



**Idaho Department of Commerce
FY2024-2027 Strategic Plan
July 7th, 2023**



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 & Support Clean Energy Initiatives
Support Rural Idaho & Broadband Expansion	Utilize Responsible Incentives
Promote Good Trade Policy	Support “Leading Idaho” Recommendations

Idaho Commerce has worked extensively with State and Federal partners to communicate important information and execute programs designed to support the growth of Idaho Businesses and Communities.

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.



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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, capital investment 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.;
- 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, Idaho Rural Partnership, and statewide rural strategic plan to benefit Idaho cities and counties.
- Engage with representatives at the federal and local level, as well as developers and investors across the country, to leverage Idaho's Opportunity Zones;
- 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;

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 1700 jobs statewide⁴
- **PMR 2** - Grow State GDP by 3.2% year over year⁵
- **PMR 3** – Announce 10 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 semiconductor manufacturing and supply chain, food processing, clean energy, equipment manufacturing, technology and innovation, outdoor recreation, aerospace and arms and ammo among others;
- Update and support the Governor's Rapid Response Team of key state government officials designed to respond quickly to companies' needs;
- 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;

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.

- 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

Goal 3: Support Idaho businesses with international & domestic trade expansions

Objectives:

- Serve Idaho businesses in supporting international & domestic trade expansions
- Help facilitate new export sales and expansion of export sales for Idaho businesses
- Administer the federally funded State Trade and Expansion Program (STEP) to assist Idaho small companies with funding for trade expansion
- Attend international and domestic trade shows and trade missions, as well as organize and assist with shows and events hosted in Idaho, to help Idaho businesses increase trade opportunities
- Liaise with Idaho state agencies, such as the Department of Agriculture, and U.S. federal partners, on trade issues affecting Idaho businesses and communities;
- 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;
- Facilitate collaboration between Idaho companies to source products and services within Idaho.
- Leverage the state's trade offices in Asia & Mexico with Idaho companies and key industry sectors to facilitate export opportunities and FDI;
- 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.

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.

- Develop a comprehensive database of the over 1,600 exporting firms in Idaho over the next 2-4 years.

Measures:

- Total businesses served in FY24 for international trade expansions & satisfaction of the service provided
- Number of STEP grants awarded and administered
- **PMR 7** - Number of international trade outreach activities organized
- Number of exporting businesses identified and added to a comprehensive list in our database that in FY23 consists of approximately 850 Idaho exporting businesses

Benchmarks:

- 200 services to Idaho Small businesses in FY24 (min 130 unique businesses served) for international trade expansions, and of those returned, the goal of an average satisfaction rating of “satisfied” recorded in our database¹¹
- Facilitate 13 STEP grant awards to Idaho businesses¹²
- **PMR 7** - Organize, plan, or attend 8 international trade shows or trade missions, in-person or virtually¹³
- Add 112 new small & medium sized exporting businesses to help us reach our goal of 1,600 identified and included to our current database of approximately 850 exporting companies in Idaho.

Goal 4: Market and Promoting Idaho’s Tourism and Outdoor Recreation Opportunities

Objectives:

- Facilitate statewide marketing campaigns, 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;
- 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 that market Idaho as a travel destination;

¹¹ Based on improving past performance, staff capacity, and business participation.

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

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

- 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 that educate and inform the 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 could affect Idaho businesses or travelers to the state;
- Continue to promote our “Travel With Care” campaign; encourage visitors to be stewards of the state’s abundant outdoor recreation opportunities, planning responsibility for the outdoors, and to treat Idaho Tourism industry employees with respect.
- Support the Recreate Responsibly Idaho campaign in partnership with State and Federal land management agencies.

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 2.8% year over year ¹⁴
- Produce 25 pieces of unique, owned editorial content ¹⁵
- Assist 25 journalists or publications with earned media coverage¹⁶
- 100 registered and paid attendees at ICORT ¹⁷

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 enhance 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, sponsorship, and references to sources of finance;

¹⁴ Based on improving past performance and industry projections.

¹⁵ Based on improving past performance, campaign planning and staff capacity.

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

¹⁷ Based on new conference strategic direction and improving past performance.

- Strengthen relationships 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 in traditional Idaho Commerce areas such as semiconductor manufacturing, food processing, clean energy, digitalization, AI, cybersecurity, mining, etc.;
- Strengthen the existing partnerships with universities, the private sector, the Idaho National Lab (INL), State Board of Education Higher Education Research Council (HERC), the Center for Advanced Energy Studies (CAES), and the Idaho Advanced Energy Consortium (IAEC) to enhance spinoff business activity and commercialization of university and public sector research;
- Engage with the IGEM Council and its investment subcommittee to review grant program applications.

Measures:

- Number of meetings and outcomes in support of the Cybersecurity Task Force recommendations
- 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 at least 4 follow up efforts with Idaho National Laboratory and Idaho Information Technology Services in support of the Cybersecurity Task Force recommendations with at least 4 provided outcomes.¹⁸
- 4 IGEM private sector/university research awards¹⁹
- **PMR 9** - 2 IGEM projects funded resulting from Commerce partnership development and total FY24 funding totaling \$950K²⁰
- 25 referrals to other Commerce teams and other external partner resources²¹
- Provide funding for IAEC through EDA planning grant funds

¹⁸ Based on new Department strategic direction, industry feedback and staff capacity.

¹⁹ Based on improving past performance, viable grant applications, state funding available for distribution and IGEM Council approvals.

²⁰ Based on improving past performance and staff capacity.

²¹ Based on improving past performance and staff capacity.

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

Objectives:

- Solicit for maximum federal and state funds to increase broadband connectivity across Idaho in support of the Idaho Broadband Advisory Boards (IBAB) direction.
- Administer the Idaho Broadband Office and State Broadband Strategic Plan as approved by the Idaho Broadband Advisory Board;
- Develop and maintain a statewide mapping system to better inventory the service and speeds across Idaho;
- Advocate for public/private partnerships to increase broadband access and connectivity throughout Idaho;
- Communicate regularly with the IBAB and statewide broadband stakeholders;
- Support the IBAB with a statewide broadband strategic plan to guide policy and future incentives as well as aid communities in grant acquisition;
- Advise the IBAB about policy and funding opportunities to connect Idaho citizens and businesses with faster and more reliable broadband;
- Submit and receive approval for the BEAD Initial Proposal, and open solicitations for grant projects to be submitted in our Final Proposal to be approved by NTIA for Idaho’s \$583M BEAD award.
- Through the Idaho Broadband Advisory Board, award, and contract \$125M CPF funds in FY24
- Support and market the broadband office through “Link Up Idaho” as the marketing and outreach initiative.

Measures:

- Number of meetings held to provide assistance to the Idaho Broadband Advisory Board to administer the Idaho statewide broadband plan
- **PMR 10** – Number of New Broadband Service Connections to Households

Benchmarks:

- Facilitate at least 4 meetings with the Idaho Broadband Advisory Board to assist and administer their statewide broadband plan²²
- **PMR 10** – Facilitate grants and other means of support to achieve 75,000 new households with broadband service over the next 3-5 years²³

²² Based on Department involvement and participation, and staff capacity.

²³ Based on Department involvement and participation, and staff capacity. Due to the timeline of grants, households will likely start receiving new service in CY2024-2026.

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;
- Utilize EDA grant for \$1M to complete an economic strategy for rural Idaho and a few other strategic initiatives including the Idaho Rural Summit and potential modifications to the Idaho Rural Partnership legislation.
- 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.
- Leverage and explore the uses of AI for better service and expanding economic development in Idaho

Measures:

- Number of strategic plans and initiatives developed and shared with stakeholders
- Time frame in which Commerce staff responds to citizen, business, and community requests.

Benchmarks:

- Complete all current strategic plans through funding from EDA²⁴
- Respond to all partner data requests within 72 hours²⁵

²⁴ Based on improving past performance and staff capacity.

²⁵ Based on improving past performance and data tools and systems available to the Department.

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, broadband, cybersecurity, electric vehicle infrastructure, etc.;
- Recommend grants or programs to the Economic Advisory Council or other rural stakeholder groups to maximize rural economic impact;
- 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 and open projects supported
- Number of Main Street promotion events produced
- Number of community training sessions hosted statewide

Benchmarks:

- Award 40 community development and infrastructure improvement grant awards through from the approximately \$8M from HUD²⁶
- Maintain and support the 80+ open CDBG & RCIF projects
- Produce 8 Main Street promotion events, in-person or virtually ²⁷
- Host 18 community or business training sessions, in-person or virtually ²⁸
- Attend 3 IRP or comparable meetings²⁹

²⁶ Based on improving past performance, viable community development and infrastructure grant applications, and federal and state funding available for distribution.

²⁷ Based on improving past performance, staff capacity, and community participation.

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

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

Goal 9: Support the Governor’s Economic Development vision “Leading Idaho”

Objectives:

- Support the expansion of key statewide industries including, but not limited to semiconductor manufacturing, food processing, clean energy, broadband, cybersecurity, and outdoor recreation.
- Engage with partners throughout the state and discusses issues that are affecting economic development such as affordable housing, food costs, energy costs, broadband, cybersecurity, outdoor recreation, workforce, semiconductors, capital forums, and others;
- Advocate for economic development issues facing the state by working with our partners throughout the state to discuss solutions to challenges;
- Provide 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 existing and potential new statewide initiatives facilitated
- Number of Governor newsletter updates

Benchmarks:

- Facilitate existing and potential new statewide initiatives. ³⁰
- Deliver to the Governor’s Office at least 6 bi-monthly newsletters and various annual progress reports i.e., Dept., Tourism, TRI, and overall report ³¹

³⁰ Based on industry, community, legislative, and Governor feedback, and staff capacity.

³¹ Based on requests for Department involvement and participation, and staff capacity.

Goal 10: The Department will comply with all statutory and internal 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, including the expansion associated with the Office of Broadband Services
- Below average turnover rate of Department staff year over year compared to all agencies;
- Ensure the Department's reputation remains "Excellent" among various stakeholders.

Measures:

- Based on final appropriated dollars each year from the Idaho legislature, the department will not spend more or exceed its appropriated funds
- Number of annual reports are published and delivered to stakeholders on time.
- Percentage of total staff members leaving the Department, excluding retirements is below average compared to other agencies
- Idaho Office of Broadband expansion including 4 limited service and 2 full time staff recruitments
- Number of grants deployed

Benchmarks:

- Department spending within its budget
- Complete at least 4 department annual reports before the start of the Legislative Session each year ³²
- Hold Department staff turnover at 15% for FY2024³³
- Deploy at least 130 grants across all department programs ³⁴

³² Based on staff and marketing agency capacity, as well as partner data submission.

³³ Based on staff turnover year over year.

³⁴ 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, IRP and the Main Street program;
 - Assists the Business Attraction team 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 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 Asia & Mexico;
- 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, such as energy, cybersecurity, and electric vehicles;
 - 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 with 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 IBAB, State, and communities throughout Idaho to seek and secure 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, and 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 the Division of Purchasing for procurement of goods and services;
- Coordinates with Risk Management and the Deputy Attorney General's Office;
- Provides sub-recipient monitoring for State and Federal grant recipients;
- Manages contract compliance for the Department;
- Coordinates with Division of Human Resources on all human resource-related policies and 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.

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
- Pandemics & Recovery
- Severe weather
- Federal and state policies
- Risk of cyber threats

Education and Workforce

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

Transportation and Infrastructure Factors

- Broadband accessibility
- Cybersecurity
- Infrastructure project funding
- Air, ground, and water transportation options

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