

MATCHING OUR WORK TO OUR MISSION

Adopted 03/18/04

The Strategic Plan for State Economic Growth as per 15.104(1), HF 692, Sec.79 sub 6 and 8E.204 consists of two parts: first, a listing of the goals of state departments and private, non-profit organizations that impact outcomes that are defined by the Iowa Department of Economic Development (IDED) and Iowa Values Fund (IVF) Boards as important to the economic growth of the state and ; second, a joint strategic plan for the IDED and IVF Boards.

GOALS OF OUR PARTNERS

Iowa Civil Rights Commission

Goal: Iowa communities experience economic vitality enhanced by diverse, cultural contributions.

- Remove barriers which prevent ‘new Iowans’ from contributing,
- ICRC enforces fair treatment and opportunities to education, employment, housing, credit and finance.

Goal: Partner with state and local agencies and community organizations to educate local businesses and employers on compliance with civil rights law/

Goal: Partner with state and local government and community groups to educate communities on value of diversity and understanding different cultures.

Goal: Partner with IFA and DED to work with employers and housing providers and communities on housing opportunities and understanding diverse cultural populations and on compliance issues.

Goal: Partner with IFA, DED, and other state and local governmental and community groups to identify and remove impediments to housing, business creation/financing and employment opportunities

Goal: Support IDED and IVG and others in their goal of Iowa growing in diversity of population and workforce.

The Board of Regents

The Board of Regents, State of Iowa, and its institutions serve Iowa, its citizens, and the world by being a recognized leader in these four priorities:

- 1.0. Ensure high-quality educational opportunities for students.
- 2.0. Discover new knowledge through research, scholarship, and creative activities.
- 3.0. Provide needed service and promote economic growth.

4.0. Demonstrate public accountability and effective stewardship of resources.

The Board of Regents has identified four sets of objectives that set its course for accomplishing the four priorities. The Board has also defined strategies for meeting these objectives. The success of the plan will be measured by progress in performance indicators or completion of appropriate action steps for each strategy.

Create and pursue opportunities to widely disseminate knowledge to other sectors to enhance applications, including those that stimulate economic growth in Iowa.

2.2.1. Stimulate commercial application of knowledge and creation of jobs in Iowa through business and technology incubation, relationships with external partners, and services for businesses, entrepreneurs, and communities statewide.

2.2.1.1. *Periodic reports by the Regent institutions on efforts to encourage, support, and/or fund faculty and staff entrepreneurship and outreach to Iowa businesses.*

3.0. Service and Economic Growth

The Board expects the Regent institutions, in accordance with their respective missions, to:

3.1. Attract investment to Iowa and grow a variety of business opportunities in the state by building on research strengths and increasing technology transfer to commercial and nonprofit entities.

3.1.1. Increase collaborations that enhance the Regent enterprise's economic impact.

3.1.1.1. *Major economic development collaborative projects with other state agencies, other public education institutions, and community/government entities*

3.1.1.2. *Major economic development collaborative projects with Iowa businesses and entrepreneurs*

3.1.1.3. *Economic development appropriations*

3.1.1.4. *Number of intellectual property disclosures; number of patent applications filed; number of patents issued; number of license and option agreements executed on institutional intellectual property; number of licenses yielding income and amount of income; number of clients served by the Small Business Development Centers; amount of total sponsored funding for Regent universities; employment in Iowa for incubator tenants, incubator graduates, and research park tenants; number of new start-up companies, annually, utilizing technology developed by a Regent university*

3.2. Improve the quality of life in Iowa through educational outreach programs, exceptional and accessible health care, cultural and recreational opportunities, and other valued public services in response to the needs of Iowans.

3.2.1. Provide, support, and evaluate outreach services and opportunities that benefit Iowans.

3.2.1.1. *Numbers of individuals, organizations, counties, and communities served annually by educational outreach programs of the Regent institutions, reflecting statewide geographic impact*

3.2.1.2. *Regent institutions' major outreach programs in promoting education, health, agriculture, economic development, community vitality, and other areas*

3.2.1.3. *Number of patients served annually by University of Iowa Hospitals and Clinics, national measures of the quality of care, and increased patient satisfaction with the clinical experiences, reflecting statewide geographic impact*

3.2.1.4. *Number of institution-wide cultural, fine arts, athletic, and other events offered annually, and number of attendees in each category*

Dept of Agriculture and Land Stewardship

Goal: Increase Iowa's agricultural market share -- both domestic and foreign, and assist in the removal of unnecessary barriers to agricultural trade.

Goal: Develop and encourage agricultural education and new avenues for Iowa producers to market their products, increasing the independent farmers impact on the market.

Goal: Add value in Iowa to agriculture by developing new products. Create a link for Iowa farmers with consumer-ready markets.

Cultural Affairs

Goal: Iowa leadership – elected, corporate and community – demands investment in Iowa's cultural resources.

- The State of Iowa will pass legislation that funds a \$10 Million Cultural Trust.
- The department will fund and disseminate research that documents how critical the creative economy is in growing this state.

Goal: Iowa communities are experiencing economic vitality driven by a diverse, exciting cultural environment.

- A template is available for communities on how to become cultural economic havens or centers with incentives for cultural workers.

- Work to strengthen preservation incentives for an expanded statewide tax credit program to increase the economically viable uses of historic buildings.

Goal: Iowa is a place where cultural workers can be financially successful and are recognized as a significant part of the economy.

Goal: Iowa is a national leader in cultural education.

Goal: Iowa cultural organizations are vigorous, healthy, entrepreneurial and financially sound.

Goal: Iowa is recognized for its dynamic, creative approach to historic preservation and access to historic documents, artifacts and resources.

Goal: Iowans of all ages enthusiastically participate in cultural activities.

Goal: Young people are involved, engaged and committed to Iowa culture.

Dept. of Natural Resources

Goal: Iowans will value, engage, participate and lead in Iowa's natural resources.

- Enhance Iowa's economic vitality through practices that improve environmental quality.
- Educate Iowans about the economic development advantages from expanding the use of homegrown renewable energy resources.

Goal: There will be abundant, high-quality opportunities for responsible use and enjoyment of natural resources.

- Develop and maintain a high quality system of state forest, parks, trails, educational facilities, boating access sites, natural areas, and fish and wildlife properties that support a variety of nature-based recreational pursuits.
- Continue to pursue new state parks, especially those fitting under the newest "destination park" category.

Dept. of Transportation

Goal: Be responsive to the citizens and businesses of Iowa in addressing their needs and ideas.

Iowa Workforce Development

Goal: Grow Iowa's skilled workforce.

- Expand and enhance outreach efforts to our business customers in order to focus more clearly on business needs and how IWD can address them.
- Provide specialized services and projects for segments of the population that are under-represented in the workforce.

- Establish a skills-based, electronic job matching system to improve access and service to job seekers and businesses.

Dept. of Education

GUIDING PRINCIPLES: Higher expectations for all students must emphasize academics and the application of that knowledge and those abilities in problem solving, decision making, and workplace readiness.

Goal: To help schools and their communities obtain the skills, competencies and resources they need to meet the learning needs of all their children and adults.

- Strengthen the role that education plays in developing a quality workforce.

HUMAN RIGHTS COMMISSION

Iowa Commission on the Status of Women

Goal: We will develop programs and services to address issues of equity for women.

- Provide information and referral.
- Administer Iowans in Transition grants.
- Participate in collaborative activities benefiting women in Iowa.
- Administer Challenge Grant for girls at risk in the juvenile justice system.

Measures:

- Percent of Iowans in Transition who enter post-secondary education or training having received pre-employment services funded by the ICSW.
- Percent of persons trained through the Challenge Grant training as good or excellent.

Commission on the Status of African Americans

Goal: As regards the k-16 public education system, to reduce the achievement disparity between African American students and students representative of the majority population. Concomitantly, to educate the public as well as the legislators as to the importance of cultural pro activity.

- Work toward the development of programs toward eliminating dropouts.
- Work toward the development of programs to encourage consistent school attendance.
- Establishment of The Academy for Scholastic and Personal Success in representative school districts throughout the state.

Division of Latino Affairs

ICLA VISION STATEMENT: The Division of Latino Affairs is legislatively mandated to promote and advocate for Iowa Latinos. In the belief that a diverse citizenry enhances our state as a whole, this Commission in conjunction with Iowa Latino/a Citizens shall do the following:

- Partner with IWD and IDED to strengthen and enhance the Iowa Latino workforce and assist Iowa Businesses with Latino worker issues, concerns and solutions.
- Enhance, strengthen and seek funds for the appropriate training for Spanish interpreters/translators and to maintain an updated state interpreters/translators roster.
- Foster, nurture and promote cultural events, programs and educational forums, conferences and seminars.

DEPARTMENT OF COMMERCE

Iowa Utilities Board

VISION: The Iowa Utilities Board will continue to be a nationally recognized leader in utilities regulation to assure:

- Economic growth is supported by ensuring utility services adequate to meet new customer demand.
- Competitive markets develop where effective.

Iowa Finance Authority

MISSION STATEMENT: To finance, administer, advance and preserve affordable housing and to promote community and economic development for Iowans.

Goal: Develop and implement a multifamily lending program for new construction and the preservation of existing units with the goal of \$40 million in total loans over four years.

Goal: Increase housing opportunities for under served populations and those most in need by doubling the number of minority homeowners served by *First Home* and by developing or preserving 1,000 units of housing for people with disabilities.

CORE FUNCTIONS:

1. **Housing:** Provide opportunities for Iowans to obtain and maintain safe, affordable and accessible housing.
2. **Community and Economic Development:** Provide low-cost financing for community and economic development projects.
3. **State Revolving Fund:** Provide financing for loans to Iowa communities for clean water and drinking water projects.

Department of Human Services

CORE FUNCTION: Economic Support

- Provide direct and in-direct economic supports to needy families to assist them in having sufficient resources to meet and provide for basic needs leading to maintenance of good health, safety, and consistency and continuity in their homes, work and communities. Activities include cash assistance, food stamps, Family Investment Program for employment and training opportunities, childcare assistance, quality childcare, child support, refugee services, and administering community Empowerment grants to enhance early childhood services.

NOTES

The following document includes Governor Vilsack's economic development goals, language from the Iowa Values Fund (IVF) Legislation, and existing IDED work plan targets. The Vision Statement is the current Vision Statement of the department. The Strategic Planning Committee developed the Mission Statement.

Behind each Target Statement is the division or team within the department which has access to the data needed to measure the success of the department in reaching the target.

IDED AND IVF JOINT STRATEGIC PLAN

The goals of the IDED take on a different look when one takes into consideration the goals of other departments and their significant impact on the IDED. By combining the IDED and IVF Boards' oversight and the department's management with input from ICIC and ICIB, four areas of emphasis arise across the entire spectrum of economic partnerships. These areas are: population growth, increasing wealth and enhancing incomes, strategically investing department resources in three targeted areas for growth, and assisting our cities and towns to work together for economic growth.

VISION FOR THE IDED:

All Iowans enjoy a vibrant economy.

MISSION STATEMENT

To engender and promote economic development policies and practices which stimulate and sustain Iowa's economic growth and climate and that integrate efforts across public and private sectors.

Goal 1: Iowa will grow in diversity of population and workforce.

Target:

- Reduce the rate of out-migration, and
- Increase the rate of in-migration to the state.

Measure:

- Increase by 500 persons each year the number of persons recruited to fill skilled positions/Human Resource Recruitment Consortium.
- Help to create one new project each year that provides diverse populations cultural and/or recreational experiences by working in concerted effort with the Department of Cultural Affairs and/or the Department of Natural Resources/Vision Iowa.

- Coordinate 50% of the CDBG dollars awarded for childcare centers with the early childhood education activities of the Department of Education and the Empowerment Boards, increasing the dollars awarded in this coordinated effort by 10% per year/Community Development.
- Increase by 2% each year the number of person trips to an Iowa destination/Tourism.
- Increase by 2% each year tourism generated sales tax/Tourism.
- Using 2004 as a baseline, increase investment in low income commercial districts through the New Markets Tax Credit Program/Main Street.
- Coordinate with communities awarded Vision Iowa funds that will be used to create tourist oriented attractions in the development of federally funded low-income housing/Community Development and Vision Iowa.
- Increase the number of community foundations incented by the Endow Iowa program/Community Development.

Goal 2: The IDED will create new sources of wealth.

Target:

- With an emphasis on technology transfer and technology commercialization, support entrepreneurial development and job creation among recipients of IDED program awards.

Measure:

- Increase from the baseline of 2004 in the number of RAIN Fund investments in Iowa start-up companies/Community Development , Business Development and Business Finance.
- Increase from the baseline of 2002 the number of successful small business start-ups/Business Development and Business Finance.
- Increase from the baseline of 2002 in producer-owned value-added businesses that are nurtured in collaboration with an institution of higher learning/Business Finance.
- Increase from the baseline of 2002 the small business start-ups nurtured in collaboration with the regent institutions and relating to patents secured or applied for by those institutions/Business Development and Business Finance.
- Increase from the baseline of 2002 in loan or credit guarantees in qualified businesses not eligible for conventional financing/Loan and Credit Guarantee Board.
- Increase from the baseline of 2002 in tax credits issued through the university-based research utilization program/Business Finance.

- Increase from the baseline of 2002 in utilization of commodities in value-added production facilities/ Business Finance.

Target:

- Assist Iowa companies to expand into and compete in global markets.

Measure:

- Increase from the baseline of 2004 by 5% each year in community and regional partners and private company participation in trade shows and trade missions/ Business Development.
- Increase from the baseline of 2004, export sales by Iowa firms of manufactured, value added goods and services, including value added agricultural goods and services by 5% per year/Business Development.
- Increase from the baseline of 2004 in number of loan or credit guarantees supporting first time export transactions of small and medium-sized businesses/ Loan and Credit Guarantee Board and Business Development

Target:

- The department will show a positive economic return on funds invested.

Measure:

- Using 2002 as the baseline, the average earnings per job will exceed average earnings of Upper Midwest/Administration (Return on Investment).

Target:

- The department will coordinate with all other state departments to ensure the permitting processes for business are the most efficient and timely possible

Measure:

- Using the 2004 Deloitte study data as a baseline, the state's performance with respect to issuing and helping companies obtain key permits required prior to facility construction and/or start-up will show continuing improvement/ Regulatory Assistance Team.

Goal 3: IDED will strategically invest its development resources and programs.

Target:

- Enhance the marketing of Iowa.

Measure:

- A marketing plan will be implemented which targets the following: Business Decision Makers, including entrepreneurs and existing businesses, Venture Capitalists, Site Selection Consultants, Tourists, Local Development Professionals, Job Seekers and Re-locators, Taxpayers, and Students/ Marketing Team.
- Yearly surveys of the target audiences will show increased awareness of the state's economic opportunities/Marketing Team

Target:

- Increase quality jobs in basic industries.

Measure:

- By June 30, 2008, create 50,000 high paying jobs/ Administration (Return on Investment).
- Each year help to increase by 5% the number of new workers completing post-secondary training through support for the community colleges' training programs/ Business Finance.
- Maintain an active prospect list of 500/ Business Development.

Target:

- Increase the number of jobs in advanced manufacturing industries that pay an average of at least \$35,000 per year.

Measure:

- Stabilize and grow the number of jobs in advanced manufacturing industries that pay an average of at least \$35,000. Recovery of 5% (about 2000) of the jobs in this category each year for the next two years, then modest growth of about 2.5% (about 1000) jobs per year in subsequent years Administration (Return on Investment).
- Sustain a wage growth of 5% per year over the next two years, then 3% per year thereafter. Administration (Return on Investment).

Target:

- Continue a steady growth in high-skill, high-wage jobs in financial services and information technology.

Measure:

- Increase the number of jobs in information solutions industries that pay an average of \$35,000 or more per year Administration (Return on Investment).
- Sustain a steady growth rate in information solutions jobs of 3% each year. Administration (Return on Investment).

- Grow the average wage levels among the industries in this group by 5% each year. Administration (Return on Investment).

Target:

- Accelerate the growth of high-skill, high-wage jobs, particularly in the emerging biosciences industry, including new ag value-added industries.

Measure:

- Increase the number of jobs in the biosciences industry that pay an average wage of \$35,000 or more. Administration (Return on Investment).
- Accelerate job growth in high-wage, high-skill biosciences industry by 10% each year for the next 3 years, the 5% each year thereafter. Administration (Return on Investment).
- Grow the average wage among these industries by 6% each year. Administration (Return on Investment).

Target:

- Utilize the resources of the regent institutions and other bioscience partners, including the commodity groups, to create 100 new bioscience companies over the next 5 years

Measure:

- Increase by 10% each year the number of applications that have been generated and/or supported by the regent institutions/Business Development.
- With 2004 as the baseline, increase the number of bioscience start-up companies that successfully retain investment funding/Business Finance.

Goal 4: The IDED will promote and empower regional economic development success

Target:

- Assist in efforts to revitalize rural areas.

Measure:

- Increase from the baseline of 2002 the use of department funds that support multi-county business accelerators, incubators, satellites of university-aligned research parks or any combination thereof./ Community Development.
- Increase from the baseline of 2002 the use of Community Development funds for expansion within a formal region of affordable high-speed internet access /Community Development
- Increase from the baseline of 2004 the number of non-metro areas coordinating economic development efforts into formal agreements of cooperation as supported by our partners; the Professional Developers of Iowa, chambers of commerce, local elected officials, community

colleges, councils of government and other economic development organizations throughout Iowa./ Community Development.

- Increase in pre-approved development sites by regions consisting of 2 or more counties /Regulatory Assistance Team.
- Increase from the baseline of 2002 the use of Public Facility Set-Aside dollars for infrastructure development in the three targeted clusters/ Community Development.

Target:

- Assist in the creation of regional economic development funds
- **Measure:**
- Increase in number of Regional Angel Investor Networks (RAIN Funds) for seed and venture capital funds. / Community Development and Business Finance.

DEFINITIONS

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| 1. IVF | Grow Iowa Values Fund, a legislative appropriation for economic development |
| 2. IDED | Iowa Department of Economic Development |
| 3. ICIC | Iowa Capital Investment Corporation, |
| 4. ICIB | Iowa Capital Investment Board |
| 5. RAIN | Regional Angel Investor Network, regionally developed and controlled venture equity funds |
| 6. ROI | Return On Investment, IDED monitoring tool for benefit to state derived from certain types of assistance to business |
| 7. Endow Iowa | State program to encourage the development of community foundations |
| 8. Community Development Fund | IDED program used for innovative community initiatives |
| 9. Vision Iowa | State program to assist in the creation of recreational and cultural amenities |
| 10. Public Facilities Set-Aside | Federal program to fund basic services to low and moderate income communities |
| 11. NMTC | New Markets Tax Credits, federal program to encourage development in low income areas |

DIVISIONS and TEAMS WITHIN THE IDED

1. Main Street Assistance for downtown commercial development
2. Marketing Team Coordination of unified marketing message, public press issues, conferences
3. Regulatory Assistance Team Support for business to comply with varying state and federal requirements
4. Community Development Develop the economic well-being and quality of life of Iowa's communities
5. Business Development Work with existing and new business to develop successful retention and/or expansion plans
6. Business Finance Develop with existing and new business financing packages needed to implement successful retention and/or expansion plans
7. Loan and Credit Guarantee Board Independent board created by the Grow Iowa Values Fund legislation to develop a program to provide guarantees to private lenders who provide capital to certain targeted businesses
8. Administration Director Blouin and his direct staff team
9. Human Resource Recruitment Consortium Marketing efforts that recruit and retain professional and technical workers
10. Tourism Expand tourism industry in Iowa through support for local tourism efforts including joint marketing opportunities