

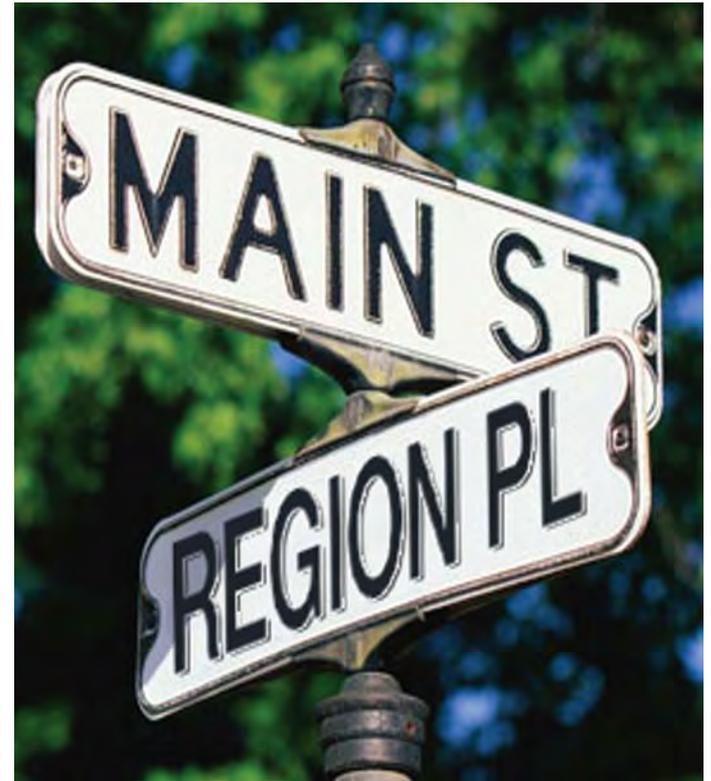


EXECUTIVE DIRECTORS PEER LEARNING LAB

*2011 NADO ANNUAL TRAINING CONFERENCE | MIAMI, FLORIDA
PART 1 - SATURDAY, OCTOBER 8*

About NADO

- Strengthen local governments, communities and economies through the regional strategies, partnerships and solutions of the nation's regional development organizations



Advocacy | Education | Networking | Research

Workshop Overview

- ▶ Fundamentals of RDOs
- ▶ Executive Director's Organizational Assessment
- ▶ Lessons Learned from Statewide Assessments
- ▶ Case Studies, Peer Learning and Group Therapy



Regional Council Self-Assessment Guide

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Welcome

The Regional Council Self-Assessment and Resource Toolkit is intended to assist executive directors, policy board members and senior professional staff of the nation's regional planning and development organizations in improving and evaluating their overall performance, management and leadership skills and performance.

Developed by the National Association of Development Organizations (NADO) and the Development District Association of Appalachia (DDAA), the online toolkit is set up with individual modules that cover a variety of professional and organizational development topics, including:

- positioning your regional council in a new era of regionalism
- addressing seven significant issues facing regional councils
- managing an effective regional council policy board
- becoming an effective regional council executive director
- building an effective statewide network and state association
- general concepts of leadership and regional council innovations

NADO and DDAA want to recognize the SouthEast Regional Directors Institute, Missouri Association of Councils of Government, Appalachian Regional Commission, U.S. Economic Development Administration and other partners for their contributions in making this project a reality. Our goal was to develop a comprehensive framework for voluntary peer reviews and exchanges that would empower regional council policy boards and executive management to evaluate and improve their overall governance structures, management capacity, programs and operations.

Any opinions, findings, conclusions or recommendations expressed on this Web site or in this toolkit are those of the authors and do not necessarily reflect the views of the National Association of Development Organizations (NADO) or the Development District Association of Appalachia (DDAA), as well as the Appalachian Regional Commission (ARC) or the U.S. Economic Development Administration (EDA).

How to Use this Site

Across the top of this web site is a series of tabs that correspond with the sections of the toolkit (Role in Region, 7 Significant Issues, etc.). Within each section is a series of surveys aimed at asking inward-looking questions about the role and effectiveness of your organization. Once each survey has been completed, you can elect to either move on to the 'next' section or 'submit' the survey. There is also an option to print or email sections of the survey using the icons in the top right-hand corner of each page.

Once a survey has been submitted, a series of pie-charts will appear displaying the answers you've selected for that individual section of the survey.

Main Menu

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Training Modules

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Download the Toolkit

You can download the full assessment tool kit by clicking on the PDF icon link below



To download the pdf right click on the image above and choose "Save Link As"

Regionalcouncilguide.org

RDO Self-Assessment Toolkit

1. **Defining Today's Era of Regionalism**
2. **Evaluating Your Role in Modern Era of Regionalism**
3. **Seven Significant Issues Facing Regional Councils**
4. **Managing an Effective Regional Council Policy Board**
5. **Regional Council Executive Director Checklists**
6. **State Associations of Regional Councils**
7. **Regional Council Snapshots: Innovations and Practices**
8. **Peer Resource Exchange: Food for Thought**
9. **Concepts of Leadership**

Special Thanks

- ▶ Development District Association of Appalachia
- ▶ Appalachian Regional Commission
- ▶ Missouri Association of Councils of Government
- ▶ SouthEast Regional Directors Institute
- ▶ U.S. Economic Development Administration
- ▶ NADO Board of Directors and Membership

VAPDA

Vermont Association of Planning and Development Agencies

2011 Statewide Strategic Assessment



Prepared by the
National Association of Development Organizations
June 2011

WEDDA

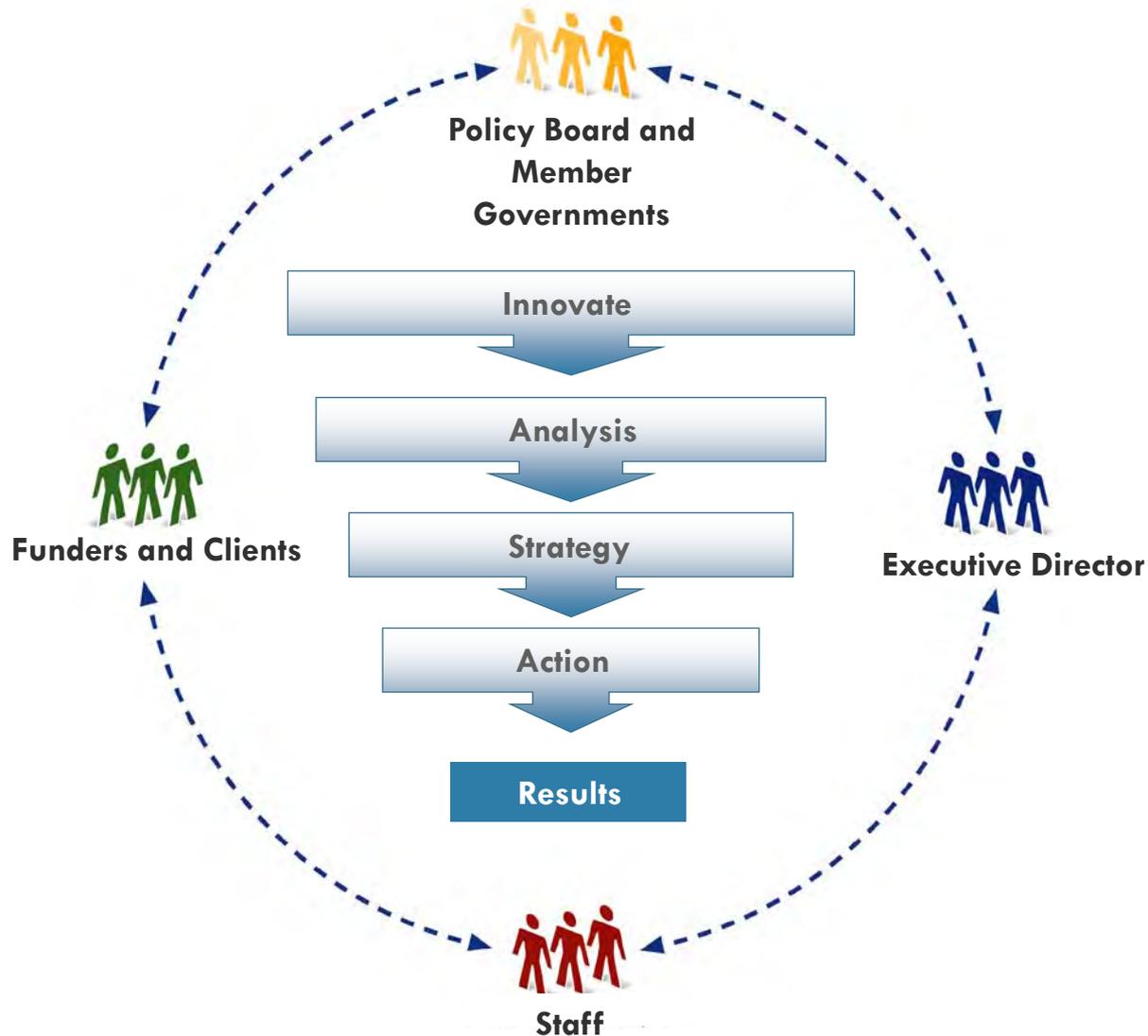
Washington Economic Development Districts Association:

2011 Statewide Strategic Assessment

Prepared by the National Association of Development Organizations
August 2011



Fundamentals of RDOs



Fundamentals of RDOs

- ▶ “Regional councils are sometimes less bold in structure and authority than a region’s needs might warrant, yet more advanced than area politics comfortably accept.”

- James Ray, Texas Association of Regional Councils (1978)

Fundamentals of RDOs

- ▶ Regional councils are political entities that must function politically to be highly effective, yet they must also act in a non-partisan manner.

- NADO Regional Council Self-Assessment and Resource Toolkit (August 2009)

Fundamentals of RDOs

- ▶ “There are really very few roadblocks to creating stronger RPCs (i.e. RDOs). It is simple. They just can’t act like lone wolves. And, they need to focus on statewide consistency, have a positive attitude and focus on adding value.”

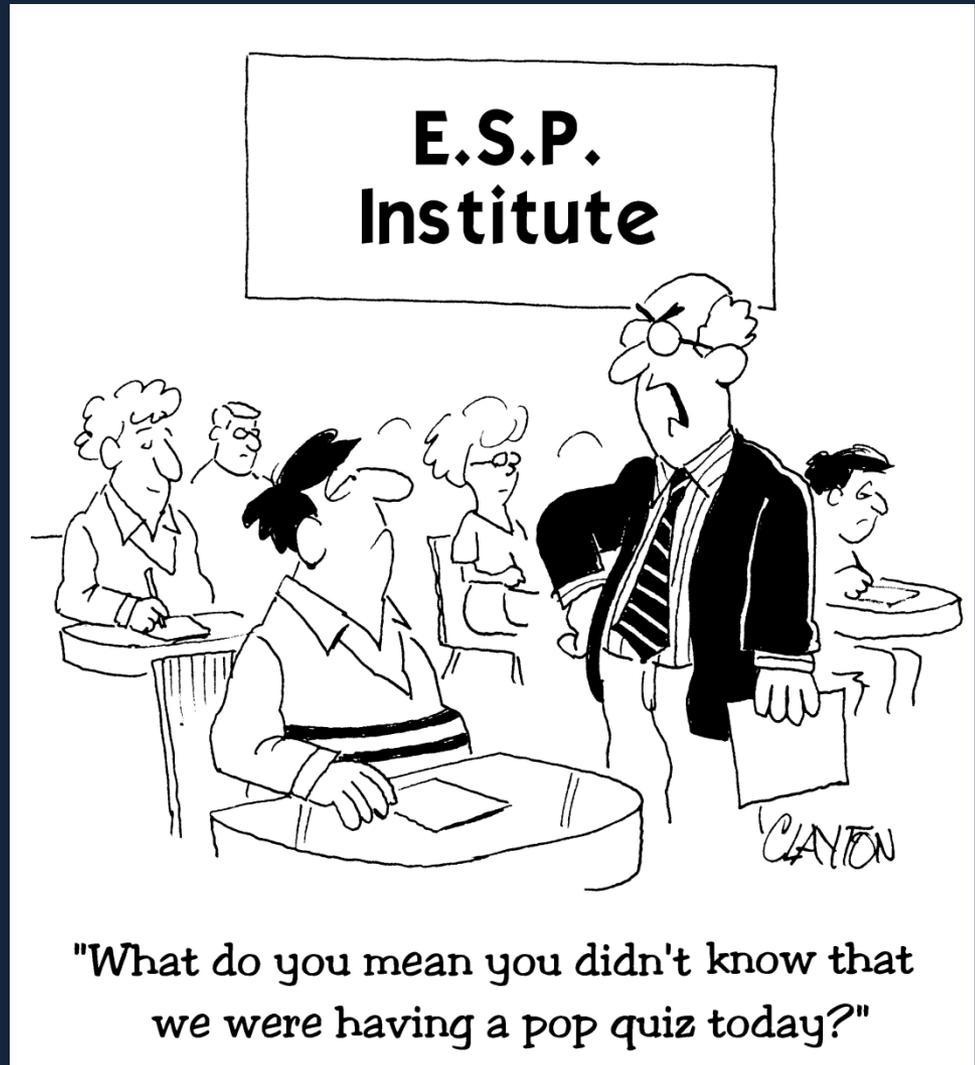
FUNDAMENTALS OF REGIONAL DEVELOPMENT ORGANIZATIONS

RDOs are knowledge-based firms.

Presentation of data, concepts and ideas are our lifeblood.

We are driven by ideas, innovations, solutions and results.

**POP QUIZ #1:
EXECUTIVE DIRECTOR'S
GENERAL
ORGANIZATIONAL
ASSESSMENT**



Lessons Learned from Statewide Assessments

► Positives

- **Apolitical**, professional organizations
- **Valued link** by state officials to local govts / communities
- **Long-term view** and perspective about past and future
- **Knowledge** of local issues and history
- **Capacity to help locals** with planning and projects

Lessons Learned from Statewide Assessments

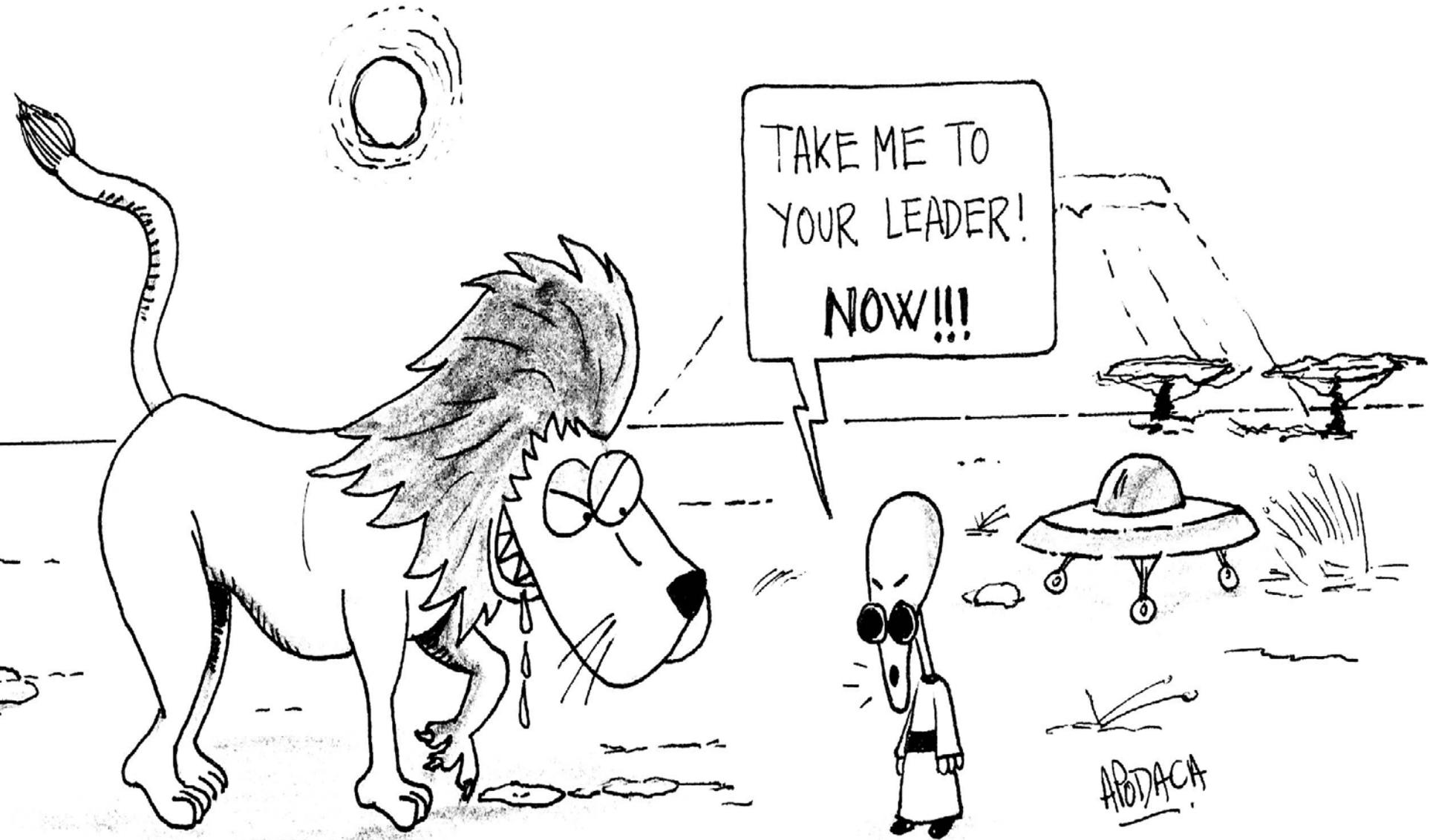
► Opportunities

- Put forth **pro-active agenda** with partners and results
- **Sharpen branding** beyond just planning and grants
- Use **regional policy boards** as more powerful tool
- **Communicate and brand** skills and capacity
- Tackle the issue of **peer accountability** *and tout it!*
- **Pursue statewide approaches**, even in areas w/o RDOs

Lessons Learned from Statewide Assessments

► Basics... must improve and focus on

- **Message** – *We are problem solvers and job creators!*
- **Attitude** – *We'll work out the details, but we're ready!*
- **Willingness to partner** – *Practice what we preach to locals!*
- **Statewide approaches, consistency & quality** – *Results!*
- **Status Quo is NOT an option** in today's climate



TAKE ME TO
YOUR LEADER!
NOW!!!

ARODACA

LESSONS LEARNED FROM THE FRYING PAN

- **Kevin Byrd**, New River Valley PDC (VA)
- **Jennifer Korfiatis**, North Central Washington EDD
- **Christine Walker**, Upper Valley Lake Sunapee RPC (NH)

NADO CASE STUDY

1.0

It is your first day on the job. Congratulations! Except no one told you about the \$200,000 RLF default, morale and attendance problems with the staff, and the total absence of the policy board. BUT, your region is suffering from severe unemployment, your group has potential, and personally, you want to make a real difference. *How do you start?*

NADO CASE STUDY

2.0

You're a new executive director replacing the organization's original director – someone who was in place 43 years! Unfortunately, not much has been happening for the past 10 years and new regional organizations and consultants have assumed many of your RDO's traditional roles. *How do you go about rebuilding your brand, programs and resources?*

NADO CASE STUDY

3.0

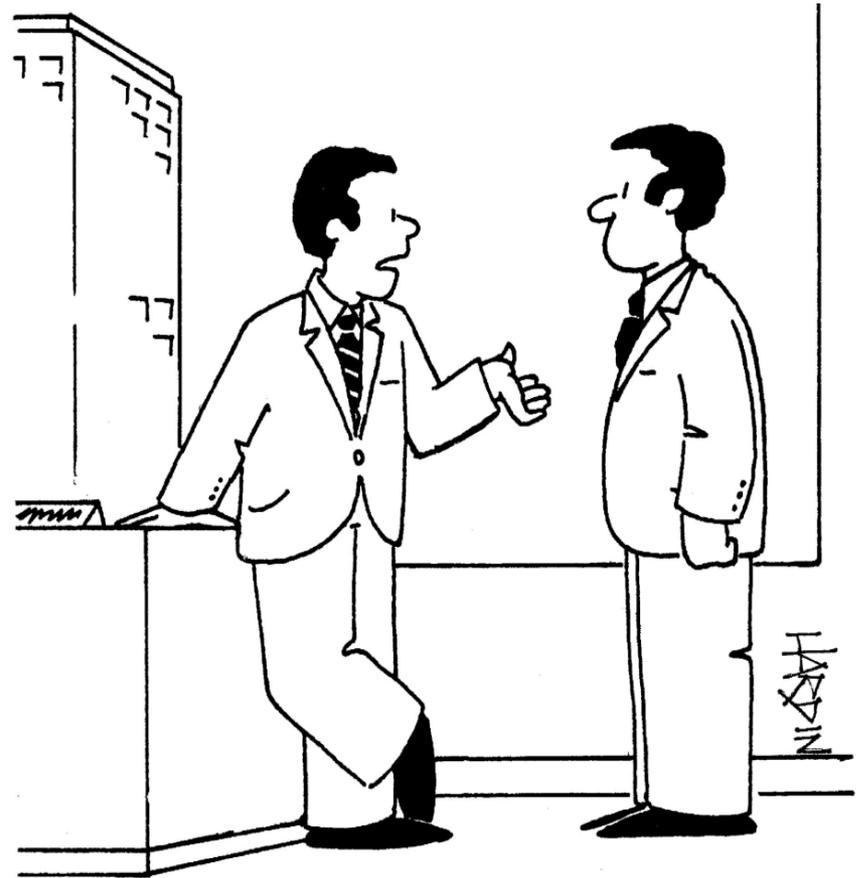
Congress eliminates the EDA planning grant program and your organization loses its annual EDA planning grant! How would you address the situation? Would you continue focusing on regional planning and economic development? How would you fund your activities? What partnerships and alliances would you pursue?

Sage Advice for an RDO Director

- Seek niches that can serve member interests
- Stay true to your mission
- Focus on educating (and re-educating) your partners and funders
- Achieve ***excellence*** in programs and services
- Create and maintain relationships
- Become the sounding board for exploration of local / regional government operational & administrative efficiencies
- Take calculated risks and be willing to accept failure
- Embrace your ambiguity
- Focus on building a unified board

Remember the Basics

- *“The organizational structure is pretty simple: We do the work; they take the credit.”*



THANK YOU
FOR YOUR TIME, INTEREST
AND PARTICIPATION!

VISIT REGIONALCOUNCILGUIDE.ORG
FOR MORE INFORMATION AND TO CONDUCT
THE REGIONAL COUNCIL SELF-ASSESSMENT

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