idaho citizens and businesses with faster and more reliable broadband;

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<sup>22</sup> Based on new Department strategic direction, industry feedback and staff capacity.

<sup>23</sup> Based on improving past performance, viable grant applications, state funding available for distribution and IGEM Council approvals.

<sup>24</sup> Based on improving past performance and staff capacity.

<sup>25</sup> Based on improving past performance and staff capacity.

Measures:

- Establishment of Idaho Broadband Office
- Allocation of approximately \$50 million in Idaho Broadband Grant program projects
- **PMR 10** – New broadband service for households

Benchmarks:

- Establish the Idaho Broadband Office as recommended by the broadband task force and approved by the Governor by January 2021 <sup>26</sup>
- Administer \$50 million in Idaho Broadband grants, ensuring project compliance and completion prior to December 30, 2020 to meet CARES Act funding requirements <sup>27</sup>
- PMR 10 - Facilitate grants and other means of support to achieve 40,000 new households with broadband service<sup>28</sup>

**Goal 7: Use a Data Driven Approach to Better Serve Idaho**

Objectives:

- Partner with business, stakeholders, and state leaders to develop data driven strategies and forecasts pertaining to Idaho's leading and emerging industries, summarize recommendations and forecasts, and develop milestones with relevant industry leaders;
- Use a data driven approach to strengthen expertise of Idaho's industry needs, such as supply chain gaps, to better encourage collaboration between key Idaho industry partners for business retention and expansion efforts and business attraction opportunities;
- Utilize data tools to develop strategies and forecasts pertaining to Idaho's leading and emerging industries, summarize recommendations and forecasts, and develop milestones with relevant industry leaders for business expansion opportunities and strategic business attraction efforts;
- Provide businesses and communities with data and analytics that highlight local, state, or regional industry-related information;
- Develop collateral on regional, county and city data information to ensure partners and stakeholders have current information.

Measures:

- Number of surveys developed and distributed to be shared with stakeholders
- Response time to partner data requests

Benchmarks:

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<sup>26</sup> Based on task force approval and staff capacity.

<sup>27</sup> Based on committee approval, grantee execution, and staff capacity.

<sup>28</sup> Based on Department involvement and participation, and staff capacity.

- Develop and send 2 industry or business, plus 1 rural community survey, analyze data and share results to Idaho Stakeholders <sup>29</sup>
- Respond to all partner data requests within 72 hours <sup>30</sup>

### ***Goal 8: Support Rural Idaho Community and Infrastructure Development***

#### Objectives:

- Support rural Idaho economic development with grants or programs toward eligible community development infrastructure improvements;
- Fund eligible and effective community projects through the Community Development Block Grant, Rural Community Investment Fund and Gem Grant programs;
- Leverage federal and state funds to advance public infrastructure and facilities that comply with environmental laws, regulations and building codes, and result in revitalized downtowns, business-ready community infrastructure, and job creation;
- Recommend grants or programs to the Economic Advisory Council or other rural stakeholder groups to maximize rural economic impact;
- Facilitate or conduct community reviews and mock site visits for rural community leaders to gain firsthand insights into their strengths, weaknesses, opportunities, and threats from a variety of experts;
- Complete and implement a training curriculum for rural communities with information on a range of subjects online, in person, or via webinars;
- Engage the Economic Advisory Council (EAC) or other rural stakeholder groups with regular meetings to review CDBG and RCIF applications.

#### Measures:

- Number of community development and infrastructure improvement grants awarded and administered
- Number of Main Street promotion events produced
- Number of community training sessions hosted statewide
- Number of Idaho Rural Partnership (“IRP”) or comparable meetings

#### Benchmarks:

- Award 40 community development and infrastructure improvement grant awards <sup>31</sup>
- Produce 10 Main Street promotion events, in-person or virtually <sup>32</sup>
- Host 18 community or business training sessions, in-person or virtually <sup>33</sup>
- Attend 3 IRP or comparable meetings<sup>34</sup>

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<sup>29</sup> Based on improving past performance and staff capacity.

<sup>30</sup> Based on improving past performance and data tools and systems available to the Department.

<sup>31</sup> Based on improving past performance, viable community development and infrastructure grant applications, and federal and state funding available for distribution.

<sup>32</sup> Based on improving past performance, staff capacity, and community participation.

<sup>33</sup> Based on improving past performance, staff capacity, and community participation.

<sup>34</sup> Based on improving past performance, staff capacity, and community participation.

**Goal 9: Support the Governor's Economic Development vision.**

Objectives:

- Support the expansion of key statewide industries including, but not limited to nuclear energy, food innovation, cybersecurity, and outdoor recreation as well as assist Idaho businesses with initiatives such as improving access to business capital;
- Engages with partners throughout the state and discusses issues that are affecting economic development such as affordable housing, military advocacy, nuclear energy, cybersecurity, outdoor recreation, workforce development, capital forums, food innovation and others;
- Advocate for economic development issues facing the state such as transportation and affordable housing by working with our partners throughout the state to organize solutions to these challenges;
- Provides information to Governor's office and Idaho Legislature on recommendations for how the State can properly address challenges and opportunities.
- Participate in executive orders, commissions, partnerships, councils, and task forces as requested by the Governor or other statewide partners.

Measures:

- Number of statewide initiatives facilitated
- Number of Governor newsletter updates

Benchmarks:

- Facilitate at least one more statewide initiative <sup>35</sup>
- Deliver to the Governor's Office at least 6 bi-monthly newsletter reports <sup>36</sup>

**Goal 10: The Department will comply with all statutory obligations, budget requirements, and maintain a high level of standing.**

Objectives:

- Submit the Department budget on time;
- Adhere to or better the budget each fiscal year;
- Meet all deadlines for all financial reports and department annual reports;
- Ensure the Department is current with all compliance filings for grants/awards;
- Meet all Idaho statutory obligations;
- Hold the turnover rate of Department staff year over year;
- Ensure the Department's reputation remains "excellent" among various stakeholders.

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<sup>35</sup> Based on industry, community, legislative, and Governor feedback, and staff capacity.

<sup>36</sup> Based on requests for Department involvement and participation, and staff capacity.

Measures:

- Date of finished Department Annual Reports
- Percentage of total staff members leaving the Department
- Number of grants deployed

Benchmarks:

- Complete Department Annual Reports before the start of the Legislative Session each year <sup>37</sup>
- Hold Department staff turnover at 15% for FY2021 <sup>38</sup>
- Deploy 200 grants across all department programs <sup>39</sup>

## MAJOR AGENCY DIVISIONS AND CORE FUNCTIONS

Idaho Commerce is committed to ensuring access to comprehensive, high-quality programs, services, information, training, and outreach on behalf of its many customers, and in cooperation with its partners. Idaho Commerce's programs and services are delivered through several highly effective teams:

- **Business Retention & Expansion Team**
  - Builds relationships and gathers information through strategic & collaborative outreach with Idaho businesses & communities to facilitate business expansion opportunities and to mitigate companies considering relocation and/or closure;
  - Coordinates with partners to understand the basics of statewide incentives and resources available to businesses and communities;
  - Manages applications, training & management of statewide EDPRO program, the GEM Grant, and the Main Street program;
  - Assists the Business Attraction and the Economic Advisory Council in managing the award implementation of the Idaho Tax Reimbursement Incentive (TRI);
  - Facilitate trainings to businesses and communities including the Northwest Community Development Institute (NWDCI), Commerce Virtual Roundtable trainings, and other economic development webinars/trainings;

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<sup>37</sup> Based on staff and marketing agency capacity, as well as partner data submission.

<sup>38</sup> Based on staff turnover year over year.

<sup>39</sup> Based on improving past performance, viable grant applications, state funding available for distribution and appropriate Council approvals.

- Markets Idaho Department of Commerce incentives and resources, as well as partner organization resources, to businesses and communities across the state.
- **Business Attraction Team**
  - Advises and assists companies and site selection consultants seeking information about state incentives, business environment, and potential locations in Idaho for expansion and relocation purposes;
  - Disseminates leads to local and regional economic development partners; distributes Requests for Information (RFIs) to local and regional economic development organizations (EDOs) and coordinates their responses;
  - Works in partnership with local communities to win projects
  - Work with the Economic Advisory Council to seek approval and then to manage the award implementation of the Idaho Tax Reimbursement Incentive (TRI);
  - Provides advice and technical information to local and regional EDOs;
  - Contributes to the effectiveness of mock site visits;
  - Manages the Gem State Prospector tool;
  - Organizes and participates in domestic industry trade shows;
  - Provides essential research services to internal stakeholders and external partners.
- **Community Development Team**
  - Manages the Federally-funded Community Development Block Grant and the State-funded Rural Community Investment Fund programs totaling \$8 million annually for cities and counties to improve public infrastructure and facilities, as well as assist in business expansion, job creation, economic diversification and downtown revitalization initiatives;
  - Implements the two programs by providing technical assistance and guidance to the cities, counties, and special districts on utilization of the block grants for the construction, expansion, or rehabilitation of public infrastructure and facilities;
  - Conducts bi-annually CDBG application workshops and administer a certified training for CDBG grant administration;
  - Monitors projects to ensure compliance with applicable laws, rules, and contractual requirements;
  - Maintains three guidance manuals, action plans, and year-end reports to support the two programs and to ensure program compliance.
- **Idaho Tourism Team**
  - Markets the state's travel opportunities domestically and abroad via comprehensive, multi-season media and public relations campaigns;
  - Supports the Idaho Travel Council with their grant awards to communities to promote local destinations, attractions, and events for more visitors;

- Promotes tourism events and attractions throughout the state;
  - Manages the Idaho Conference on Recreation and Tourism (ICORT);
  - Organizes and conducts familiarization tours for travel writers, photographers, tour companies, and others;
  - Creates and distributes information and publications about tourism and recreation opportunities to travelers, visitors, and other parties interested in Idaho;
  - Leads the publication effort of the annual Idaho Travel Guide;
  - Manages the state's flagship visitor website, VisitIdaho.org;
  - Provides valuable advice and expertise and a wide range of community development and marketing services.
- **International Trade Team**
    - Provides advice and assistance to Idaho companies seeking to export services and products overseas;
    - Cooperates with the Idaho State Department of Agriculture in the oversight of Idaho's Trade Offices in Mexico, Taiwan, and China;
    - Plans and conducts overseas and inbound trade missions;
    - Represents Idaho and coordinates Idaho companies' efforts at international trade shows;
    - Manages market access grants subject to the availability of funding;
    - Serves on the Idaho District Export Council and helps plan and implement seminars;
    - Increases foreign awareness and acceptance of Idaho's products and services; promotes foreign direct investment opportunities in the state;
    - Coordinates the state's protocol efforts with foreign diplomatic organizations;
    - Provides a wide range of expertise on international trade and export matters.
- **Innovation, Technology and Commercialization**
    - Provides understanding and awareness of technology trends in Idaho for the state to be competitive;
    - Comprises three primary funding elements – commercialization grants, university capacity building grants, and CAES funding support – the IGEM commercialization grant program joins private industry endeavors with Idaho's research universities to develop viable technologies that strengthen Idaho's research capabilities and business interests;
    - Provides resources to better develop intellectual property and assist in technology transfer by funding university research and industry development partnerships;
    - Generates industry awareness and interest in partnering with Idaho universities on IGEM grants or other commercialization opportunities;
    - Liaise with Idaho's entrepreneurial innovators, corporate technology leaders and private capital resources.



- **Idaho Broadband Office**
  - Serves as a dedicated resource for a state broadband strategy and plan including consumer education, facilitating new service opportunities, funding resources, and infrastructure coordination to reach unserved communities in the state;
  - Evaluates and collect different data sources and mapping options to understand what best illustrates Idaho's available services, speed, and infrastructure;
  - Assists the State and communities throughout Idaho to leverage federal funding sources including, but not limited to U.S. Department of Agriculture, Federal Communications Commission and U.S. Department of Commerce programs;
  - Communicates regularly with state legislators, local elected officials, private sector leaders, task force members and other statewide broadband stakeholders.
  
- **Public Information**
  - Coordinates public relations, public inquiries, and media requests for information;
  - Manages Idaho Commerce's websites and social media activities;
  - Oversees and coordinates Department branding continuity;
  - Writes, edits, and publishes agency publications, presentations and other collateral and editorial materials;
  - Provides valuable communication advice and assistance throughout the agency.
  
- **Operations, Compliance and Fiscal Teams**
  - Manages legislative, administrative rules and budget development activities;
  - Supports all fiscal activities, including compliance with state and federal grant reporting requirements;
  - Coordinates with Division of Human Resources on all human resource related issues;
  - Manages IT functions to support functionality throughout the Department;
  - Manages all Department resources and assets.

## CYBERSECURITY COMPLIANCE PLAN

As a technology customer of the Office of Information Technology Services (ITS) in the Governor's Office, the Department will continue to use the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. The Department will continue to participate in DHR and ITS administered cyber security training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. The Department will continue to support ITS in refining the cybersecurity incident response plan in support of our agency.

## RED TAPE REDUCTION ACT

As instructed in the Red Tape Reduction Act (Executive Order 2019-02), the Department designated a Rules Review Officer (RRO) "to undertake a critical and comprehensive review of the agency's administrative rules to identify costly, ineffective, or outdated regulations." The Department's RRO, leadership team, and staff will continue to seek opportunities to streamline, improve and remove regulations that impede Idaho citizens, businesses, and the Department's mission.

- The Department removed two chapters of administrative code. Removing two chapters of administrative code reduced the Department's total rules from 8 to 6, a 25% reduction.
- The Department reduced the number of words in Administrative Code from 38,286 to 12,322, a 67% reduction.
- Between FY2019 & FY2020, the Department reduced the number of restrictions in Administrative Code from 536 restrictions to 104 restrictions, an 81% reduction.

## EXTERNAL FACTORS

Various local, national, and international factors can affect Idaho Commerce's goals. These factors sometimes have unintended consequences that are unforeseeable.

As noted previously, the effects of COVID-19 will impact the state's economy, GSP, jobs, wages, and revenues for years to come. Additionally, Department activities, processes, plans, goals, and measures will be impacted by the virus.

### Economic and Financial Market Factors

- Value of the dollar
- Tariffs and trade
- Tax policy
- Interest rates
- Federal funding decisions
- Affordable housing
- Unemployment levels
- State Legislative Actions

### Natural Resources, Environment, Energy, and Agriculture Factors

- Water
- Power and electricity
- Severe weather
- Federal and state policies

### Education and Workforce

- Availability of qualified workforce
- Career Technical Education
- Education cost and accessibility
- Available/affordable workforce housing

### Transportation and Public Infrastructure Factors

- Broadband accessibility
- Access via Port of Lewiston
- Infrastructure project funding
- Air / ground transportation options

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