



MISSISSIPPI DEVELOPMENT AUTHORITY

JLBC STRATEGIC PLAN

July 2021



1. Comprehensive Mission Statement:

The 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

MDA is committed to growing the state's economy. We achieve this through recruiting new industries, growing existing businesses, and promoting the state's tourism offerings. Improving quality of life and sense of place is necessary as we seek to increase economic development across the state.

MDA also is committed to setting relevant performance goals, allocating resources to achieve those goals, and maintaining integrity and accountability in our work. We believe strongly in developing, training, and organizing our staff to ensure Mississippi has a distinct advantage nationally and globally.

3. Relevant Statewide Goal and Benchmarks

Statewide Goal #1 Economic Development: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Category: Business Climate

Relevant Benchmark #1

Mississippi's business climate is a key factor in location decisions for new corporate investment and expansions.

- State business tax climate (comparison of more than 100 variables across five major areas of taxation: business taxes, individual income taxes, sales taxes, unemployment insurance rates, and property taxes).

Category: Commercial Activity

Relevant Benchmark #2

MDA's overall mission aims to increase the level of commercial activity in Mississippi's economy through several of its divisions.

- Per capita gross domestic product
- Percentage contribution of manufacturing 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 20-foot equivalent units (TEUs) and tonnage
- Tourism measured in number of visitors and dollars generated

Category: Job Growth

Relevant Benchmark #3

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.

- 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 new jobs resulting from Mississippi Development Authority's global business contacts (national recruitment, international investment, and trade)
- Number of new jobs resulting from Mississippi Development Authority's 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's minority and small business development contacts

Statewide goal #2 Infrastructure: To ensure the construction and maintenance of infrastructure (including roadways, waterways, railways, airports, water and sewer systems, pipelines, electricity lines, broadband connections, public buildings) adequate to meet the needs of citizens and the business community and to foster economic growth.

Category: Transportation

Relevant Benchmark #1

The state's infrastructure is a key factor in growth and development opportunities for industries across Mississippi.

- Public airport utilization, capacity, and connectivity
- Port utilization, capacity and connectivity
- Measure of the state's rail system capacity and condition
- Percentage of state's rail mileage that can accommodate double stacked cars

Category: Public utilities

Relevant Benchmark #2

MDA will provide leadership in interagency coordination to encourage appropriate infrastructure investment that drives economic development. Site selectors, consultants, and companies looking for new locations for expansion seek out locations that are "project-ready" and "shovel-ready."

- Percentage of local sewer and water infrastructure in immediate need of repair and replacement and associated costs
- Percentage of homes passed by fiber optic infrastructure
- Average and peak broadband network speed
- Ratio of supply of electricity generation capacity to demand

4. Overview of the Agency Five-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 that 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 best practices guideline 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 increase local community adoption of its online state site location service.
 - i. The new site operates 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 communities better position themselves for future economic development opportunities.
- 3. Work in collaboration with the State Office of Workforce Development to administer the Mississippi Works Fund and effectively market the state's workforce development offerings.
 - a. It is incumbent upon MDA to accurately convey the state's workforce offerings when recruiting new industry to the state.
 - b. Market the state's workforce training network, which is comprised of several entities whose coordinated efforts have brought significant value to the state.
 - c. Effectively marketing the state workforce offerings in a clear, concise manner will improve recruiting efforts with the goal of providing better career opportunities for Mississippians.
- 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. Through outreach efforts, MDA will work to raise awareness of overall goals and work with statewide, local, and regional partners to achieve those benchmarks.
 - c. Educating local civic and elected leaders about the economic development process and steps must be taken 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.
 - d. 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.
- 5. Increasing Mississippi's tourism outreach and marketing efforts will yield a higher visibility of the state's unique cultural, recreational, and culinary 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. 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.

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:

1. Ability of local leaders to effectively plan and support community and economic development at the local level.
2. Disruptions related to the global health pandemic have destabilized the status quo.
3. The concept of the workplace is shifting. Today, health and safety issues play a more prominent role in relocation decisions for both firms and talent.
4. Ability to retain talent produced by the state's four-year and community colleges.
5. Demographic shifts perpetually transform local growth and workforce availability.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2023 through 2027

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 Mississippi as a premier destination for both tourism and business.

MDA operates 10 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 yearly program goals and outcomes are derived from annual appropriations language and 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 3,000 new careers and \$1.7 billion in investment by recruiting targeted new companies to Mississippi

Outcome: Growth or strengthening of the state's employment

A.1.2. STRATEGY

Develop comprehensive short- and long-term recruitment strategies for foreign direct investment target countries including: identification of target sectors within each country; development of outreach and networking plans to include diplomatic, business and trade sources; leveraging opportunities to expand international cooperation through universities, other state government bodies, and existing foreign business in Mississippi; and developing long-term partnerships within FDI target countries.

Output: With additional legislative appropriations, increase international contacts, recruitment missions, recruiting events with partners, trade shows, marketing campaigns, and media outreach

Outcome: 3,000 new careers

Efficiency: Return on investment and increased win rate

A.1.3. STRATEGY

Increase international recruitment interactions – in target countries and in Mississippi – through an efficient outreach effort, resulting in expansion of FDI source networks and strengthening of existing contacts

Output: More strategic approach results in intensification of efforts in target countries

Output: Increase consultant and company contacts to 1,000

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 strategic approach to engagement with foreign representatives and consultants based on country specific recruitment strategies.

Output: Increase lead generation in target countries

Outcome: Higher quality FDI leads lead to higher success rate and improved return on investment

A.1.5. STRATEGY

Market the value of a Mississippi location in FDI target countries

Output: Increasing quality of engagement in selected target countries

Output: Increasing contacts for FDI to 1,800 and Trade to 1,000

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

A.1.6. STRATEGY

Provide trade opportunities to existing Mississippi businesses in growth export markets and expand international relationships.

Output: Ten export trade missions and target sector trade shows, including virtual events

Outcome: Net export sales of \$2.2 million statewide

Outcome: Twelve new Mississippi companies to the export market and thirty-eight 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 fifty 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 to broaden the economic base and maximize opportunities.

OBJECTIVE A.1.

Create additional wealth in 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

Efficiency: 100% utilization of print, social media, virtual and in-person outreach education and training to reach businesses around the state.

A.1.1. STRATEGY

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

Output: Programs that are accessible and responsive to the needs of the minority and small business community

Outcome: Update the certification process to include contiguous counties to increase the number of certifications processed.

Outcome: Easily accessible minority directory source listings search tools, more productive bonding programs, expanded the support and strategic administration of MDA's Contractor's Academy and the Mississippi Procurement Technical Assistance Program, allowing MWBEs to be more competitive for contracting opportunities

Efficiency: Increase the number of new certifications by 40 each year, increase the level of exposure to minority businesses in contracting requests, expand the list of contracting partners participating in the Academy.

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 40 each year

Outcome: Graduate 50 contractors through the Model Contractor Program

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

Efficiency: Increase the rate of contracting opportunities to bid on by minority businesses by 3 percent yearly.

A.1.3 STRATEGY

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

Output: Collaborate 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 effective 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 an overall \$10-to-\$1 leverage of private capital investments to 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 that 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 process

A.1.2. STRATEGY

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

Output: Implement grants, loans, and tax incentives management system and review processes, monitoring tools and procedures to identify ways to improve effectiveness in the administration of these programs

Outcome: Manage the incentives management system to ensure more efficient program administration, timelier 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 that have met a monitoring deadline for compliance with program requirements

Outcome: Work in conjunction with accounting to reduce maximum time to payment 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 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 that MDA serves regarding the incentives process

A.1.4. STRATEGY

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

Output: Manage the Site Development Grant Program, which supports local efforts to conduct the required due diligence to make a site project ready.

Outcome: Additional sites that 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: Increase the number of Mississippi sites that make it through the site-selection process, increasing the likelihood of more projects choosing Mississippi

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 investment through expansions of existing business.

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 and local developers and their existing companies throughout the year to meet and satisfy their needs/requests

Output: Corporate/regional headquarters trips to identify and/or develop expansion opportunities with multiple industries operating in the state

Outcome: 3,000 new jobs and \$300 million investment

Efficiency: Won expansion projects compared by percentage to projects worked

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

Output: Actively work with Accelerate MS and workforce allies across 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

Program 5: Energy

GOAL A: Provide an efficient and economical energy system through a statewide plan that supports 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

Output: Connect with a minimum of five external stakeholder groups, such as the Mississippi Energy Institute (MEI) and universities

Outcome: Products and initiatives that 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 three private-sector companies and provide information on energy cost-saving measures

Outcome: Yield energy savings that positively impact the bottom line for private companies while helping them lower their capital investment costs by leveraging the division's grant and loan programs.

Efficiency: Amount of energy savings identified per each audit.

A.1.3. STRATEGY

Coordinate the development and implementation of a general energy management plan for state-owned-and-operated facilities

Output: Prepare State Energy Management Program (SEMP) annual report to update the governor and Legislature on statewide energy consumption and costs, and provide technical assistance to agencies for developing five-year energy management plans

Outcome: Build awareness of annual energy savings

Efficiency: Demonstrate year-over-year energy savings

A.1.4. STRATEGY

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

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

Outcome: Improve trainees' knowledge base

Efficiency: Number of trainees per year

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 that are prepared to compete for economic development opportunities

Outcome: Better public infrastructure and facilities to improve the lives of their citizens 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 20 public infrastructure grants and loans annually to local units of government (municipal and county) in coordination with agency economic development projects

Output: Provide 70 basic public infrastructure grants and loans annually for municipal and county governments in support of general community development activities, making communities more competitive

Output: Proactively manage open projects to completion, with 75 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: Monitor 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 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 investment 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: Develop and manage economic development events, including virtual events, domestically and internationally.

Output: Produce consultant- and company-targeted marketing materials and advertising

Output: Generate 300,000 page views to the MDA primary website showcasing Mississippi's competitive advantages and success stories

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 reduce duplication of effort

A.1.3. STRATEGY

Implement a Performance Based Career Path for 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 that 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: 27 local elected officials and local leaders with a better understanding of how economic development success can be achieved

B.1.2. 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.

Host 25 million visitors resulting in \$6.8 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: Generate 1.3 million page views to the Visit Mississippi website through unique visitors and digital advertising.

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.1.3. 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, DMOs, 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: Grow Mississippi's economy by increasing number of filmed projects produced in the state.

OBJECTIVE B.1.

Recruit filmed productions to Mississippi while growing a Mississippi-based film industry to ensure local hiring of trained Mississippi crews and companies

B.1.1. STRATEGY

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

Output: Leverage current budget and resources to increase promotional activities and marketing at targeted film festivals and industry events in addition to targeted advertising to sell Mississippi as a filming destination

Outcome: Increased number of feature films, commercials, television shows and other filmed projects in the pipeline

B.1.2. STRATEGY

Support activities that facilitate the growth of a state film workforce

Output: Workforce training curricula to be shared with current educational programs, use of sponsorship dollars to specifically support training at state film festivals and events, facilitate film internship programs, and related educational outreach

Outcome: A trained, stable, and growing local film workforce available for hire to filmed productions locating in the state

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 the 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: Community and Rural Development

GOAL A: To facilitate growth through asset-based community development that focuses on leadership and quality of place initiatives that build upon existing resources to strengthen local and regional economies that increase wealth and improve quality of life in communities throughout Mississippi.

OBJECTIVE A.1

Assist communities in becoming more desirable places for public and private investment by providing community and economic development training and technical assistance for a broad-based, diverse team of local leaders

A.1.1 STRATEGY

Coordinate with economic development organizations and utility partners to plan and manage an annual *Aspire Mississippi* class designed to equip local leaders with the tools, knowledge, and skills to become more effective in their community development endeavors

Output: Four teams comprised of at least 32 local leaders commit to participating in monthly virtual and in-person educational sessions over a nine-month period

Output: Four community-based team projects are initiated by local leaders utilizing a structured project mapping process

Outcome: An increase in knowledge and skills of specific topics in community and economic development by local leaders thus strengthening the leadership capacity in these communities

Outcome: Benchmarks of community-based team projects are met resulting in local leaders’ ability to successfully implement community development strategies that serve as catalysts for additional projects

OBJECTIVE A.2.

Assist communities in uncovering underutilized assets including individuals, voluntary associations, formal institutions, and physical resources by linking and leveraging the assets to address local needs

A.2.1. STRATEGY

Coordinate and facilitate an asset mapping and development process with a broad-based group of local stakeholders that enables leaders to design and implement a strategy used to enhance community improvement efforts

Output: Five communities comprised of at least 40 local stakeholders participate in an asset mapping and development process specifically tailored to each community’s assets

Outcome: Project milestones built around each community’s unique assets are met enabling local leaders to enhance community development efforts by executing each of the five strategies developed by the stakeholder groups

Outcome: Community leaders understand how the Community Capitals Framework is used to identify sectors in which the community excels and identify sectors in which the community is deficient thereby encouraging community development intervention to address challenges

OBJECTIVE A.3.

Utilize retiree attraction and recruitment as a viable economic development strategy for Mississippi by promoting the state as a retirement destination throughout the country and abroad

A.3.1. STRATEGY

Grow and strengthen Hometown Mississippi Retirement and assist the certified retirement cities in their efforts to attract retirees through statewide and localized marketing and promotion activities

Output: Receive at least 1,000 direct leads from marketing and promotion efforts and disseminate those leads to the appropriate certified retirement cities

Output: Provide technical assistance and training to the 12 retiree attraction directors

Output: Aggressively market the benefits of becoming a certified retirement city to select communities in Mississippi

Outcome: Convert 5 % of the direct leads generated to retirees relocating to Mississippi

Outcome: Enable the 12 retiree attraction directors to increase their lead generation by 25 % over the past year because of the training and technical assistance received

Outcome: Increase the number of certified retirement cities in Mississippi to 14

OBJECTIVE A.4.

Provide technical assistance to communities that enables local leaders to solve problems through a coordinated and efficient process of engaging key stakeholder organizations in creative solutions to local challenges

A.4.1. STRATEGY

Build a comprehensive cohort of community development stakeholders with representatives from organizations that communicate regularly and share best practices that lead to a consistent and comprehensive approach to community assistance

Output: Provide regular opportunities for stakeholders to engage in conversations about the locations and types of assistance being provided to communities so the delivery of requested expertise is coordinated and not duplicated

Output: Create an online repository of materials from each organization so all stakeholders have access to these resources when community assistance is requested

Outcome: This coordinated approach among three communities results in measurable impact of services provided by the technical assistance providers that creates greater impact at the local level

Program 11: Technology, innovation, and entrepreneurship

Goal A: Promote entrepreneurial and innovative development with a key focus on emerging technologies, technology, and knowledge-based economic development.

OBJECTIVE A.1.

Support Mississippi entrepreneurs, with a deliberate focus on technology-intensive economic development, by facilitating coordinated interactions with small businesses, research universities, state and federal agencies, existing industry, and non-profit organizations.

A.1.1. STRATEGY

The Office of Technology, Innovation & Entrepreneurship (O-TIE) is working to develop an entrepreneurial ecosystem by actively pursuing workable and engaging partnerships internally and externally.

Output: Form senior management-level steering committee

Output: Support technology transfer and commercialization of innovative ideas

Output: Increase technology-intensive talent pool in Mississippi

Outcome: Focus on the existing entrepreneurial and innovate sector, including capital development, coordination of existing resources, and development of microsites.

Outcome: Develop close relationships with Innovate Mississippi and the state's research universities to bring emerging and existing technology to commercialization, and to include ERDC and other military-related entities.

Outcome: Reduce the talent outflow in the state by working with and supporting multiple community-based groups to increase opportunities while attracting talent from outside the state.

A.1.2. STRATEGY

Support innovation by engaging and actively working with partners in a statewide network.

Output: Support digital education and coding academy projects that prepare high school graduates who are not college bound for careers in the technology field.

Output: O-TIE engages various groups that focus on advanced technology and emerging technology organizations.

Outcome: Produce a more technologically sophisticated workforce to attract knowledge-based companies

Outcome: Developing the Knowledge Intensive Pathway, a plan for technology-intensive economic development for the state.

Outcome: The Lifestyle Pathway was developed to support traditional entrepreneurial development.

A.1.3. STRATEGY

Coordinate programs and events that promote increased innovation.

Output: Assist in developing investment capital.

Outcome: O-TIE is currently assisting with the development of multiple angel funds and working to attract capital fund managers to the state.

Output: Develop and promote competitive grant programs

Outcome: V-Quad program links the state's four research universities, non-profits and government assets while helping eligible individuals in developing emerging energy technologies.

Outcome: Biogen is a biological engineering program promoting emerging medical technology.

Outcome: Space Grant Consortium's mission is to enhance and support aerospace science and technology.

Output: Develop partnerships to promote Mississippi as a technology destination both nationally and internationally

Outcome: Membership in Start-up Genome, a world-leading research and policy advisory organization for private and public agencies committed to accelerating the success of their start-up ecosystem.

Output: Assist in developing, promoting, and presenting technology-centric conferences.

Outcome: O-TIE partner in four annual technology-based conferences and events