2016 MEDC
MiSCORECARD PERFORMANCE SUMMARY

Department Name: MEDC

Executive / Director: Steven Arwood

KEY MEASURES

	Current Value	Reporting Period Target	FY16 Target	Reporting Period
PRIVATE INVESTMENT	$3,746.1M	$2,698.6M	$3,675.0M	10/1/15 – 6/30/16
JOBS	19,120	18,778	29,000	10/1/15 – 6/30/16
REGIONAL WAGE INCREASE	$7.53	$1.80	$1.80	10/1/15 – 4/30/16
CUSTOMER SATISFACTION	74	75	75	10/1/15 – 6/30/16

BUSINESS INVESTMENT

	Current Value	Reporting Period Target	Reporting Period
PRIVATE INVESTMENT	$3,293.1M	$2,020.3M	10/1/15 – 6/30/16
INCENTED JOBS	9,376	10,153	10/1/15 – 6/30/16
ECONOMIC GARDENING JOBS[1]	6,657	5,750	10/1/15 – 3/31/16
BUSINESS STARTS	134	167	10/1/15 – 5/31/16
LEVERAGE RATIO[2]	18.0 to 1	17.0 to 1	10/1/15 – 6/30/16
COST PER JOB	$6,986	$7,700	10/1/15 – 6/30/16

COMMUNITY VITALITY

	Current Value	Reporting Period Target	Reporting Period
PRIVATE INVESTMENT	$453.0M	$678.3M	10/1/15 – 6/30/16
JOB GROWTH	3,087	2,875	10/1/15 – 6/30/16
REVITALIZED SQUARE FOOTAGE	2,687,962	2,994,536	10/1/15 – 6/30/16
PUBLIC SPACE REACTIVATED	1,733,156	1,871,585	10/1/15 – 6/30/16
LEVERAGE RATIO[2]	4.1 to 1	6.0 to 1	10/1/15 – 6/30/16
MAIN STREET INVESTMENT	$39.1M	$13.8M	7/1/15 – 5/31/16

IMAGE

	Current Value	FY16 Target	Reporting Period
TRAVEL ADVERTISING ROI	$7.67	$6.97	1/1/15 – 12/31/15
VISITOR SPENDING	$1,396.6M	$1,249.9M	1/1/15 – 12/31/15
BUSINESS CLIMATE PERCEPTION	70	75	as of 9/30/15

LEGEND[3]

- GREATER THAN 90% OF ADJUSTED TARGET
- BETWEEN 75% AND 90% OF ADJUSTED TARGET
- LESS THAN 75% OF ADJUSTED TARGET
- DATA NOT AVAILABLE

- PERFORMANCE IMPROVING
- PERFORMANCE STAYING THE SAME
- PERFORMANCE DECREASING

1. Due to the way in which this is reported, economic gardening jobs may have been counted in previous fiscal years.
2. The ratio of private investment by the companies incented by MEDC to the incentive dollars awarded to these companies.
3. Not applicable for Customer Satisfaction. See Appendix A for detail.

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"True success is based on achieving real results for real people. We're going to have tough, hard measurements. Our achievements or lack of progress will be evident . . ."

— Governor Rick Snyder
2011 State of the State Address

BACKGROUND

This user's manual provides information to facilitate the use of the MEDC scorecard as a management tool by all staff.

WHAT IS A SCORECARD?

A scorecard is:

- A management tool for monitoring the performance of an organization and evaluating opportunities
- A set of few vital and balanced measures that reflect the ultimate value the organization delivers
- A group of key outcomes that can be controlled or directly influenced by the organization
- *Not* a dashboard that provides a broader status of the environment that the scorecard operates in*

* e.g., statewide unemployment rate (dashboard) vs. projected jobs created as a result of MEDC-managed programs (scorecard)

METRIC DEFINITIONS (1 OF 2)

KEY MEASURES

Metric	Definition
PRIVATE INVESTMENT	Private capital expenditures committed by businesses as a result of MEDC incentive programs.
JOBS	The sum of Incented Jobs Economic Gardening Jobs, and Job Growth.
REGIONAL WAGE INCERASE	The sum product of the wage difference between regional wages and the average regional wage and projected jobs.
CUSTOMER SATISFACTION	Overall satisfaction of customer's with the MEDC.

BUSINESS INVESTMENT

Metric	Definition
PRIVATE INVESTMENT	Private capital expenditures committed by businesses as a result of MEDC business incentive programs.
INCENTED JOBS	The number of jobs projected to be created by businesses as a result of MEDC business incentive programs.
ECONOMIC GARDENING JOBS	Jobs supported from increased contract or export revenue as a result MEDC economic gardening programs. Additionally, Economic Gardening Jobs includes support from the MEDC, not in the form of an incentive, which resulted in job creation.
BUSINESS STARTS	The number of technology businesses that have registered with the state's Department of Licensing and Regulatory Affairs in the last year and began working with an MEDC contractor.
LEVERAGE RATIO	The ratio of private investment by the companies incented by MEDC to the incentive dollars provided to these companies. Incentive dollars do not included programs that utilize funding mechanism that are not included in the MEDC budget (e.g. tax increment financing, private activity bonds, etc.).
COST PER JOB	The amount of incentive dollars per each job projected to be created for job creation programs (e.g. Michigan Business Development program)

CUSTOMER SATISFACTION LEGEND

- GREATER THAN 97% OF TARGET
- BETWEEN 90% AND 97% OF TARGET
- LESS THAN 90% OF TARGET
- DATA NOT AVAILABLE

- PERFORMANCE IMPROVING
- PERFORMANCE STAYING THE SAME
- PERFORMANCE DECREASING

METRIC DEFINITIONS (2 OF 2)

COMMUNITY VITALITY

Metric	Definition
PRIVATE INVESTMENT	Private Investment committed as a result of Community Development incentive programs deployed in downtowns.
JOB GROWTH	The number of jobs projected to be created by businesses as a result of MEDC community incentive programs.
REVITALIZED SQUARE FOOTAGE	Total square footage of real estate being improved as a result of Downtown Private Investment.
PUBLIC SPACE REACTIVATED	Total square footage of publicly owned hard infrastructure (e.g. streets, sidewalks, farmers markets, green space, etc.) being improved as a result of Community Development incentive programs.
LEVERAGE RATIO	The ratio of private investment by the companies incented by MEDC to the incentive dollars provided to these companies. Incentive dollars do not included programs that utilize funding mechanism that are not included in the MEDC budget (e.g. tax increment financing, private activity bonds, etc.).
MAIN STREET INVESTMENT	Cumulative private investment in communities participating in the Michigan Main Street program.

IMAGE

Metric	Definition
TRAVEL ADVERTISING ROI	The ratio of tax dollars generated by Visitor Spending to the cost of the summer advertising campaign.
VISITOR SPENDING	Total dollars spent by out-of-state visitors as a result of the *Pure Michigan* summer travel advertising campaign.
BUSINESS CLIMATE PERCEPTION	The percentage of survey respondents that indicate satisfaction with the state's business climate.