



**Idaho Department of Commerce
FY2022-2025 Strategic Plan
August 25th, 2021**



Brad Little, Governor
Tom Kealey, Director

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 “Building Idaho’s Future” Recommendations

COVID-19 Recovery: Helping Idaho businesses affected by COVID-19

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 communications. We expect this trend to continue through FY2022.

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



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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.

Through CFAC, Idaho Commerce oversaw funding including \$50M in broadband infrastructure dollars, and \$8M in Idaho Tourism, Recreate Responsibly Idaho, and ONE Idaho campaign funding. Idaho Commerce also will be facilitating \$3.6M in payments to the Idaho Foodbank in FY22. Idaho Commerce was awarded an additional \$12M in CDBG funding for pandemic response and recovery.

The Commerce Department continues to remain nimble and allocate 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 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.



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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 Tax Reimbursement Incentive 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 1000 unique, focused business retention visits, virtual meetings, trainings, and webinars ¹
- Plan Idaho Participation in 2 domestic trade shows ²
- Award 18 Economic Development Professionals grants ³
- **PMR 1** - Create and retain 1500 jobs statewide⁴
- **PMR 2** - Grow State GDP by 3% year over year⁵
- **PMR 3** - Announce 8 new business expansion projects ⁶

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, nuclear energy, aerospace and arms and ammo among others;
- Manage and support the Governor's Rapid Response Team of key state government officials designed to respond quickly to companies' needs;

¹ Based on improving past performance and staff capacity.

² Based on improving past performance and staff capacity

³ Based on viable Rural Economic Development Professionals grant applications.

⁴ Based on statewide economic conditions, improving past performance and staff capacity.

⁵ Based on statewide economic conditions and viable economic performance data.

⁶ 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:

- 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:

- Host 2 special events in support of strategic industry development ⁷
- **PMR 4** - Assist in cultivating \$500,000,000 in new capital expenditures statewide ⁸
- **PMR 5** - Convert 50% or better leads to site visits⁹
- **PMR 6** - Facilitate 8 TRI project awards ¹⁰

⁷ Based on industry feedback and participation and staff capacity.

⁸ Based on statewide economic conditions and viable economic performance data.

⁹ Based on improving past performance, viable leads, and staff capacity.

¹⁰ 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 international business consultations scheduled with staff & trade managers
- **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 ¹¹
- Conduct 215 export consulting, trade office manager, and/or diplomatic meetings ¹²
- **PMR 7** - Organize, plan, or attend 9 international trade shows or trade missions, in-person or virtually ¹³
- Develop and release 12 newsletters highlighting Idaho businesses or communities and events ¹⁴

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.

¹¹ Based on improving past performance, viable grant applications, and federal funding available for distribution.

¹² Based on improving past performance, staff capacity, and business participation.

¹³ Based on improving past performance, staff capacity, industry feedback and participation, and federal and state funding.

¹⁴ Based on past performance, staff capacity, industry feedback and participation

Measures:

- **PMR 8** - Percentage change in 2% lodging tax collection revenue year over year
- Number of unique, owned and earned content produced
- Number of registered and paid attendees at ICORT

Benchmarks:

- **PMR 8** – Increase 2% lodging tax collection revenue by 10% year over year ¹⁵
- Produce 50 pieces of unique, owned editorial content ¹⁶
- Assist 25 journalists or publications with earned media coverage¹⁷
- 100 registered and paid attendees at ICORT ¹⁸

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.

¹⁵ Based on improving past performance and industry projections.

¹⁶ Based on improving past performance, campaign planning and staff capacity.

¹⁷ Based on improving past performance, campaign planning and staff capacity.

¹⁸ Based on new conference strategic direction and improving past performance.

Measures:

- Facilitate meetings and outcomes for the Cyber Security Task Force
- 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:

- Organize a minimum 4 meetings for the Cyber Security Task Force and produce a set of recommendation to deliver to the Governor.¹⁹
- 4 IGEM private sector/university research awards²⁰
- **PMR 9** - 2 IGEM project funded resulting from Commerce partnership development²¹
- 25 referrals to other Commerce teams and other external partner resources²²

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;

¹⁹ Based on new Department strategic direction, industry feedback and staff capacity.

²⁰ Based on improving past performance, viable grant applications, state funding available for distribution and IGEM Council approvals.

²¹ Based on improving past performance and staff capacity.

²² Based on improving past performance and staff capacity.

Measures:

- Provide assistance to the Idaho Broadband Advisory Board for the Idaho Statewide Plan
- **PMR 10** – New broadband service for households through grants directed by the Idaho Broadband Advisory Board

Benchmarks:

- Establish and develop a statewide broadband plan with the Idaho Broadband Advisory Board ²³
- PMR 10 - Facilitate grants and other means of support to achieve 10,000 new households with broadband service²⁴

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

²³ Based on the Idaho Broadband Advisory Board approval and staff capacity.

²⁴ Based on Department involvement and participation, and staff capacity.

Benchmarks:

- Complete economic impact and visitor survey for tourism and one other industry or business survey; analyze data and share results to Idaho Stakeholders ²⁵
- Respond to all partner data requests within 72 hours ²⁶

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

²⁵ Based on improving past performance and staff capacity.

²⁶ Based on improving past performance and data tools and systems available to the Department.

Benchmarks:

- Award 40 community development and infrastructure improvement grant awards ²⁷
- Produce 8 Main Street promotion events, in-person or virtually ²⁸
- Host 18 community or business training sessions, in-person or virtually ²⁹
- Attend 3 IRP or comparable meetings³⁰

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 the statewide Cyber Security initiative. ³¹
- Deliver to the Governor's Office at least 6 bi-monthly newsletter reports ³²

²⁷ Based on improving past performance, viable community development and infrastructure grant applications, and federal and state funding available for distribution.

²⁸ Based on improving past performance, staff capacity, and community participation.

²⁹ Based on improving past performance, staff capacity, and community participation.

³⁰ Based on improving past performance, staff capacity, and community participation.

³¹ Based on industry, community, legislative, and Governor feedback, and staff capacity.

³² Based on requests for Department involvement and participation, and staff capacity.

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.

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 ³³
- Hold Department staff turnover at 17% for FY2021 ³⁴
- Deploy 130 grants across all department programs ³⁵

³³ Based on staff and marketing agency capacity, as well as partner data submission.

³⁴ Based on staff turnover year over year.

³⁵ Based on improving past performance, viable grant applications, state funding available for distribution and appropriate Council approvals.

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;
 - 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 liaison for funding decisions and statewide broadband planning by the Idaho Broadband Advisory Board.
 - 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 the Idaho Broadband Advisory Board, 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.

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 continue to 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 | ○ Federal funding decisions |
| ○ Tariffs and trade | ○ Affordable housing |
| ○ Tax policy | ○ Unemployment levels |
| ○ Interest rates | ○ State Legislative Actions |

Natural Resources, Environment, Energy, and Agriculture Factors

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|-------------------------|------------------------------|
| ○ Water | ○ Severe weather |
| ○ Power and electricity | ○ Federal and state policies |
| | ○ Risk of cyber threats |

Education and Workforce

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

Transportation and Public Infrastructure Factors

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



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