



MISSISSIPPI DEVELOPMENT AUTHORITY

JLBC STRATEGIC PLAN

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mississippi development authority

MISSISSIPPI



1. Comprehensive Mission Statement:

Mississippi Development Authority's mission is to support the creation of quality careers and vibrant communities, which result in the state's economy growing at a faster pace than surrounding states.

2. Philosophy

Mississippi Development Authority is committed to growing the state's economy, whether it is through recruiting new industries for career creation, business expansion, promoting the state's tourism and creative culture offerings or improving the available infrastructure in cities and towns to increase the potential for economic development opportunities.

MDA is committed to setting performance goals, allocating scarce resources to achieve and exceed those goals, and accountability for performance. We believe strongly in professional development, both for our staff and our local partners, to ensure Mississippi is represented by the most capable teams possible.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To grow the state's economy at a faster pace than surrounding states.

Category: Business Climate

Relevant Benchmarks #1

Mississippi's business climate is a key factor in location decisions for new corporate investment. As noted in the state's benchmark for business climate, this indicator is measured by comparing more than 100 variables across five major areas of taxation.

MDA's staff must maintain high awareness of these areas: business taxes, individual income taxes, sales taxes, unemployment insurance rates and property taxes. In addition, MDA's outreach efforts should include updated information on the state's business climate and promote it as a competitive advantage to industries. This practice includes recruiting both domestic and foreign investment, along with supporting existing industries, and encouraging entrepreneurs to expand and succeed, including minority-owned enterprises. It also encompasses promoting the state as a viable location for tourism related investment.

Category: Commercial Activity

Relevant Benchmarks #1

MDA's overall mission aims to increase the level of commercial activity in Mississippi's economy through several of its divisions. Below are the benchmarks relevant to commercial activity as outlined by the state:

- Per capita gross domestic product
- Percentage contribution of manufacturing sector to state's gross domestic product
- Percentage contribution of agriculture, forestry, fishing, and hunting sector to state's gross domestic product
- Number of new companies locating in state
- Number of expansions of current businesses
- Volume of cargo activity at the state's ports, measured in twenty-foot equivalent units (TEUs) and tonnage
- Tourism measured in number of visitors and dollars generated
- Number of new start-ups

Category: Job Growth

Relevant Benchmarks #1

MDA works with local and regional economic development organizations, utility partners, and elected officials throughout the state to support private sector career creation from new and existing industries. Additionally,

MDA actively markets the state to prospective companies and stakeholders to position the state for success. Below are the state's benchmarks relevant to job growth measures:

- Net job growth
- Annual percentage change in non-farm jobs
- Number of jobs in each of the Mississippi Development Authority's seven targeted industries: advanced manufacturing, aerospace, agribusiness, automotive, energy, healthcare, and shipbuilding
- Number of jobs in manufacturing sector
- Number of jobs in agriculture sector
- Number of jobs in Tourism sector
- Number of jobs associated with new start-ups
- Number of new jobs resulting from Mississippi Development Authority global business contacts (national recruitment, international investment and trade)
- Number of new jobs resulting from Mississippi Development Authority Existing Industry contacts
- Number of new jobs associated with oil, gas, and CO₂ natural resources
- Number of new businesses and jobs resulting from Mississippi Development Authority minority and small business development contacts

Category: Infrastructure Relevant Benchmarks #1

The state's infrastructure is a key factor in growth and development opportunities for industries across Mississippi. Site selectors, consultants, and companies looking for new locations for expansion seek out locations that are "project-ready" and "shovel-ready." The list below provides a summary of the important factors for the state's infrastructure inventory:

- Number of industrial parks assisted by MDA to meet due diligence requirements for economic development
- Number of communities with improved water, waste water, and public facilities as a result of MDA's investments

Category: Tourism Relevant Benchmarks #1

The tourism industry is a significant economic driver for Mississippi, and MDA's Visit Mississippi division is solely dedicated to supporting and growing this sector of the economy. The following list provides important measures for this overall goal:

- Number of visitors to Mississippi
 - o Domestic
 - Individual
 - Trade
 - o International
- Number of tourism inquiries for Mississippi
 - o In-person welcome center channels
 - o Online inquiries
 - o Telephone inquiries
- Visitor expenditures while in Mississippi
 - o Food and beverage
 - o Hotel
 - o Retail
- Tax revenue added to the state's general fund
- Direct and indirect jobs related to the tourism industry

4. Overview of the Agency 5-Year Strategic Plan:

Competition for domestic and foreign direct investment is intense, especially in the southeastern region of the U.S., one of the fastest growing regions of the country. Today's industries are seeking locations that offer ready-made solutions for infrastructure and industry support, placing a strong focus on workforce talent. As the pace of today's global economy continues to accelerate, it is imperative Mississippi has a strong business recruiting and retention strategy in place to best compete for investment projects.

This competitive business environment has forced the expansion of economic development service offerings by location, which has been highly publicized in national headlines and trade publications for business. Favorable perceptions of business locations have become ever-critical to potential companies deciding to invest their talent and financial resources. Mississippi's growth strategy must also be adaptive to market demands and include a significant outreach and marketing component.

As a rural state, Mississippi looks to its statewide agency to not only lead the recruitment and expansion activities, but also to work with local economic developers and leaders to ensure they are prepared to capitalize on development opportunities. MDA is focusing on five areas as priorities during the next five years encompassing the overall goal of creating a stronger, more competitive Mississippi in the economic development and business investment sectors. The overall goal of these strategies strengthens the statewide benchmarks set for economic development by the joint legislative budget committee.

The five focus areas of MDA's strategic plan include: business environment, infrastructure and available real estate for business location and expansions, workforce, economic development service delivery, and increased tourism outreach.

1. Over the next five years, MDA plans to work toward a more competitive, less complex business environment from a business tax, property tax, and incentive perspective which can draw private sector investment and jobs to the state.
 - a. Streamlining and adequately funding a discretionary incentive fund to compete in the marketplace, and modifying tax incentives to better meet the needs of today's industries are primary goals of this focus area.
 - b. The goal of these efforts is to grow Mississippi's commercial base by creating more career opportunities throughout the state that offer a higher wage base and/or more benefits to the state's citizens.
 - c. With a larger economic base for jobs and career pathways, this economic stability reduces the risk of residents leaving Mississippi for gainful employment outside of the state.
 - d. While there are numerous factors affecting the state's gross domestic product, the goal of this strategy is to grow the state's economy faster than its surrounding states and yield more revenues for the General Fund.
2. Improving the state's infrastructure and available real estate offerings while increasing its visibility for business location and expansion is also a core focus area.
 - a. MDA is working with economic development partners to create and implement a statewide standard for quality sites to compete for economic development opportunities.
 - i. MDA will establish baseline due diligence requirements expected for all marketable sites and communicate those to local partners.

- ii. MDA will work with a third-party to determine which sites not only meet those site certification requirements, but possess additional highly marketable attributes making them particularly attractive to site selection consultants.
- iii. MDA will continue to offer site development grants to communities to assist with site due diligence and possible, eligible improvements.

b. MDA will continue to enhance its online state site location service offering important features for today's communities to best market their available site locations to key target audiences.

- i. The new site will operate on both desktop and mobile platforms and be fully searchable.
- ii. MDA will coordinate outreach efforts across Mississippi to assist communities, including economic developers and elected officials, with using the state's new platform for available site inventory.
- iii. The platform will include GIS mapping capability.

c. This focus will support local efforts to invest in real estate and development, with the purpose of meeting existing and future industry capacity needs.

d. Harnessing federal and state community development resources will also help local community's better position themselves for future economic development opportunities.

3. Facilitating the successful coordination of Mississippi's existing workforce capacity and future training offerings between business prospects and the state's workforce training network is an essential focus of MDA.

a. It is incumbent upon MDA to accurately convey the state's workforce offerings when recruiting new industry to the state.

b. Mississippi's workforce training network is comprised of several entities whose coordinated efforts have brought significant value to the state.

c. A greater collaboration to effectively market the state's workforce offerings is needed among those entities:

- i. State Workforce Investment Board (SWIB)
- ii. Community Colleges
- iii. Universities
- iv. WIN Job Centers
- v. Economic Development Consultants
- vi. Industry Representatives

d. Effectively marketing the state workforce offerings in a clear, concise manner will improve recruiting efforts with the goal of growing Mississippi's industrial base.

e. Support implementation of the Governor's Workforce Innovation and Opportunity Act plan for coordinating state workforce resources and providing a more capable, trained workforce.

4. Economic development service delivery is a priority for MDA to successfully position the state for maximum investment opportunities. MDA will work toward improving this delivery in various ways:

a. All groups within MDA are assessed to ensure alignment with the agency's mission. Goals for the agency have been established based on growing the economy faster than our surrounding states, growing wages, increasing the number of tourists and their spend, and other measures. Metrics have been established for each division to directly impact the overall measures of effectiveness. Those divisional metrics have also been applied as appropriate at the staff level. All of this was done to drive a culture of effectiveness and accountability.

b. Providing open training and professional development opportunities in key categories across the state will enhance the capacity of local and regional assistance.

c. Through outreach efforts, MDA will work to raise awareness of overall goals and work with statewide, local, and regional partners to achieve those benchmarks.

d. Educating local civic and elected leaders about the economic development process and steps must be taken in order to position their communities for success. MDA has partnered with IHL, Mississippi Municipal League (MML), and Mississippi Association of Supervisors (MAS) to provide updates on Mississippi economic development wins and offer best practices for successful communities. Being a key stakeholder in this audience will remain a core focus to increase the effectiveness of service.

e. Re-evaluating and streamlining processes at MDA is also a priority. A comprehensive internal strategic plan was completed in 2015. This process created a roadmap for goals and benchmarks and aligned each division to support the agency's ultimate mission of economic growth. This planning process will be updated each year.

f. Professional development training for the MDA recruiting and leadership team remains a critical component in Mississippi's strategic plan. To best compete for and win projects in economic development, the state must actively recruit and retain top talent in this dynamic field. In addition to keen awareness in the state's target industries, possessing the technical knowledge in today's data-driven economy is a necessary skillset for MDA. By 2021 will have fully developed and implemented an E-learning program to provide real time access to courses, training materials and resources for economic development staff.

5. Increasing Mississippi's tourism outreach and marketing efforts will yield a higher visibility of the state's unique cultural offerings with the goal of attracting more visitors to the state. The goals of this core focus area will allow Mississippi to tell its own story in an accurate manner while also increasing the state's tax revenue generated by tourism dollars.

a. As an economic driver, tourism is a significant contributor to the state in both jobs and revenue generation. The creative economy, including film, music, and the visual arts, all enrich the state's cultural offerings. By successfully promoting these industry sectors, Mississippi can attract new business investment and tourists.

b. A comprehensive analytics approach will monitor and measure the state's rate of return on Advertising and Promotion investment as a whole and in target sectors and mediums. The current rate of return is \$12.93 to \$1.

5. Agency's External/Internal Assessment

The following have very real implications on the state's ability to compete effectively for investment, whether corporate or tourism-related:

- Mississippi has allowed others to tell her story which perpetuates negative perceptions and stigmas
- Ability of local leaders to effectively plan and support community and economic development at the local level
- National economic development expectations for more costs to be covered at the state and local level
- International economic trends
- Dependency on federal funds and the unpredictable nature of that funding level

- Implications of federal policy, mostly environmental, on the state's competitiveness (cost of energy, adequacy of waste water treatment facilities, air quality permitting requirements, etc.)
- Ability to retain talent produced by the state's 4-year and community colleges

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2016 through FY2020

MDA is the state's lead economic, tourism, and community development organization with a mission to assist the private sector in job creation for new business locations and industry expansions to bring in new investment and revenues, and to market the state's business opportunities and unique cultural offerings to the outside world.

MDA's overall core focuses are: Business Development, Community Development, Tourism and Brand Promotion. State and federal funds allow MDA's professionals to globally compete for new jobs and investment, assist the state's municipalities and rural areas in preparing their infrastructure and communities for economic development, and promote the state of Mississippi as a premier destination for both tourism and business.

MDA operates nine primary programs to attain these goals and objectives. The programs include: Global Business, Minority and Small Business Development, Financial Resources, Existing Industry and Business, Energy, Community Services, Asset Development, Tourism, Welcome Centers, and Support Services. The program goals are outlined below with objectives and outcomes attached to each.

Program 1: Global Business

GOAL A: To promote Mississippi as a highly-regarded location for new business investment and to grow the state's economy faster than our surrounding states.

OBJECTIVE A.1.

Support the creation of 2,000 new careers and \$1.7 billion in investment by recruiting targeted new companies to Mississippi.

Outcome: Growth or strengthening of the state employment

A.1.2. STRATEGY

Develop comprehensive recruitment strategies for each of the target sectors, including: Qualified list of prospects, the Mississippi Value Proposition specific to the sector, leveraging opportunities with universities, community colleges, and other Mississippi organizations, lists of consultants operating in the sector, and marketing and events planning.

Output: With additional Legislative appropriations, increase Site selection consultant contacts, recruitment missions, recruiting events with partners, trade shows, marketing campaigns, media outreach.

Outcome: 2,000 new careers

Efficiency: Return on Investment and increased Win Rate

A.1.3. STRATEGY

Increase site selection consultant interactions – in their locations and in Mississippi – through an efficient outreach effort, resulting in quality time spent with quality consultants

Output: Increase consultant and company contacts to 1,500

Outcome: More customer awareness of Mississippi and its sites, more exposure to projects so Mississippi can compete

Outcome: Increased number of projects to compete for and win

A.1.4. STRATEGY

Implement more rigid goal setting and metrics for foreign representatives to drive accountability and performance for foreign direct investment (FDI) lead generation and export opportunity development

Output: Staff given goals to meet and metrics are tracked throughout the year

Output: Implementation of a Performance-Based Career Path to encourage staff to meet goals and grow the state's economy

Outcome: Greater ability to recruit and retain key talent, and a greater motivation for staff to be more aggressive and productive

A.1.5. STRATEGY

Market the value of a Mississippi location in leading FDI source countries in native languages (i.e. German, Japanese, Chinese, Portuguese, and Korean)

Output: Increasing contacts for FDI to 1,000 and Trade to 1,500

Outcome: Greater number of potential FDI projects and more opportunities for existing industries to do business in foreign markets

A.1.6. STRATEGY

Develop project-ready sites around the state to compete for additional economic development opportunities

Output: Create a new program to support local efforts to conduct the required due diligence to make a site developable

Outcome: Additional sites have the data necessary in terms of wetlands, environmental impacts, soil composition, etc. are required by companies and consultants before a location decision is made

Outcome: Increasing the number of Mississippi sites that make it through the site selection process, and increasing the likelihood of more projects choosing Mississippi.

A.1.7. STRATEGY

Provide trade opportunities to existing Mississippi businesses in growth export markets, and renew relationships with foreign offices and consultants

Output: 10 export trade missions and shows

Outcome: Net export sales of \$2.2 million statewide

Outcome: Twelve new Mississippi companies to the export market and 38 Mississippi firms expanding their current export

Efficiency: By efficiently using the federal STEP grant program, MDA can assist eligible businesses with lower costs on trade missions by nearly 50 percent on travel and consulting fees.

Program 2: Minority and Small Business Development

GOAL A: To support and enhance the competitiveness of new and existing minority and women owned businesses in order to broaden the economic base and maximize opportunities.

OBJECTIVE A.1.

Create additional wealth in the State of Mississippi for minority and women entrepreneurs through increased sales opportunities for Mississippi goods and services, new and expanded job creation, and capital investment.

Outcome: Increase contracting opportunities and improve technical assistance delivery to diverse and emerging businesses

A.1.1. STRATEGY

Define the objectives of each program and offering, assess effectiveness, and refine or eliminate programs as needed

Output: Programs which are easier to use and more responsive to the needs of the minority and small business community

Outcome: Streamlined certification process, more productive bond programs, and expanded Model Contractor Program, allowing MWBEs to be more competitive for contracting opportunities

A.1.2: STRATEGY Provide the managerial, financial, and technical assistance for minority and women-owned businesses to successfully compete for federal, state, and local government contracts, including commercial contracts.

Outcome: Support 250 state contracts with MWBEs

Outcome: Assist 15 new start up MWBEs

Outcome: Increase the number of certified MWBEs by 120

Outcome: Graduate 52 contractors through the Model Contractor Program

Outcome: Increased use of assistance programs such as the Minority Surety Bond Guaranty Program and Capital Access Program to increase minority participation in construction and building trade contracts with state agencies, local units of government and their subsidies.

A.1.3 STRATEGY

Continue to promote the Diversity Initiative for state public procurement and support contracting opportunities at the federal level

Output: Meet with 86 state agency heads or procurement officers

Output: Administer the Procurement Technical Assistance Program to support 100 federal minority contracts

Outcome: Increase number of state minority contracts awarded

Program 3: Financial Resources

GOAL A: To provide vital financing and incentive options to meet the needs of prospective businesses and support Mississippi businesses as they work to increase competitiveness and grow in domestic and international markets.

OBJECTIVE A.1. Generate a \$10-to-\$1 return on investment for the public investments made into economic development projects

Outcome: An efficient application of incentives to bring location and expansion projects generating career opportunities for Mississippians and substantial investments in the state.

A.1.1. STRATEGY: Continue to adhere to the adopted incentives framework so offerings remain structured and are understood by project managers and leadership and decisions regarding incentives packages and assistance offers can be made more quickly

Outcome: Consistency and transparency in decision-making.

A.1.2. STRATEGY: Efficiently administer the state grant, loan, and tax incentive programs under MDA's purview, innovating, streamlining processes, and continually improving program monitoring and servicing as needed.

Output: Implement the new grants, loans, and tax incentives management system currently designed and, in the process of rolling out this new system, review processes, monitoring tools and procedures to identify ways to improve effectiveness in the administration of these programs.

Outcome: Once all data has been entered and the system is fully functional, more efficient program administration, more timely customer service, more user-friendly documents and processes, greater transparency in the incentive approval and administration process, enhanced reporting capabilities, and substantially improved record-keeping will be achieved.

Outcome: Enhance the monitoring plans already implemented, providing for a more robust monitoring effort with a more rigorous approach to monitoring deadlines and conducting compliance checks to determine whether companies have met their jobs and investment requirements and maintained the requisite number of jobs for the required timeframe. Review 100 percent of projects which have met a monitoring deadline for compliance with program requirements.

Outcome: Work in conjunction with accounting to reduce maximum time to payment from 30 days to 20 days, while maintaining consistent oversight.

A.1.3. STRATEGY Provide guidance and technical assistance on the state's statutory and discretionary incentives programs, including all of the State of Mississippi's loans, grants, and tax incentives, to businesses, consultants, internal audiences, and other economic development professionals in the state.

Output: Greater awareness of the state's incentives offerings, both internally and externally, is achieved, as is a greater level of comfort among the businesses MDA serves regarding the incentives process.

Program 4: Existing Industry and Business

GOAL A: Grow the state's economy by supporting the expansion of existing in-state industries.

OBJECTIVE A.1. Support the creation of 3,000 jobs and \$300 million in private investment through expansions of existing businesses.

Outcome: Growth and strengthening of the state's employment

A.1.1 STRATEGY:

Actively work with the state's existing employers to identify opportunities for growth and attempt to remove barriers to growth when possible

Output: Meet with key contacts at each "Top 100" company at least once per year

Output: Two Corporate/Regional Headquarters trips to identify and/or develop expansion opportunities with multiple industries operating in the state

Output: Work with local economic developers to meet with them and their existing industries/businesses in order to satisfy their requests

Outcome: 3,000 new career opportunities

A.1.2. STRATEGY

Actively partner with state's colleges and universities to maintain current awareness of workforce capacity, research and development milestones, and key educational offerings for the state.

Outcome: Increased ability to identify and address workforce issues on behalf of an existing industry before becoming a threat to ongoing operations in the state.

A.1.3. STRATEGY

Support entrepreneurial business development through technical assistance and training opportunities

Output: Provide consultations to 1,500 individuals interested in starting a business or growing a small business

Output: Work with 100 new start-ups through technical assistance, counseling, training, and education

Outcome: Support 800 new jobs created by start-ups and small business growth

A.1.4. STRATEGY

Support small creative and craft-related businesses through the Mississippi Market wholesale show

Output: Give 140 small Mississippi businesses the opportunity to exhibit their products at a low cost to national buyers

Output: Recruit 1,000 credentialed buyers to the show

Outcome: \$1.2 million in sales generated for small Mississippi creative businesses

Program 5: Energy

GOAL A: Actively promote energy conservation, efficiency and capacity in the state among public and private consumers

OBJECTIVE A.1.

Maximize use of energy efficiency and renewable options through proper communication and outreach activities, technology deployment, and new partnerships

A.1.1. STRATEGY

Promote the division to internal and external groups and work to advance initiatives by maintaining key stakeholder relationships, such as the Mississippi Energy Institute (MEI).

Output: Products and initiatives which bring together government and private sector to promote sound energy policy

A.1.2. STRATEGY

Provide technical assistance to Mississippi businesses to help them reduce costs through energy consumption reduction strategies.

Output: Conduct energy audits for 3 private sector companies

Outcome: Energy savings plans calling for 150,000 kWh in savings to the private companies.

A.1.3. STRATEGY

Promote energy awareness throughout government, industry, and other sectors of the state.

Output: Host 3-4 energy efficiency training sessions for state, local, and other entities to encourage consumption reduction

GOAL B: Promote the responsible use of the state's natural resources.

OBJECTIVE B.1.

Increase responsible oil and gas development in Mississippi leading to additional jobs and investment for the state.

Outcome: Development of natural resources in a responsible manner that contributes to jobs and increased tax revenues for the state and local government

B.1.1 STRATEGY

Market and facilitate the exploration and development of the state's energy resources, within parameters set forth in the law, in an environmentally-conscious manner.

Output: Approval of mineral leases for state-owned properties, approval of seismic permitting

Outcome: Jobs and private investment from the oil and gas industry, and related support industries

B.1.2 STRATEGY:

Coordinate among relevant state stakeholders that regulatory environment and processes do not place an unnecessary burden on the responsible and safe development of the state's resources

Output: Facilitated interactions among regulators to share information and coordinate processes.

Outcome: Introduction of best practices from other states which have experienced major growth in oil and gas development.

Program 6: Community Services

GOAL A: Support the development of community assets and infrastructure so more Mississippi communities are qualified and able to compete for jobs and investment and provide a better quality of life for their citizens.

OBJECTIVE A. 1.

Administer effective community infrastructure financial support to increase the competitiveness of Mississippi's communities for job creation and capital investment projects

Outcome: Communities which are more ready to compete for economic development opportunities

Outcome: Better services and facilities to improve the lives of their citizens, in an effort to retain population levels

A.1.1. STRATEGY:

Effectively manage numerous grant and loan programs in compliance with the law and intent of programmatic functions.

Output: Provide 35 public infrastructure grants and loans to local units of government (municipal and county) in coordination with agency economic development projects

Output: Provide 80 basic public infrastructure grants and loans for municipal and county governments in support of general community development activities making communities more competitive

Output: Proactively manage open projects to completion, with 20 percent of total open grants closed and 20 total loans successfully paid in full

Output: Analyze processes and approvals to ensure they are both grounded in necessity and contribute to the effectiveness of the organization

Output: Conduct 60 monitoring activities of active projects to ensure compliance with programmatic guidelines and applicable laws

Outcome: Through successful compliance, technical assistance and project management, limit to 12 the total number of findings issued on programs audited by the Office of the State Auditor or the federal government

A.1.2. STRATEGY:

Better align community development projects with economic development priorities

Output: Review programs for effectiveness, and modify guidelines to better align programs to job creation objectives

Outcome: Programs are more geared toward job creation and long-term community competitiveness and, therefore, better investments of taxpayer funds

Program 7: Support Services

GOAL A: Support departmental staff and the State's economic development community by providing systems, services and information, which facilitate effective and efficient achievement of MDA's mission.

A.1.1. STRATEGY

Actively position the state strategically in domestic and foreign markets through marketing, company and consultant outreach, and events

Output: Hold 17 economic development events reaching 3,450 consultants, company contacts, and other economic development decision influencers

Output: Produce 18 consultant and company targeted marketing publications/communications

Output: Generate 11.5 million domestic media impressions for Mississippi's competitive advantages and success stories through paid and social media

Output: Generate 2.2 million international media impressions for Mississippi's competitive advantages and success stories through paid and unpaid social media

A.1.2. STRATEGY

Strengthen the initiative and support networks among MEC and MEDC membership to closely align with the state's business climate goals and objectives

Output: Consolidated messaging, public sector and private sector collaboration

Efficiency: Economies of scale, reduces duplication of effort

A.1.3. STRATEGY

Implement a Performance Based Career Path to encourage accountability and excellence by encouraging MDA staff to meet and exceed metrics/goals and achieving professional development benchmarks.

Output: MDA staff reviewed on a regular basis for progress toward their goals based on agreed upon metrics

Output: Budgeting process reflecting the demonstrable effectiveness of each unit within MDA

Outcome: A more effective and efficient MDA with lower instances of turnover

A.1.4. STRATEGY

Be actively engaged with industry stakeholders and policymakers in working collaboratively toward overall statewide goals of improving Mississippi's business climate.

Output: Discussions among stakeholders in the public and private sectors about the process of economic and community development

Outcome: More informed and capable leadership around the state

A.1.5. STRATEGY

Improve financial management systems to increase effective and efficient utilization and management of the agency's resources.

Output: More efficient processing of invoices for economic development requests for reimbursement.

Efficiency: Improve the state's position with developers and consultants as a place to locate a business.

A.1.6. STRATEGY

Maintain and improve information technology designed and managed to assist MDA in meeting its economic development and community program objectives.

Output: Utilize industry research and analytics to deploy leading technology to support efficient and effective work both in and out of the office

Output: More efficient processing of business intelligence and target market requests for information.

Efficiency: Improve the state's position with developers and consultants as a place to locate a business.

GOAL B: Support the development of communities and leaders around the state so they can successfully compete for jobs and investment (industrial, commercial, or retail) through asset development efforts

OBJECTIVE B.1.

Implement a program which will provide direction to communities on improving economic development competitiveness.

B.1.1. STRATEGY:

Offer training in group sessions to leaders in individual communities, enabling the development and implementation of long range plans geared toward economic development success. Sessions will include successful industrial development programs, retail development, and community revitalization

Output: Host 10 local training sessions around the state

Outcome: Twenty-seven local elected officials and local leaders with a better understanding of how economic development success can be achieved

B.1.4. STRATEGY:

Formalize partnerships between MDA and MML and MAS to develop consistent and ongoing curricula and training opportunities

Output: Training programs developed

Output: MDA training functions held during MML/MAS events

Outcome: More comprehensive working relationships between MDA and local elected officials and more knowledge around the state regarding economic competitiveness

Program 8: Tourism

GOAL A: Grow the state's economy through aggressive advertising and marketing of the state's tourism assets in targeted media markets and through an optimum mix of media platforms

OBJECTIVE A. 1. Increase the number of tourists to 24 million visitors resulting in \$6.45 billion in Mississippi expenditures

A.1.1. STRATEGY:

Develop marketing and advertising campaigns to draw more tourists for longer durations to enjoy the broad cross-section of Mississippi's tourism assets.

Output: Leverage current appropriations with resources allocated to increase advertising, promotional activities, and marketing to sell the Mississippi tourism brand to national and international markets

Outcome: A 150 percent increase in impressions to 541 million impressions over multiple media platforms

Efficiency: Higher return on every \$1 spent on advertising and marketing

A.1.2. STRATEGY:

Strengthen regional and international partnerships to sell Mississippi as a destination internationally and connect Mississippi partners with our global contracts

Output: Media buys, social media campaigns, and direct marketing to targeted international markets

Outcome: Increase in international travelers and international expenditures in the state

A.1.1. STRATEGY:

Increase the number of domestic travelers through more effective promotion and partnerships

Output: New itineraries showcasing Mississippi and track effectiveness of itineraries

Output: Joint marketing and participation in trade shows with CVBs and emerging convention centers and venues to recruit meetings and conventions

Output: Increase consumer, media, and wholesaler awareness of Mississippi as a niche market (golf, outdoors, hunting) destination through sponsorships, marketing, partnerships, and earned media

Output: Resource, educational, and marketing events and materials for the Music and Cultural Heritage Trails, both hardcopy and online, that will help draw tourists to the sites

Outcome: Increase in tourists, trip duration, and expenditures

GOAL B: Increase number of films produced in Mississippi

OBJECTIVE B.1.

Grow a Mississippi-based film industry so that the participation levels of Mississippi crew and companies increase in productions

B.1.1. STRATEGY:

Build relationships with producers, directors, and other industry decision-makers, particularly those with Mississippi ties

Output: Increased number of potential film and production projects in the pipeline

Outcome: Produce and/or shoot 12 feature films, television series, etc. in the state with a combined \$25 million Mississippi spend by the films

B.1.2. STRATEGY:

Support the growth of a state film workforce activities

Output: Workforce training curricula, state film festivals, film internship programs, and educational/outreach

Outcome: A more stable and growing in-state film workforce

Efficiency: By behaviorally targeting our consumer, we can customize the message to their specific interest areas, which allows more efficient spending on advertising dollars.

Program 9: Welcome Centers

GOAL A: Increase revenue generated by business and leisure travelers who visit Mississippi by servicing travelers' needs and promoting the State's attractions and events.

A.1.1. STRATEGY Provide useful information to visitors of all 13 welcome centers on accommodations, attractions, dining, and other entertainment options in the state

Output: Increased consumer/tourist awareness of the state's available amenities and attractions

Output: Useful distribution of local, regional, and state brochures to consumers

Outcome: Growing the economy by encouraging more drive-through tourists to stop at Mississippi venues, businesses, and tourism destinations

Program 10: Asset Development

GOAL A: Increase the community development activity to build a firm foundation for economic development efforts.

A.1.1. STRATEGY Provide leadership training and require benchmark activities to ensure community leaders are working together toward common goals.

Output: Hosting economic development forums for pilot project counties to bring awareness of new trends and to encourage community involvement with the local economic development efforts.

Output: Present the efforts of the pilot program with an open house in their honor at MDA offices to recognize accomplishments and encourage other counties to sign up for training in the coming year.

Outcome: All nine communities participating in the pilot program adopting and completing a community development project that aides in building a good foundation to attract more people to the area and/or to improve quality of life in a manner to increase the possibilities of people living, working, shopping and visiting in Mississippi.

A.1.2. STRATEGY

Maintain the state's hometown retirement program to require communities achieve a high degree of recognition as a certified member of the program.

Output: The Hometown Mississippi Retirement Program manager, along with the local certified communities' manager, will attend two tradeshow aimed at the retirement age individuals or host events equaling the participating in tradeshow.

Output: Certified communities will participate in a cost share advertising for the Hometown Retirement Program and report local activity on a quarterly basis to the state office.

Outcome: Document a minimum of 50 new retirees living in Mississippi from the aforementioned efforts.