



National Association of Development Organizations

Annual Training Conference

WORKING REGIONALLY IN A WORLD OF CHANGE

network
 brainstorm
 REJUVENATE
 SHARE
 DISCOVER
 EXPERIENCE
 LISTEN
 EMPOWER
 HEAR
 TALK
 imagine
 educate
 GROW
 CHALLENGE
 STRATEGIZE
 COLLABORATE
 examine
 OCTOBER 13-16, 2012

THE MIRAGE HOTEL, LAS VEGAS, NEVADA

EXCHANGES
REFLECT

CONNECT

speak DESIGN
LEAD

CELEBRATE inform
PARTICIPATE LEARN

NADO thanks each of the supporting organizations and exhibitors for participating in this conference.

SPONSORS

- Delta Regional Authority (Under grant number RW-0183)
- Development District Association of Appalachia
- Economic Development Administration (Under grant numbers 08-79-04379 and 99-06-07548)
- Federal Highway Administration (Under grant numbers DTFH61-10-C-00047 and DTFH61-06-H-00029)
- The Ford Foundation (Under grant number 1115-0269)
- Portfol/PIDC
- Small Business Administration (Under grant number SBA HQ-10-I-0317)



FORDFOUNDATION

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EXHIBITORS

- BrokerSavant
- Business USA
- Environmental Systems Research, Inc. (ESRI)
- Golden Shovel
- NADO
- NADO Research Foundation
- Portfol/PIDC
- Rural Assistance Center
- Select USA

Join the Conference Conversations!



To join fellow conference attendees and NADO staff for a Twitter dialogue and conference updates, use the hashtag #NADOATC.

Follow NADO's Twitter accounts, @NADOWeb and @RPOAmerica.

Friend NADO on Facebook at www.facebook.com/NADO.org.

Dear NADO members and friends:

It is with great pride that I welcome all of you to America's amazing West! I am very happy that NADO's 2012 Annual Training Conference, *Working Regionally in a World of Change*, is being held in my region and hope that you all enjoy the conference and time in Nevada.

On behalf of NADO, I want to thank each of you for making the commitment to participate in our annual event. We are excited that so many NADO members and friends have come to our conference this year. We recognize that your budgets are tighter than ever, and that your schedules are increasingly demanding. But we believe you will find an array of topics in various settings that will offer ideas for new programs, or solutions to challenges you are facing. And we encourage you to share your successes and lessons learned throughout the conference. We have learned over the years that some of the best learning occurs during peer-to-peer discussions and conversations.

Working Regionally in a World of Change is a fitting theme for our conference at a time when we are faced with enormous and critically important challenges, but also a time where there are exciting opportunities ahead. Over the coming months and years, our leadership and strength will allow us to design and implement regional strategies and solutions in a world that is constantly changing.

Once again, we have developed a slate of plenary and concurrent sessions, learning labs, conversation cafés, and mobile workshops that will cover relevant and timely topics. As always, our conference will offer many opportunities for you to network with colleagues old and new.

I encourage you take advantage of all the conference has to offer as there are many sessions and topics that will be covered. You will have many opportunities for learning, sharing and networking...while also having some fun! The conference offers three interesting and unique mobile workshops, three timely plenary sessions, a series of executive director and policy board member learning labs and regional strategies sessions, and a variety of break-out sessions on a wide range of topics and issues.

To continue with our penchant for networking opportunities, we have developed a series of Conversation Cafés where facilitated discussions will encourage all to participate. And, the Innovation Awards Showcase on Monday is a perfect setting for attendees to learn more about this year's winning projects.

As you plan your conference experience, I hope you will not only catch up with your peers from across the country, but that you will also meet new friends and develop new partnerships.

Very sincerely,



Russ Cowley

NADO President 2011/2012

Six County Association of Governments Executive Director

Conference Registration and Information Center

(Meeting Center; across from Terry Fator Theatre)

Stop by the Conference Registration and Information Center to pick up your name badge and conference packet.

Registration Schedule:

Friday, October 12

4:00 – 6:00 p.m.

Saturday, October 13

8:00 a.m. – 6:00 p.m.

Sunday, October 14

8:30 a.m. – 6:00 p.m.

Monday, October 15

7:30 a.m. – 6:00 p.m.

Tuesday, October 16

7:30 a.m. – 3:30 p.m.

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Please note that hotel meeting room temperatures are not within our control and we suggest you plan accordingly and bring a sweater just in case the room is too cold. The conference is meant to be a comfortable learning experience for attendees and business casual dress is encouraged, except for the President's Award Dinner which is business attire.

farewell

In Appreciation of Matt Chase



With great admiration and appreciation, we said farewell to Matt Chase on September 14, 2012. After 15 years with NADO, Matt moved to the National Association of Counties (NACo) to become their new executive director.

Joining NADO as legislative director in 1997, Matt rose through the ranks quickly: In 2000, he became deputy executive director and within another three years he was selected to become NADO's second executive director. Under his leadership, NADO grew to become a prominent advocate for the nation's regional development organizations and for the critical role they play in providing regional approaches and solutions to local challenges.

Matt's acumen for policy issues and the impact of federal legislation on the programs and services that regional development organizations nationwide offer helped NADO achieve a number of legislative victories during his tenure. He played a significant role in the 1998 five-year reauthorization of EDA, and the first increase in planning support to EDDs in over 20 years. Understanding the importance of the Economic Development Administration's planning support to NADO members, he has fought tirelessly over the years to retain EDA in the federal budget by sharing the successes, lessons learned and noteworthy practices of economic development districts across the nation.

His foresight led to many of NADO's partnerships with the American Association for State Highway and Transportation Officials, NACo, and the Federal Highway Administration to develop rural transportation planning organizations similar to metropolitan planning organizations. This coordinated effort led to rural transportation language in federal regulation in 2003 and in the surface transportation law passed in the summer of 2012, Moving Ahead for Progress in the 21st Century (MAP-21).

His work on the Farm Bill was instrumental in developing innovative regional cooperative development initiatives that sought to implement the innovative regional development strategies of RDOs. And he collaborated with other entities to prompt the Department of Homeland Security to develop policies requiring the development of regional homeland security planning processes.

His vision for NADO's role in the larger landscape of community and economic development allowed NADO to become a leader in rural brownfields training, to spark new alliances with agencies and organizations engaged in sustainable development initiatives, to develop relationships with new philanthropic partners, and to create strategic alliances with other national and regional groups that support rural development.

We wish Matt the very best as he embarks on his new journey with the National Association of Counties.

Kentucky County Officials Training Credit

Kentucky's training incentive program for elected county officials began with the enactment of House Bill 810 (KRS 64.5275), effective in January 1999. The program offers county judge-executives, fiscal court members, clerks, sheriffs and jailers an annual financial incentive to participate in continuing training relevant to their official duties. NADO's 2012 Annual Training Conference is an approved

event. If you did not receive a Certification Form for this conference in your conference packet, please stop by the Conference Registration and Information Center to get one. You must have a NADO staff person or the session presenter initial the form next to the appropriate session. Attendees are responsible for submitting the forms to the Kentucky Department for Local Government after the conference.

AICP Certification Maintenance Sessions

NADO has applied to the American Planning Association for American Institute of Certified Planners (AICP) Certification Maintenance (CM) credits for the following sessions and workshops. At the time the program was printed, we had not received notification of approval from APA. As soon as we receive approval from APA, we will notify conference attendees through *NADO News* and www.NADO.org.

- > What is the Role of an EDD in Today's Economic Development Environment?, CM 1.5
- > Silo Busting – Rethinking the Purpose and Potential of the Comprehensive Economic Development Strategy, CM 2
- > Why Performance Metrics Matter and How EDDs Can Use Them Effectively, CM 1.5
- > Case Studies in Small Town and Rural Economic Development, CM 2
- > Opening Plenary: Fostering Regional Dialogue Around Long-Term Quality Growth, CM 1.25
- > Rural Wealth Creation, CM 1.5
- > Revitalizing Las Vegas Mobile Workshop, CM 2
- > Regional Resiliency After Disasters, CM 1
- > Summerlin Planned Community Mobile Workshop, CM 2.5
- > Re-Branding Your Organization, CM 1.75
- > Connecting Housing and Transportation to Support Community Development, CM 1.75
- > Water and RDOs: Opportunities and Obstacles, CM 1

NADO Staff

Matthew Chase, Executive Director*

Deborah Cox, Director of Government Relations/Legislative Affairs
202.624.8590; dcox@nado.org

Vicki Glass, Director of Meetings/Membership
202.624.8574; vglass@nado.org

Tawanna Harley, Office Manager/Executive Assistant
202.624.7841; tharley@nado.org

Kate Humphrey, Graduate Fellow
202.624.5257; khumphrey@nado.org

Brian Kelsey, Director of Economic Development
512.731.7851; bkelsey@nado.org

Carrie Kissel, Associate Director
202.624.8829; ckissel@nado.org

Kathy Nothstine, Associate Director
202.624.5256; knothstine@nado.org

Brett Schwartz, Graduate Fellow
202.624.7736; bschwartz@nado.org

Keith Shoop, Graduate Fellow
202.624.7809; kshoop@nado.org

Ted Stiger, Legislative Associate
202.624.8467; tstiger@nado.org

Laurie Thompson, Deputy Executive Director
202.624.5948; lthompson@nado.org

**resigned as of September 14, 2012*

Keep Chatting!



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Follow NADO's Twitter accounts, @NADOWeb and @RPOAmerica.

Friend NADO on Facebook, at www.facebook.com/NADO.org.

Schedule-at-a-Glance

Friday, October 12th

4 – 6 p.m.

Conference Registration

Registration Desk 1

Saturday, October 13th

8 a.m. – 6 p.m.

Conference Registration

Registration Desk 1

8:30 – 10:30 a.m.

Executive Committee

Barbados A

10:30 a.m. – 3:30 p.m.

Executive Directors Learning Lab:
What it Takes to Lead an RDO in a
World of Change

Ballroom B & C

10:30 a.m. – 12:00 p.m.

Regional Strategies: What is the Role
of an EDD/RDO in Today's Economic
Development Environment?

Ballroom D & E

1:30 – 3:30 p.m.

Regional Strategies: Silo Busting—
Re-thinking the Purpose and
Potential of the CEDS

Ballroom D & E

3:45 – 5:15 p.m.

Nominating Committee

Barbados A

5:30 – 6:30 p.m.

New Member and New Executive
Director Reception (*Invitation Only*)

St. Croix B

Sunday, October 14th

8:30 a.m. – 6 p.m.

Conference Registration

Registration Desk 1

9:00 – 10:30 a.m.

Membership Regional Caucuses

> East

Martinique A

> Midwest

St. Croix B

> Southeast

St. Croix A

> Southwest

Martinique B

> West

Barbados B

10:45 a.m. – 12:15 p.m.

Executive Directors Learning Lab:
What I Wish I Knew When I Became
Executive Director

Ballroom B & C

10:45 a.m. – 12:15 p.m.

Policy Officials Learning Lab:
Strategies for Effective Board
Leadership in a Changing World

St. Croix B

10:45 a.m. – 12:15 p.m.

Regional Strategies: Why Performance
Metrics Matter and How EDDs/RDOs
Can Use them Effectively

Ballroom D & E

12:15 – 1:30 p.m.

Lunch on Your Own

1:30 – 3:30 p.m.

Research Foundation Advisory
Committee Meeting

Barbados B

1:30 – 3:30 p.m.

Executive Director Learning Lab:
I Never Thought of That!

Ballroom B & C

1:30 – 3:30 p.m.

Regional Strategies: Case Studies in
Small Town and Rural Economic
Development

Ballroom D & E

3:45 – 5:15 p.m.

NADO Board of Directors Meeting

St. Croix A & B

6 – 7:30 p.m.

Opening Reception

*Siegfried and Roy's
Secret Garden*

Monday, October 15th

7:30 – 8:30 a.m.

DDAA Breakfast (*Invitation Only*)

Bermuda A & B

7:30 a.m. – 6 p.m.

Conference Registration

Registration Desk 1

8:45 – 10 a.m.

Opening Plenary Session

Ballroom F

10 – 10:15 a.m.

Break

Ballroom G & H

10:15 – 11:45 a.m.

CONCURRENT SESSIONS

- > Proactive Engagement Strategies for a Reactive World *Ballroom B & C*
- > RDO Return on Investment *Bermuda A & B*
- > Rural Wealth Creation *Ballroom D & E*
- > Conversation Café: Statewide Assessments: Lessons Learned *Martinique A & B*

12 – 1:30 p.m.

Luncheon *Ballroom F*

1:30 – 2:15 p.m.

Innovation Showcase with Coffee and Dessert *Ballroom G & H*

2:15 – 4:30 p.m.

MOBILE WORKSHOP: Zappos *North Lobby*

2:30 – 4:30 p.m.

MOBILE WORKSHOP: Revitalizing Las Vegas! *North Lobby*

2:30 – 3:30 p.m.

CONCURRENT SESSIONS

- > Audit Readiness and Survival *Bermuda A & B*
- > Partnering with Community Foundations *Ballroom D & E*
- > Regional Resiliency after Disasters *Ballroom B & C*
- > Conversation Café: Friending the Media *Martinique A & B*

3:30 – 3:45 p.m.

Innovation Showcase Coffee Break *Ballroom G & H*

3:45 – 5:00 p.m.

CONCURRENT SESSIONS

- > Federal Grant Administration Policies *Bermuda A & B*
- > Launching and Enhancing RDO State Associations *Ballroom B & C*
- > Working with Small Businesses *Ballroom D & E*
- > Conversation Café: Ethics *Martinique A & B*

Tuesday, October 16th

7:30 a.m. – 3:30 p.m.

Conference Registration *Registration Desk 1*

8:30 – 9:45 a.m.

Plenary Session: Leveraging Resources and Programs: Being Responsive to Local Needs *Ballroom A*

9:45 – 10 a.m.

Break *Ballroom G & H*

9:45 a.m. – 1:00 p.m.

MOBILE WORKSHOP: Summerlin Planned Community *North Lobby*

10:00 – 11:45 a.m.

CONCURRENT SESSIONS

- > Re-Branding Your Organization *Ballroom B & C*
- > Connecting Housing and Transportation to Support Community Development *Ballroom D*
- > Strengthening Your Region's Workforce for New Opportunities *Ballroom E*
- > Conversation Café: Making Tough Budget Choices *Martinique A & B*

10:00 a.m. 12:30 p.m.

MOBILE WORKSHOP: Zappos *North Lobby*

11:45 a.m. – 1:15 p.m.

Lunch on Your Own

1:30 – 2:30 p.m.

CONCURRENT SESSIONS

- > Water and RDOs: Opportunities and Obstacles *Ballroom E*
- > Conversation Café: RDOs and Aging Programs *Ballroom D*
- > Conversation Café: Grant Writing: Sharing Tips and Techniques *Martinique A & B*

2:45 – 3:30 p.m.

Legislative Update *Ballroom C*

3:40 – 5:15 p.m.

NADO 2012 Annual Business Meeting Followed by NADO 2012/2013 Board of Directors Meeting *Ballroom B*
Ballroom H

5 – 6:00 p.m.

Innovations Photos *Martinique A & B*

6:00 – 8:00 p.m.

President's Awards Banquet *Ballroom F*

Rooms are subject to change. Please check the daily schedule at the Conference Registration and Information Center.

2012 Annual Conference Schedule

Friday, October 12th

4 – 6 p.m.

Conference Registration

Registration Desk 1

Saturday, October 13th

8 a.m. – 6 p.m.

Conference Registration

Registration Desk 1

8:30 – 10:30 a.m.

Executive Committee

Barbados A

10:30 a.m. – 3:30 p.m.

Executive Directors Learning Lab: What it Takes to Lead an RDO in a World of Change

Ballroom B & C

Topics to be covered in this interactive learning lab are critical to leading a regional development organization through these challenging and ever-changing times: understanding the national context for RDOs, executive director qualifications, organizational culture, board engagement and staff management; findings from state assessments, state association activities; national trends and innovations; forging new partnerships and strategic alliances; and potential pitfalls. The session is designed for executive directors at any level of experience and expertise, from any size organization.

> **Facilitator: Steve Etcher**, Boonslick RPC Executive Director and NADO Treasurer (MO)

10:30 a.m. – 12:00 p.m.

Regional Strategies: What is the Role of an EDD/RDO in Today's Economic Development Environment?

Ballroom D & E

Federal funding for infrastructure projects has been cut substantially in recent years, forcing many EDDs to rethink their role in regional economic development. This session will focus on what EDDs must know about how the practice of economic development is changing, and, more importantly, what they must do to innovate and continue to add value in today's economic development environment.

> **Tom Stelman**, President/CEO, TIP Strategies (TX)

> **Facilitator: Brian Kelsey**, Director of Economic Development, NADO (TX)

1:30 – 3:30 p.m.

Regional Strategies: Silo Busting—Re-thinking the Purpose and Potential of the CEDS

Ballroom D & E

The CEDS is a planning framework that can stretch far beyond just economic development. EDDs can use the CEDS as a vehicle to address transportation, sustainability, workforce development, and many other planning areas. This session will focus on how EDDs can expand the scope of the CEDS while staying true to its original purpose, drawing on lessons learned from the Charlotte region and western Kentucky.

> **Chris Engle**, Vice President and Chief Analyst, Avalanche Consulting (TX)

> **Facilitator: Brian Kelsey**, Director of Economic Development, NADO (TX)

3:45 – 5:15 p.m.

Nominating Committee

Barbados A

5:30 – 6:30 p.m.

New Member and New Executive Director Reception (*Invitation Only*)

St. Croix B

Sunday, October 14th

8:30 a.m. – 6 p.m.

Conference Registration

Registration Desk 1

9:00 – 10:30 a.m.

Membership Regional Caucuses *(Open to all NADO members)*

> **East**

Martinique A

> **Midwest**

St. Croix B

> **Southeast**

St. Croix A

> **Southwest**

Martinique B

> **West**

Barbados B

10:45 a.m. – 12:15 p.m.

Executive Directors Learning Lab: What I Wish I Knew When I Became Executive Director

Ballroom B & C

Whether you are a brand new, first time executive director, or a seasoned-yet-not-ready-to- retire executive director, or somewhere in-between, this session will be of great interest. RDO executive directors will lead the group through a lively, participatory, discussion about things they wish they had known when they became executive directors. Topics will include board orientation and engagement; finances (such as what an ED needs to know, and how to communicate this to the board and staff); partnerships and innovations; managing risks and expectations; and how to keep and motivate exceptional staff.

> **Peter Gregory**, Two Rivers-Ottawaquechee Regional Commission (VT)

> **Amanda Hoey**, Mid-Columbia EDD (OR)

> **Rick Hunsaker**, Region XII (IA)

> **Bob Thompson**, Androscoggin Valley COG (ME)

> **Facilitator: Steve Etcher**, Boonslick RPC Executive Director and NADO Treasurer (MO)

10:45 a.m. – 12:15 p.m.

Policy Officials Learning Lab: Strategies for Effective Board Leadership in a Changing World

St. Croix B

Specially crafted for board members of regional development organizations, this session will address the dynamics of strong and effective board leadership in an ever-changing world and ever-challenging world.

> **Facilitator: Scott Koons**, Executive Director, North Central Florida RPC

10:45 a.m. – 12:15 p.m.

Regional Strategies: Why Performance Metrics Matter and How EDDs/RDOs Can Use them Effectively

Ballroom D & E

Performance metrics are about more than tracking progress on your CEDS or reporting jobs and private investment on your annual GPRA form to EDA. Strong performance metrics are a call to action that can be the turning point in regional development efforts. Based on information from a soon-to-be-published report on Performance Metrics that the speakers from ViTAL Economy wrote for the NADO Research Foundation, this session will focus on developing useful and compelling performance metrics for your CEDS based on your region's unique economy.

> **Frank Knott**, President, ViTAL Economy, Inc. (MD)

> **Jim Haguewood**, Senior Partner, ViTAL Economy, Inc (WA)

> **Facilitator: Brian Kelsey**, Director of Economic Development, NADO (TX)

12:15 – 1:30 p.m.

Lunch on Your Own

1:30 – 3:30 p.m.

Research Foundation Advisory Committee Meeting

Barbados B

Any NADO member interested in learning about the Research Foundation as well as contributing ideas for potential consideration in our research and education programs is invited to attend.

> **Laurie Thompson**, Deputy Executive Director, NADO (DC)

1:30 – 3:30 p.m.

Executive Director Learning Lab: I Never Thought of That!

Ballroom B & C

Similar to the “I should have had a V-8!” commercial, this session will provide executive directors new and old with clever insights and tips into things they had never thought of that will help them better manage their daily schedule, staff, and organization. The session will offer exceptionally useful tips from a uniquely qualified panel of executive directors who are willing to share their thoughts and ideas and pearls of wisdom on a variety of topics, including ways to find and use data sources, tidbits of information that will help maximize your travel budget, thoughts on legal issues and contracts, approaches to staff management, sensible strategies for file and project organization, and even some technology candid thoughts about using technology at all ages.

> **Ken Jones**, Executive Director, Lower Rio Grande Valley Development Council (TX)

> **Betty Voights**, Executive Director, Capital Area Council of Governments (TX)

> **Lynne Keller Forbes**, Executive Director, South Eastern Council of Governments (SD)

> **Chris Fetzer**, Executive Director, Northern Arizona Council of Governments

> **Facilitator: Steve Etcher**, Boonslick RPC Executive Director and NADO Treasurer (MO)

1:30 – 3:30 p.m.

Regional Strategies: Case Studies in Small Town and Rural Economic Development

Ballroom D & E

Planning is a critical function of EDDs, but leading EDDs have expanded far beyond the role of a typical planning agency. Enterprising EDDs are innovators, problem solvers, and visionaries looking out at the global economy and forging paths toward sustainable development for their regions. This session will feature case studies of projects that are transforming small towns and rural communities across the country as potential models for EDDs to consider adopting in their own regions.

> **Michael Lemanski**, Director, Development Finance Initiative, University of NC School of Government (NC)

> **Facilitator: Brian Kelsey**, Director of Economic Development, NADO (TX)

3:45 – 5:15 p.m.

NADO Board of Directors Meeting (*Open to all NADO members*)

St. Croix A & B

6 – 7:30 p.m.

Opening Reception

*Siegfried and Roy's
Secret Garden*

When in Las Vegas...you must visit Siegfried and Roy's Secret Garden and Dolphin Habitat! With local music as the backdrop, the cool evening sky overhead, and lots of good friends together on a fall evening, this wine and cheese reception is the perfect setting for catching up and making plans for dinner on the famed Las Vegas Strip.

Monday, October 15th

7:30 – 8:30 a.m.

DDAA Breakfast (*Invitation only*)

Bermuda A & B

7:30 a.m. – 6 p.m.

Conference Registration

Registration Desk 1

8:45 – 10 a.m.

Opening Plenary Session: Fostering Regional Dialogue Around Long-Term Quality Growth

Ballroom F

A core function of regional development organizations is to support sustainable economic development and job growth. Regions of all types across the country are working to better coordinate bottom-up, grassroots-driven economic development strategies that link local land use decisions with transportation, housing, workforce, and community development plans and investments. Robert Grow, President and CEO of Envision Utah, will outline strategies to collaborate with community stakeholders to develop long-term regional visions for quality growth, based on shared community values and an open dialogue.

> **Welcome: Russ Cowley**, President, NADO, and Executive Director, Six County AOG (UT)

> **Keynote Speaker: Robert Grow**, President and CEO, Envision Utah

> **Facilitator: Kevin Byrd**, Executive Director, New River Valley Planning District Commission (VA)

10 – 10:15 a.m.

Break

Ballroom G & H

10:15 – 11:45 a.m.

CONCURRENT SESSIONS

Proactive Engagement Strategies for a Reactive World

Ballroom B & C

The shifting realities of today's political and economic environment often place regional organizations into a reactive mode. Leaders of these organizations must find methods for ensuring these reactive realities don't end up defining their future. This workshop will provide attendees with practical, innovative strategies that utilize a new model for engagement of employees, contractors and client agencies. The model provides leaders of effective organizations with essential elements to increase employee stability, satisfaction and effectiveness. Case studies will be presented to illustrate how the implementation of this model will reduce uncertainty and reactive forces as they attempt to impact your organization.

> **G.L. Reed**, D., Min., Owner and Founder, Where Expectations Meet Reality (TX)

> **Jim Reed**, AICP, Executive Director, Central Texas Council of Governments (TX)

RDO Return on Investment

Bermuda A & B

Over the years, the roles of regional development organizations (RDOs) have changed immensely. Today's RDOs are multi-faceted entities that manage multiple programs and services that have wide-ranging impacts on local communities across their regions. Yet, the critical roles that RDOs play in getting needed funds for major infrastructure projects, recruiting businesses to the region, helping small businesses start-up or stay open in tough times, managing vital human services programs, coordinating with local agencies on disaster recovery, and so much more often goes unnoticed. This session will cover various ways that RDOs are capturing the return on investments and sharing that important information with their many audiences.

> **Randy Kelley**, Executive Director, Three Rivers PDD (MS)

> **DeWitt Blackwell**, Executive Director, Western Piedmont Council of Governments (NC)

> **Facilitator/Speaker: Jeff Kiely**, Executive Director, Northwest New Mexico Council of Governments

Rural Wealth Creation

Ballroom D & E

Since 2008, the Ford Foundation has been testing a systems approach to economic development that connects people and assets in rural places to market demand in ways that build multiple forms of wealth for those communities and regions. What value might this approach hold for local and regional economic development organizations? Over the past year, NADO members in Ford's targeted regions (Central Appalachia, the Deep South, and the Lower Rio Grande Valley region in Texas) have been exploring this question. In this session, you'll learn more about the approach and hear how your colleagues have applied lessons from this work to the business retention and expansion survey process, collaborative planning, articulating the role for intermediary organizations, and building a sector-based value chain. Each presenter brings unique experience and understanding of the value of this wealth creation approach to the work of economic development organizations. The session will connect these diverse experiences and offer lessons learned for others.

- > **Misty Casto**, Executive Director, Buckeye Hills-Hocking Valley RDD (OH)
- > **Sulynn Creswell**, Director, Blackbelt Treasures (AL)
- > **Armando Garza**, Mayor Pro Tem, City of San Juan (TX)
- > **Ben Medina**, Planning Director, City of Brownsville (TX)
- > **Kent Spellman**, Executive Director, West Virginia Community Development HUB
- > **Facilitator: Deb Markley**, Managing Director/Director of Research, RUPRI Center for Rural Entrepreneurship (NC)

Conversation Café: Statewide Assessments: Lessons Learned

Martinique A & B

Grab a cup of coffee or a cool soda and join your peers in a conversation about various lessons learned by statewide assessments of regional development organizations. Conversation Cafés are meant to be interactive dialogue—there will be no PowerPoint presentations or panels. Attendees will exchange information and ideas and learn from each other.

12 – 1:30 p.m.

Luncheon: Catalyzing Regional Strategies to Create Jobs and Build an Economy that is Built to Last

Ballroom F

Acting Assistant Secretary of Commerce for Economic Development Matt Erskine will be on hand to share his insights and knowledge about EDA's future, and the role of economic development districts and others to work regionally for economic prosperity.

- > **The Honorable Matt Erskine**, Acting Assistant Secretary of Commerce for Economic Development, EDA (DC)
- > **Moderator: Russ Cowley**, NADO President and Six County AOG (UT) Executive Director

1:30 – 2:15 p.m.

Innovation Showcase with Coffee and Dessert

Ballroom G & H

Join NADO's 2012 class of Innovation Awardees for coffee and dessert immediately after lunch. These 64 programs and projects are being honored in a host of areas, including business development; aging, health and human services; economic development; physical redevelopment; technology and data; transportation; workforce; and more. Winners will be on hand to share details about their programs.

2:15 – 4:30 p.m.

Mobile Workshop: Creating Culture, Wowing Customers and Empowering Employees: The Zappos Experience

North Lobby

Known to most as the model for on-line shoe sales, the Zappos management team has created an environment that combines quirky fun with high levels of productivity, landing Zappos on Forbes 2012 Top 100 Companies to Work for in 2012. A Zapponian will lead the group through corporate headquarters to learn about the Zappos Family approach to customer loyalty, human

resources, recruiting, training, and culture creation. During this 60 minute tour, you will get to experience the inner workings of the Zappos Family of companies, learn the history of Zappos.com and find out how \$1 billion dollars in gross merchandise sales was achieved in less than 10 years.

2:30 – 4:30 p.m.

Mobile Workshop: Revitalizing Las Vegas

North Lobby

This workshop will showcase efforts underway throughout the downtown to bring new life to the city. Attendees will learn about the strategic efforts to enhance the non-gaming side of the city with museums for all ages, world class Broadway shows, corporate headquarters, housing for all income levels, and public transportation. A representative from the city will be on hand to talk about the projects underway, including financing, partnerships, planning processes, progress-to-date and anticipated impacts to the community as well as the region’s economy. From the Symphony Park to the Plaza to the Cultural Corridor to the Fremont Street Entertainment District to the Civic Corridor, attendees will see firsthand how the city and community are revitalizing Las Vegas.

2:30 – 3:30 p.m.

CONCURRENT SESSIONS

Audit Readiness and Survival

Bermuda A & B

The current federal fund accountability atmosphere is highly charged and driven by adverse results of audits conducted by independent auditors under Office of Management and Budget Circular A-133 and by federal inspectors general. To avoid the financial and reputational damage that those kinds of audit findings can cause, development organizations need to be ready with a solid compliance program that relies on effective policies and procedures and awareness of key compliance vulnerabilities. This session will highlight the proactive steps that you can take to prepare for the kind of aggressive oversight that is the “new normal.” Topics to be covered include elements of an effective compliance program; design and operation of internal controls over federal programs; current federal fund compliance vulnerabilities and responses; time and effort reporting; travel and meeting expense; documentation of purchase transactions; management of equipment and supplies.

> **Bob Lloyd**, Principal, Robert M. Lloyd Consulting Services, and Partner, Federal Fund Management Advisor (SC)

> **Moderator: Carol Jackson**, Executive Director, Mid-Ohio Valley Regional Council (WV)

Partnering with Community Foundations

Ballroom D & E

As public funding sources become scarcer, RDOs are looking to community foundations as partners to deliver projects in local communities. Learn about community foundation supported work in two regions, as well as practical lessons for making such partnerships work.

> **Elena Quintanilla**, Director of Regional Services, South Plains Association of Governments (TX)

> **Dawn Hegland**, Executive Director, Upper Minnesota Valley RDC (MN)

> **Moderator: Doug Elliott**, Executive Director, East Central Iowa COG

Regional Resiliency after Disasters

Ballroom B & C

RDOs are very engaged in helping their regions re-build after a natural disaster. Not just the physical aspects of rebuilding infrastructure, homes, schools, businesses and hospitals—they also take the lead in efforts to rebuild local and regional economies after a disaster. In this session, attendees will hear lessons learned from RDO staff involved in all aspects of post-disaster recovery.

> **Tom Kennedy**, Executive Director, Southern Windsor County RPC (VT)

> **Doug Hermes**, Statewide Planning Coordinator, Missouri Association of Councils of Governments

> **Moderator: Renee Dycus**, Executive Director, Southwest Arkansas PDD

Conversation Café: Friending the Media

Martinique A & B

In this era of 24/7 media, it is important to know how to use media in all forms to your advantage. This “roll up your sleeves and swap stories” Conversation Café is intended to let participants share lessons learned from adverse situations involving the media as well as successes gained from positive relationships with media. Come prepared to share and learn!

3:30 – 3:45 p.m.

Innovation Showcase Coffee Break

Ballroom G & H

The 2012 Innovation Awardees will be on hand during the break for more discussion about their projects during this break.

3:45 – 5:00 p.m.

CONCURRENT SESSIONS

Federal Grant Administrative Policies: Updating Your Knowledge and Watching for Changes

Bermuda A & B

Government-wide circulars and regulations issued by OMB and covering the administration and audit of federal grants are key management tools for development organizations. But their complexity and detail have often represented a knowledge management challenge for executive, financial, and program staff. Now, in the name of simplification, OMB has ambitiously proposed to reform them. They gathered ideas for changes in a public process earlier this year. Their next step will be to propose actual text revisions and to provide another chance for comment by interested parties. The upcoming process is a real opportunity for NADO members to have input into the policies that are likely to govern their federal fund management for years to come. This session will explain the current requirements that arise from the circulars and from laws like the American Recovery and Reinvestment Act and the Federal Funding Accountability and Transparency and will identify the access points concerning possible changes to such key policies as indirect cost recovery and sub-recipient monitoring.

> **Bob Lloyd**, Principal, Robert M. Lloyd Consulting Services, and Partner, Federal Fund Management Advisor (SC)

> **Moderator: Carol Jackson**, Executive Director, Mid-Ohio Valley Regional Council (WV)

Launching and Enhancing RDO State Associations

Ballroom B & C

In many states, regional development organizations have realized the various benefits to collaborating in a formal, state-wide manner: a stronger voice for RDOs and rural regions at the state and federal level will result in greater support from agencies at all levels of the government. The range of structure, process, purpose and accomplishments among these state-wide initiatives is broad. Some states have formal, fully staffed state-wide associations with dues paying members. Others have more loosely organized structures, but still yield strong results. All have different funding streams and program objectives. This session will offer newly formed state-wide associations of RDOs as well as RDOs from states interested in learning how to become a strong association with noteworthy examples from three different models from Florida, Missouri and Texas.

> **Sheri Coven**, Director of Intergovernmental Relations, Florida Regional Councils Association

> **Doug Hermes**, Statewide Planning Coordinator, Missouri Association of Councils of Governments

> **Nichole Warren**, Executive Director, Iowa Association of Regional Councils

> **Moderator: Penny Redington**, Executive Director, Texas Association of Regional Councils

Working with Small Businesses

Ballroom D & E

Across the nation, RDOs and other economic development organizations are providing assistance to small businesses in many forms: loans, training and technical assistance is offered in a variety of platforms. The end result is small businesses that thrive and survive, create and

retain jobs, actively participate in the local economy, and much more. This session will provide attendees with information about successful approaches to helping small businesses survive from North Carolina, Pennsylvania and Rhode Island.

- > **Jill Foys**, Executive Director, Northwest Commission (PA)
- > **Erica Anderson**, Regional Planner, Land-of-Sky Regional Council (NC)
- > **Sean Esten**, Financial Portfolio Manager, Rhode Island Economic Development Corporation
- > **Moderator: Lisa Dawson**, Executive Director, Northeast Oregon Economic Development District

Conversation Café: Ethics

Martinique A & B

This Conversation Café will offer a chance for dialog about how regional development organizations are implementing ethics policies. Learn from each other about ways to assure ethics codes and standards are created and met.

Tuesday, October 16th

7:30 a.m. – 3:30 p.m.

Conference Registration

Registration Desk 1

8:30 – 9:45 a.m.

Plenary Session: Leveraging Resources and Programs: Being Responsive to Local Needs

Ballroom A

Regional development organizations often have broad missions of serving local governments and communities, who are increasingly looking to their regional partners to assist with funding shortfalls. But regional organizations themselves have declining public funding sources and increasingly overcommitted staff regardless of staff size. Hear how four organizations are having an impact on their communities in spite of these barriers by establishing effective partnerships, taking on new activities, and positioning their organizations to respond to local issues and opportunities.

- > **Rick Bishop**, Executive Director, Western Riverside Council of Governments (CA)
- > **Laura Lewis Marchino**, Assistant Director, Region 9 Economic Development District of SW Colorado, Inc.
- > **Pamela Marshall**, Executive Director, Memphis Area Association of Governments (TN)
- > **Ron Radil**, Executive Director, Western Nevada Development District
- > **Moderator: Patricia Hartung**, Executive Director, Upper Savannah Council of Governments (SC)

9:45 – 10 a.m.

Break

Ballroom G & H

9:45 a.m. – 1:00 p.m.

Mobile Workshop: Summerlin Planned Community

North Lobby

Located on the western rim of Las Vegas, the Summerlin master-planned community sits on 22,000 acres and represents a seminal experiment in building a new city from the ground up. Currently home to over 100,000 residents, the community was planned to accommodate over 200,000 residents in 80,000 homes in a range of sizes and styles, and also contains 26 public and private schools, numerous houses of worship, 150 parks, over 150 miles of trails, business centers, shopping centers and medical facilities in a systems of interconnected villages. Summerlin set the standard for the master-planned community model in the 1990s and early 2000s. This mobile workshop will offer insights into the planning, design, financing, and construction of this new community. Participants will tour the community and also learn about how the economic recession has impacted Summerlin’s sustainability outlook.

10:00 – 11:45 a.m.

CONCURRENT SESSIONS

Re-Branding Your Organization

Ballroom B & C

Do stakeholders, citizens, and local media get confused about who your organization is and what it does? Does your organization operate multiple programs and projects under different names and “brands”? Are you seeking to reposition your organization and better explain to current and future partners the value your organization brings to the region? If so, this session is for you. Hear about the experiences of your peers in undertaking re-branding efforts and learn about effective public communications strategies. Bring your questions and problems and gain expert advice in an interactive clinic designed to help you think outside the box about your branding techniques.

- > **Wayne Strickland**, Executive Director, Roanoke-Valley Alleghany Regional Commission (VA)
- > **Erica Allison**, President, Allison Development Group (NC)
- > **Moderator/Speaker: Nicole Griensewic**, Executive Director, Region Nine Development Commission (MN)

Connecting Housing and Transportation to Support Community Development

Ballroom D

Housing is the single largest budget item for most American households, with transportation costs a close second; the idea of affordable housing takes on a whole new perspective when the costs are combined. Too often families “drive ‘til they qualify” for affordable housing without recognizing what impact related transportation costs will have on their budgets. Without understanding the impact, some moderate and low-income households may end up with transportation costs that exceed their housing costs. This session will focus on community development decisions using combined housing and transportation cost measures and discuss innovative ways to ensure planning and investment decisions create affordable, sustainable communities. We will examine tools that help illustrate how land use decisions impact household budgets and community economic vitality, and show how regional development organizations can use these tools for community planning, development, and investment decisions.

- > **Noreen Beatley**, HUD HTA Project Director, Manhattan Strategy Group (MD)
- > **Sarah Campbell**, National Policy Director, Center for Neighborhood Technology (IL)
- > **Moderator: Patricia Steed**, Executive Director, Central Florida Regional Planning Council

Strengthening Your Region’s Workforce for New Opportunities

Ballroom E

Having a skilled workforce is critical for planning and accommodating future population increases, economic development, and job growth. Learn how regions are working with their states and local businesses to identify skill shortages and design training programs that create jobs. Hear innovative ideas and solutions on how to strengthen your regional workforce

- > **Mitzi Woods**, WIA Director, South Delta PDD (MS)
- > **Yolanda Boone**, Director, Office of Grant Management, State of Mississippi Department of Employment Security
- > **Moderator: Ron Mitchum**, Executive Director, Berkeley-Charleston-Dorchester COG (SC)

Conversation Café: Making Tough Budget Choices

Martinique A & B

Another chance to talk shop will occur when attendees gather in this Conversation Café to share their strategies for reducing budgets and making really tough decisions.

10:00 a.m. 12:30 p.m.

Mobile Workshop: Zappos

A repeat of yesterday's tour!

North Lobby

11:45 a.m. – 1:15 p.m.

Lunch on Your Own

1:30 – 2:30 p.m.

CONCURRENT SESSIONS

Water and RDOs: Opportunities and Obstacles

Ballroom E

Ample water supply and adequate infrastructure are key issues for planning for and accommodating future population growth and economic development. Learn how two regions are working with their local communities to identify water issues and assist with finding solutions. Development pressure, chronic water shortage, severe drought conditions, and interlinked municipal supplies are all issues that will be under discussion during this session, as well as identifying the role for regional development organizations in this local, and sometimes contentious, issue.

- > **Tye Parsons**, Executive Director, Northwest Missouri Regional Council of Governments
- > **Ken Sizemore**, Executive Director, Five County Association of Governments (UT)
- > **Moderator: Jim Dove**, Executive Director, Northeast Georgia Regional Commission

Conversation Café: RDOs and Aging Programs

Ballroom D

Many RDOs manage aging programs throughout their regions and the range of services and programs offered is immense and diverse. Get together with your peers to talk about and share ideas that are working while touching on obstacles that have been overcome.

Conversation Café: Grant Writing: Sharing Tips and Techniques

Martinique A & B

Have some secret grant writing tips to share? Then this is the place to be! Meet up with your colleagues and exchange tips and strategies for getting proposals funded and projects off the ground.

2:45 – 3:30 p.m.

Legislative Update

Ballroom C

Join NADO's expert legislative team for an overview of the current political landscape. Hear the latest developments concerning funding for programs critical to your regions. Take advantage of the opportunity to ask critical questions and get responses that will help you better manage programs across your region.

- > **Deborah Cox**, Director of Government Relations and Legislative Affairs, NADO (DC)
- > **Kathy Ruffalo**, President, Ruffalo and Associates (DC)
- > **Moderator: Russ Cowley**, President, NADO, and Executive Director, Six County AOG (UT)

3:40 – 5:15 p.m.

NADO 2012 Annual Business Meeting

Ballroom B

Followed by NADO 2012/2013 Board of Directors Meeting

Ballroom H

(All NADO members are encouraged to attend both events)

5 – 6:00 p.m.

Innovations Photos

Martinique A & B

(All 2012 Innovation Awardees should report here to have their photos taken with NADO President Russ Cowley)

6:00 – 8:00 p.m.

President's Awards Banquet

Ballroom F

2012 ATC Speakers and Moderators*

Allison, Erica

Allison Development Group
828.329.5089
erica@allisondevelopmentgroup.com

Anderson, Erica

Land-of-Sky Regional Council
828.251.6622
erica@landofsky.org

Beatley, Noreen

Manhattan Strategy Group
202.546.1091
nbeatley@manhattanstrategy.com

Bishop, Rick

Western Riverside COG
951.955.8303
bishop@wrcog.ca.us

Blackwell, DeWitt

Western Piedmont Council of Governments
828.485.4230
dee.blackwell@wpcog.org

Boone, Yolanda

State of Mississippi Department of Employment Security
601.321.6050
yboone@mdes.ms.gov

Byrd, Kevin

New River Valley Planning District Commission
540.639.9313
kbyrd@nrvpdc.org

Campbell, Sarah

Center for Neighborhood Technology
202-841-6272
sarah@cnt.org

Casto, Misty

Buckeye Hills-Hocking Valley RDD
740.374.9436
mcasto@buckeyehills.org

Coven, Sheri

Florida Regional Councils Association
850.294.0526
sheri.coven@flregionalcouncils.org

Cowley, Russ

Six County AOG
435.893.0712
rcowley@sixcounty.com

Cox, Deborah

NADO
202.624.8590
dcox@nado.org

Creswell, Sulynn

Black Belt Treasures
334.682.9878
sulynn@blackbelttreasures.com

Dawson, Lisa

Northeast Oregon EDD
541.426.3598
lisadawson@neoedd.org

Dove, Jim

Northeast Georgia Regional Commission
706.369.5650
jdove@negrc.org

Dycus, Renee

Southwest Arkansas PDD
870.234.4030
renee.dycus@arkansas.gov

Elliott, Doug

East Central Iowa COG
319.365.9941
doug.elliott@ecicog.org

Engle, Chris

Avalanche Consulting
512.695.0100
chris@avalancheconsulting.com

Erskine, The Honorable Matt

U.S. EDA
202.482.5081

Esten, Sean

Rhode Island EDC
401.278.9100
sesten@riedc.com

Etcher, Steve

Boonslick RPC
etcher@boonslick.org

Fetzer, Chris

Northern Arizona COG
928.774.1895
cfetzer@nacog.org

Foys, Jill

NW Commission
814.677.4800
jillf@nwcommisison.org

Garza, Armando

City of San Juan
956.223.2200
mando.garza.jr@gmail.com

Gregory, Peter

Two Rivers-Ottawquechee Regional Commission
802.457.3188
pgregory@trorc.org

Griensewic, Nicole

Region Nine Development Commission
507.389.8872
nicole@rndc.org

Grow, Robert

Envision Utah
801.303.1450
robert@growlaw.net

Haguewood, Jim

One Group Consulting
360.457.8111
jim@onegroupconsulting.com

Hartung, Patricia

Upper Savannah Council of Governments
864.941.8051
pchartung@uppersavannah.com

Hegland, Dawn

Upper Minnesota Valley Regional Development Commission
320.289.1981
dawn.hegland@umvrdc.org

Hermes, Doug

MO Association of COGs
816.781.8631
DJHermes@kc.rr.com

Hoey, Amanda

Mid-Columbia EDD
541.296.2266
amanda@mcedd.org

Hunsaker, Rick

Region XII COG
712.792.9914
rhunsaker@region12cog.org

Jackson, Carol

Mid-Ohio Valley Regional Council
304.422.4993
carol.jackson@movrc.org

Jones, Ken

Lower Rio Grande Valley Development Council
956.682.3481
knjones@lrgvdc.org

Keller Forbes, Lynne

South Eastern COG
605.367.5390
lynne@secog.org

Kelley, Randy

Three Rivers PDD
662.489.2415
vrk@trpdd.com

Kelsey, Brian

NADO
512.731.7851
bkelsey@nado.org

Kennedy, Tom

Southern Windsor RPC
802.674.9201
tkennedy@swcrpc.org

Kiely, Jeff

NWNMCOG
505.722.4327
jkiely@nwnmco.com

Knott, Frank

ViTAL Economy, Inc.
410.321.1484
fknott@vitaleconomy.com

Koons, Scott

North Central Florida RPC
352.955.2200
koons@ncfrpc.org

Larson, Al

Central AZ Association of Gov'ts
480.688.3641
alarson@caagcentral.org

Lemanski, Michael

UNC School of Gov't
919.962.0942
lemanski@sog.unc.edu

Lewis Marchino, Laura

Region 9 EDD
970.247.9621
laura@scam.org

Lloyd, Bob

864.235.8680
consultlloyd@aol.com

Markley, Deb

RUPRI Center for Rural Entrepreneurship
919.932.7762
deb@e2mail.org

Marshall, Pamela

Memphis Area Association of Governments
901.729.2871
pmarshall@maagov.org

Medina, Ben

City of Brownsville
956.548.6150
benmd@cob.us

Mitchum, Ron

Berkeley-Charleston-Dorchester COG
843.529.0400
ronm@bcdco.com

Parsons, Tye

NW Missouri Regional COG
660.582.5121
tye@nwmorcog.org

Quintanilla, Elena

South Plains Association of Governments
806.762.8721
equintanilla@spag.org

Radil, Ron

Western Nevada DD
775.883.7333
rjradil@wndd.org

Redington, Penny

Texas Association of Regional Councils
512.478.4715
predington@txregionalcouncil.org

Reed, Jim

Central Texas COG
254.770.2200
jim.reed@ctcog.org

Reed, G. L. (Lynette)

Where Expectations Meet Reality
254.718.6135
expectations_reality@me.com

Ruffalo, Kathy

Ruffalo Associates
kathy@kruffalo.com

Sizemore, Ken

Five County AOG
435.673.3548
ksizemore@fivecounty.utah.gov

Spellman, Kent

West Virginia Community Development Hub
304.566.7332
k.spellman@wvhub.org

Steed, Patricia

Central Florida Regional Planning Council
863.534.7130
psteed@cfrpc.org

Stellman, Tom

TIP Strategies
512.343.9113
tom@tipstrategies.com

Strickland, Wayne

Roanoke Valley-Alleghany Regional Commission
540.343.4417
wstrickland@rvarc.org

Thompson, Robert

Androscoggin Valley COG
207.783.9186
thompson@avcog.org

Voights, Betty

Capital Area COG
512.916.6045
bvoights@capcog.org

Warren, Nichole

Iowa Association of Regional Councils
515.554.3210
iarcdirector@live.com

Woods, Mitzi

South Delta PDD
662.378.3831
mwoods@sdpdd.com

2012 RPO Subscribers

GEORGIA

Georgia Association of Regional Councils

IOWA

Southeast Iowa RPC
Iowa Northland Regional COG

MISSISSIPPI

Southern Mississippi PDD
Three Rivers PDD

MISSOURI

Mo-Kan Regional Council
Mark Twain Regional COG
Boonslick RPC

NORTH CAROLINA

Lumber River COG
Mid-East Commission

OHIO

Buckeye Hills-Hocking Valley RDD

OKLAHOMA

South Western Oklahoma Dev. Authority

PENNSYLVANIA

North Central PA Commission

SOUTH CAROLINA

Upper Savannah COG

TENNESSEE

First Tennessee Development District

TEXAS

Capital Area COG
Brozos Valley COG

VERMONT

Chittenden County RPC
Two Rivers-Ottawaquechee Reg. Commission
Southern Windsor County RPC
Rutland Regional Planning Commission

WEST VIRGINIA

West Virginia Association of Regional Planning and
Development Organizations

2012 NADO Innovation Awards Showcase

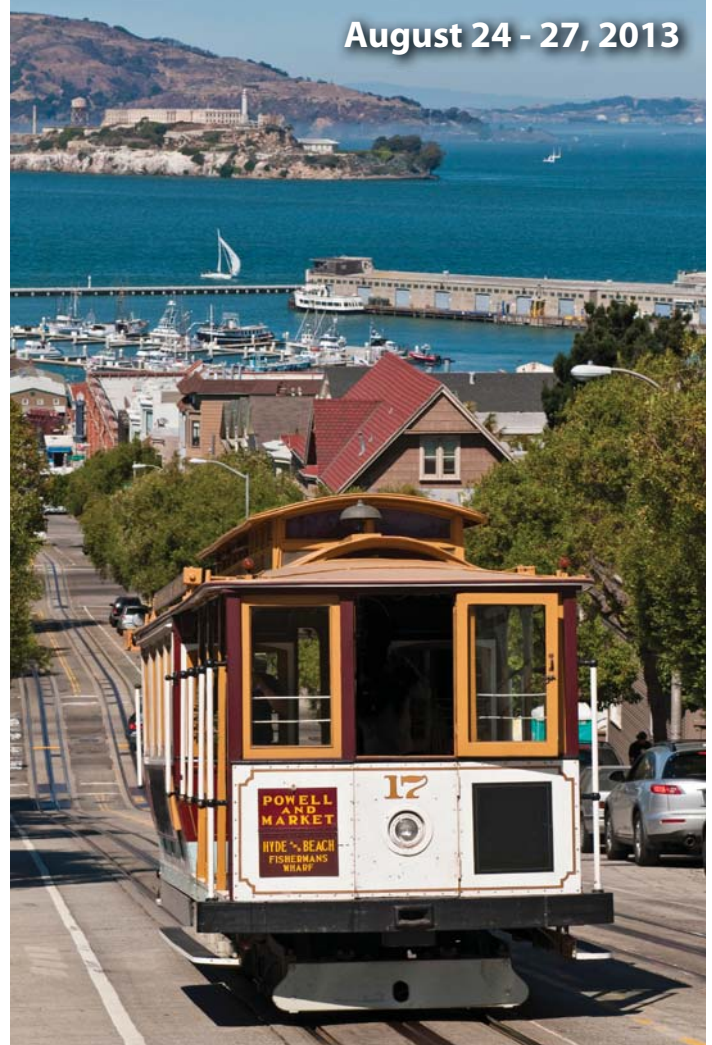
Stop by the 2012 NADO Innovation Showcase in the coffee break area (Ballroom G & H) to learn about this year's winning programs and projects! Awardees will display information all day on Monday, October 15th. And be sure to stop by for coffee and dessert after the luncheon on Monday and visit with the awardees!

INNOVATION AWARDS

NADO Annual Training Conference

Hilton San Francisco
San Francisco, California

August 24 - 27, 2013



2012 Annual Business Meeting Agenda

Tuesday, October 16

3:40 p.m.

Ballroom B

Presiding Officer	Russ Cowley, President
Welcoming Remarks	Mr. Cowley, President
Minutes	Terry Bobrowski, Secretary
Treasurer's Report	Steve Etcher, Treasurer
NADO Executive Director Transition	Mr. Cowley, President Joe McKinney
Membership Report and Recognition of Platinum Plus and Platinum Members & New Sustaining Members	Peter Gregory, 2nd Vice President
Nominating Committee Report	Michael Norton, Chair
Election of Officers	Mr. Cowley, President
Announcement of 2012 - 2013 Board of Directors	Mr. Cowley, President
Other Business	

Note: Voting Credentials

Voting delegates must turn in a completed credential form at the NADO registration desk to receive their voting delegate ribbon. Voting delegates sit in a specially marked section during the Annual Business Meeting on Tuesday and vote for officers of NADO and organizational business issues. Only voting delegates wearing a green ribbon will be allowed to vote, but all conference registrants are encouraged to attend the business meeting.

The 2012 - 2013 Board of Directors Meeting will convene in Ballroom H immediately following the Annual Business Meeting. Both meetings are open to all.

NADO's 2013 Washington Policy Conference



March 11 - 13, 2013 / Marriott Crystal Gateway / Arlington, VA
visit www.nado.org for details

2012 NADO Innovation Award Recipients

ALABAMA

- > Regional Planning Commission of Greater Birmingham, *Accounts Receivable Lending Program*
- > Alabama Association of Regional Councils, *The Alabama Consolidated Comprehensive Economic Development Strategy*

ARIZONA

- > Northern Arizona Council of Governments, *State Energy Sector Partnership*

ARKANSAS

- > Southwest Arkansas Planning and Development District, *Use of Comprehensive GIS Data in Disaster Recovery*

CALIFORNIA

- > Sonoma County Economic Development Board, *State of the County Breakfast*

FLORIDA

- > Central Florida Regional Planning Council, *Preparing for the Future in the Heartland: Regional Land Use and Affordable Housing*
- > North Central Florida Regional Planning Council, *North Central Florida Strategic Regional Policy Plan*
- > North Central Florida Regional Planning Council, *North Central Florida Economic and Disaster Resiliency Study*

GEORGIA

- > CSRA Regional Commission, *Picture Grovetown Urban Redevelopment Plan*
- > Georgia Mountains Regional Commission, *Ty Cobb Regional Medical Center*
- > Middle Georgia Regional Commission, *Georgia Economic Development Fiscal Impact Model*
- > Southern Georgia Regional Commission, *Comprehensive Police Reporting System for Valdosta, GA*

IOWA

- > East Central Iowa Council of Governments, *Linn County's City/County Strategic Growth Plans and Fringe-Area Agreements*
- > East Central Intergovernmental Association, *Smarter Travel Pilot Study*

KENTUCKY

- > Bluegrass Area Development District, *Tool Set for Road Sign Inventory and Maintenance*
- > Bluegrass Area Development District, *The Bluegrass Help-At-Home Worker Registry*
- > Buffalo Trace Area Development District, *Increased Training for Regional Advancements in Nursing (I-Train)*
- > Green River Area Development District, *Stop Senior Hunger*
- > Lake Cumberland Area Development District, *Houseboat to Energy Efficient Residences*
- > Pennyrile Area Development District, *Greenville Downtown Revitalization Project*
- > Purchase Area Development District, *Emergency Preparedness Backpacks for Child Care Centers*

MICHIGAN

- > Northwest Michigan Council of Governments, *Community Placemaking Guidebook*

MINNESOTA

- > Arrowhead Regional Development Commission, *Northern Aero Alliance*
- > Mid-Minnesota Development Commission, *City of Willmar Bicycle and Pedestrian Plan*

MISSISSIPPI

- > Central Mississippi Planning and Development District, *City of Magee - Medical Towers at Tuscan Court*
- > East Central Planning and Development District, *Lauderdale County Call Center Project*
- > East Central Planning and Development District, *Town of Pachuta Senior Citizen Center*
- > Northeast Mississippi Planning and Development District, *Tishomingo County-Dennen Steel Yellow Creek Industrial Port Authority*
- > South Delta Planning and Development District, *Mobile Outreach Skills Training (MOST)*
- > Three Rivers Planning and Development District, *Three Rivers Regional Emergency Notification System*

MISSOURI

- > Boonslick Regional Planning Commission, *City of Silex Community Relocation Project*

- > Missouri Association of Councils of Government, *Multi-Jurisdictional Natural Hazard Mitigation Plan for Missouri's Electric Cooperatives*
- > Missouri Association of Councils of Government, *Missouri Watershed Planning and Wastewater Study*

MONTANA

- > Great Falls Development Authority, *West Bank Redevelopment Project*
- > Great Falls Development Authority, *Montana Eggs Expansion*

NEVADA

- > Western Nevada Development District, *Stronger Economies Together (SET) Program - Strengthening Partnerships for Development of Comprehensive Economic Development Strategy (CEDs)*

NORTH CAROLINA

- > Kerr-Tar Regional Council of Governments, *Triangle Worksource*
- > Land-of-Sky Regional Council, *WNC Forest Products Cooperative Marketing Project*
- > Mid-East Commission, *Beaufort County Resource Connection*
- > Mid-East Commission, *Aquifer Storage and Recovery Project*
- > Piedmont Triad Regional Council, *Advanced Manufacturing Academy*
- > Piedmont Triad Regional Council, *Forsyth County Real World Event*
- > Western Piedmont Council of Governments, *Student Growth Estimation Models for the Catawba County School System*
- > Western Piedmont Council of Governments, *Future Workforce Alliance: A Partnership for Education and Economic Progress*

OREGON

- > Northeast Oregon Economic Development District, *Microenterprise Development - IDAs and Business Education*
- > South Central Oregon Economic Development District, *Woodstove Change Out Rebate Program*

PENNSYLVANIA

- > North Central Pennsylvania Regional Planning and Development Commission, *North Central PA PREP Partnership*

SOUTH CAROLINA

- > Berkeley-Charleston-Dorchester Council of Governments, *SC Works Trident and Trident Technical College Workforce Training Collaboration*
- > Lower Savannah Council of Governments, *Eastern Orangeburg County Sustainability Study*
- > SC Appalachian Council of Governments, *Upstate Aging and Disability Resource Center Website*

TENNESSEE

- > First Tennessee Development District, *Northeast Tennessee Neighborhood Stabilization Project*
- > Southwest Tennessee Development District, *REDI College Access Program*

TEXAS

- > Capital Area Council of Governments, *Pecan Street Innovation Cluster*
- > Lower Rio Grande Valley Development Council, *Regional Economic Adjustment Plan for Building Disaster Resilient Communities*
- > South Plains Association of Governments, *Built to Weather Any West Texas Storm*
- > South Plains Association of Governments, *Today's Kids Under Attack*
- > Texoma Council of Governments, *Texoma Regional Economic Dashboard*
- > Texoma Council of Governments, *TCOG Economic Impact Statement FYE 2011*

VIRGINIA

- > LENOWISCO Planning District Commission, *Appalachian Prosperity Project*
- > New River Valley Planning District Commission, *Built NRV, A Planning Game for Public Engagement*
- > Roanoke Valley-Alleghany Regional Commission, *Save-A-Ton*
- > Roanoke Valley-Alleghany Regional Commission, *Roanoke Valley-Alleghany Regional Economic Development Map Tool*

WISCONSIN

- > EDA Disaster Recovery Collaborative of Wisconsin, *Community Economic Recovery Guidebook*
- > North Central Wisconsin Regional Planning Commission, *Wood Technology Center of Excellence*

2012 NADO Membership

PLATINUM PLUS

Georgia

Middle Georgia Regional Commission

Kentucky

Bluegrass ADD
KIPDA

Maine

Northern Maine Dev. Commission

Mississippi

Southern Mississippi PDD
Three Rivers PDD

Ohio

Buckeye Hills-Hocking Valley RDD

Oklahoma

Assn. of S. Central Oklahoma Govts.
Central Oklahoma EDD

Texas

Lower Rio Grande Valley Development Council

PLATINUM

Alabama

South Alabama RPC

Arizona

Northern Arizona COG

Arkansas

Central Arkansas PDD
Northwest Arkansas EDD
Southwest Arkansas PDD

California

Sacramento Area COG

Florida

North Central Florida RPC

Georgia

Coastal Regional Commission
Southern Georgia Regional Commission
Southwest Georgia Regional Commission

Iowa

Iowa Northland Regional COG

Kentucky

Buffalo Trace ADD
FIVCO ADD
Lincoln Trail ADD

Maine

Eastern Maine Development Corp.

Maryland

Tri-County Council for Western MD

Mississippi

Northeast Mississippi PDD
South Delta PDD

New Hampshire

North Country Council

North Carolina

Kerr-Tar COG
Land-of-Sky Regional Council
Mid-East Commission
Piedmont Triad Regional Council
Upper Coastal Plain COG
Western Piedmont COG

Oklahoma

South Western Oklahoma Dev. Authority

Pennsylvania

SEDA-COG

South Carolina

Lower Savannah COG
Upper Savannah COG

Tennessee

Upper Cumberland Dev. Distict

Texas

Ark-Tex COG
Brazos Valley COG

Utah

Six County AOG

Vermont

Two Rivers-Ottawquechee Reg. Commission

West Virginia

Mid-Ohio Valley Regional Council

SUSTAINING

Alabama

Alabama-Tombigbee Regional Council
Lee-Russell COG
NW Alabama Council of Local Govts.

Arizona

Southeastern Arizona Governments Organization

Arkansas

West Central Arkansas PDD
Western Arkansas PDD

California

Superior California Economic Development

Florida

Apalachee RPC
Central Florida RPC

Georgia

Atlanta Regional Commission
CSRA Regional Commission
Northeast Georgia Regional Commission
Three Rivers Regional Commission

Illinois

Western Illinois Regional Council

Iowa

East Central Iowa COG

Kentucky

Barren River ADD
Lake Cumberland ADD
Northern Kentucky ADD
Pennyrile ADD
Purchase ADD

Maine

Androscoggin Valley COG

Michigan

West Michigan Shoreline RDC

Minnesota

Region Nine Development Commission

Missouri

Boonslick RPC
Bootheel RP & EDC
Meramec RPC

Nebraska

Northeast Nebraska EDD

New Mexico

Eastern Plains COG
Southeastern New Mexico EDD/COG

New York

Southern Tier West RP&D Board

North Carolina

High Country COG
Isothermal PDC
Mid-Carolina COG

Ohio

Ohio Mid-Eastern Govts. Assn.
Ohio Valley RDC

Oklahoma

Northern Oklahoma Development Authority

Pennsylvania

Northwest Commission
Southern Alleghenies PDC

South Carolina

Berkeley-Charleston-Dorchester COG
Lowcountry COG
Santee-Lynches Regional COG

South Dakota

South Eastern COG

Tennessee

East Tennessee Development District
First Tennessee Development District
South Central TN Development District
Southeast TN Development District

Texas

Golden Crescent RPC
South Plains AOG

West Virginia

Region VI PDC

GENERAL

Alabama

East Alabama RP&DC
N. Central Alabama RCOG
RPC of Greater Birmingham
South Central Alabama Development Commission
Southeast Alabama RPDC
Top of Alabama Regional COG
West Alabama Regional Commission

Alaska

Denali Commission

Arizona

Central AZ Assn of Govts

Arkansas

Southeast Arkansas EDD
White River P & DD Inc.

California

3CORE, Inc.

Colorado

Northwest Colorado COG
Region 10 EDD
Region 9 EDD of SW Colorado, Inc.

Connecticut

Capitol Region COG
Central CT Regional Planning Agency

Florida

Northeast Florida Regional Council
South Florida RPC

Southwest Florida RPC
Tampa Bay RPC
Treasure Coast RPC
West Florida RPC
Withlacoochee RPC

Georgia

Georgia Mountains Regional Commission
Heart of Georgia Regional Commission
Northwest Georgia Regional Commission
River Valley Regional Commission

Idaho

Clearwater Economic Development Association
Sage Community Resources
Southeast Idaho COG

Illinois

Bi-State Regional Commission
Blackhawk Hills Regional Council
Greater Egypt RP&DC
Greater Wabash RPC
North Central Illinois COG
Southeastern Illinois RP&DC

Indiana

Indiana 15 RPC
Kankakee-Iroquois RPC
Region 3-A Development RPC
River Hills EDD & RPC
Southern Indiana Dev. Commission

Iowa

East Central Intergovernmental Assn.
MIDAS COG
North Iowa Area COG
Northwest Iowa PDC
Region Six Planning Commission
Region XII COG
Siouxland Interstate MPC
Southeast Iowa RPC
Southern Iowa COG
Southwest Iowa Planning Council
Upper Explorerland RPC

Kansas

Flint Hills Regional Council
Great Plains Development Inc.
North Central Kansas RPC
Northwest Kansas PDC
SCKEDD, Inc.
Southeast Kansas RPC

Kentucky

Big Sandy ADD

Cumberland Valley ADD
Gateway ADD
Green River ADD
Kentucky River ADD

Louisiana

Acadiana Regional Development District
Capital Region Planning Commission
Kisatchie-Delta RP & DD
North Delta RP&DD
Regional Planning Commission
South Central PDC

Maine

Greater Portland COG
Southern Maine RPC

Maryland

Tri-County Council Lower Eastern Shore MD

Massachusetts

Merrimack Valley Planning Commission
Old Colony Planning Council
Pioneer Valley Planning Commission

Michigan

E. Michigan PDR
Northeast Michigan COG
Northwest Michigan COG

Minnesota

Arrowhead RDC
East Central RDC
Headwaters RDC
Mid-Minnesota Dev. Commission
Northwest RDC
Region 5 Development Commission
Southwest RDC
Upper Minnesota Valley RDC

Mississippi

Central MS PDD
East Central PDD
Golden Triangle PDD
North Central PDD
North Delta PDD

Missouri

Green Hills RPC
Harry S Truman Coordinating Council
Kaysinger Basin RPC
Mark Twain Regional COG
Mid Missouri RPC
Mo-Kan Regional Council
Northeast Missouri RPC & RDC

Northwest Missouri Regional COG
Pioneer Trails RPC
South Central Ozark COG
Southeast Missouri RP & EDC

Montana

Bear Paw Economic Development Corp.
Sweetgrass Development Corp.

Nebraska

Metropolitan Area Planning Agency
Panhandle ADD
South Central EDD
West Central Nebraska DD
Omaha-Council Bluffs MAPA

Nevada

Western Nevada DD

New Hampshire

Nashua RPC
Southwest RPC
Upper Valley Lake Sunapee RPC

New Mexico

Mid-Region COG
North Central New Mexico EDD
Northwest New Mexico COG
South Central New Mexico COG
Southwest NM COG

New York

Capital District RPC
Catskill Watershed Corporation
Central New York RP&D Board
Genesee/Finger Lakes RPC
Lake Champlain-Lake George RPB
Mohawk Valley EDD, Inc.
Southern Tier Central RP&D Board
Southern Tier East RP&D Board

North Carolina

Albemarle Commission
Centralina COG
Eastern Carolina Council
Lumber River COG
Southeastern Economic Development Commission
Southwestern NC P&EDC

North Dakota

Lake Agassiz Regional Council
Lewis & Clark RDC

Ohio

Eastgate Regional COG
Mid-Ohio RPC
Northeast Ohio 4-County Reg'l Planning & Dev. Org (NEFCO)
Toledo Metropolitan Area COG

Oklahoma

Association of Central Oklahoma Govts.
Eastern Oklahoma Development District
Grand Gateway EDA
Kiamichi EDD of Oklahoma
Oklahoma EDA
Southern Oklahoma Dev. Assn.

Oregon

CCD Business Dev. Corp.
Columbia-Pacific EDD
Mid-Columbia EDD
Mid-Willamette Valley COG
Northeast Oregon EDD
Oregon Cascades West COG
South Central Oregon EDD
Southern Oregon Reg. Econ. Dev., Inc.

Pennsylvania

North Central PA Commission
Northeastern Pennsylvania Alliance

South Carolina

Catawba Regional COG
Central Midlands COG
Pee Dee Regional COG
SC Appalachian COG
Waccamaw Regional COG

South Dakota

Black Hills COG
Central South Dakota Enhancement District
First District Association of Local Govts.
NECOG
Planning & Development District III

Tennessee

Greater Nashville Regional Council
Memphis Area Assn. of Govts.
NW Tennessee DD & Human Res. Agency
Southwest Tennessee Development District

Texas

Alamo Area COG
Capital Area COG
Central Texas COG
Coastal Bend COG
Deep East Texas COG
East Texas COG
Gulf Coast EDD
Heart of Texas COG

Please contact tharley@nado.org if your organization is missing from, or misrepresented on, this list.

Middle Rio Grande Development Council
Panhandle RPC
Permian Basin RPC
Rio Grande COG
South East Texas RPC
South Texas Dev. Council
Texoma COG

Utah

Bear River AOG
Five County Association of Governments
Mountainland AOG
Southeastern Utah Assn. of Local Govts.
Uintah Basin AOG

Vermont

Bennington County Regional Commission
Chittenden County RPC
Lamoille County Planning Commission
Northwest RPC
Rutland RPC
Southern Windsor County RPC
Windham Regional Commission

Virginia

Central Shenandoah PDC
Cumberland Plateau PDC
George Washington Regional Commission
Lenowisco Planning District Commission
Middle Peninsula PDC
Mount Rogers PDC
New River Valley PDC
Northern Neck PDC
Region 2000 Local Government Council
Roanoke Valley-Alleghany Regional Commission
Southside PDC

Washington

Benton-Franklin COG
Cowlitz-Wahkiakum COG
North Central Washington EDD
Tri-County EDD

West Virginia

Bel-O-Mar Reg. Council & Interstate Plng.
Brooke-Hancock RP&DC
Eastern Panhandle RP&DC
Region 4 PDC
Region 8 PDC
Region I PDC

Region II Planning and Development Council
Region VII PDC

Wisconsin

North Central Wisconsin RPC
Northwest RPC
Southwestern Wisconsin RPC
West Central Wisconsin RPC

Wyoming

High Plains EDD

SUSTAINING ASSOCIATE

American Samoa

Development Bank of American Samoa

Arkansas

Institute for Econ. Advancement/UALR

California

Yuba-Sutter EDC

Georgia

Central Georgia Joint Development Authority
Georgia ARC

Idaho

Region IV Development Association

Indiana

Indiana Association of Regional Councils

Kentucky

Kentucky Council of ADDs

Missouri

Missouri Dept. of Transportation

Oklahoma

Southwestern Oklahoma State University

South Carolina

SCANA Corporation

South Dakota

East River Electric Power Cooperative
Lake Area Improvement Corporation

Tennessee

Tennessee Development District Assn.

Texas

Hidalgo County MPO

Virginia

National Rural Electric Cooperative Assn.

Washington

Washington Association of EDDs

West Virginia

West Virginia Assn. of RP & DC

ASSOCIATE

Alabama

Alabama Institute for Deaf & Blind (AIDB)
Alabama Power Company
Alford & Associates, LLC

Alaska

Juneau Economic Dev. Council
Southeast Conference
UAA, Center for Economic Development

Arizona

Arizona Rural Transportation Advocacy Council

California

California Association of Councils of Governments
Inland Valley Development Agency
Sonoma County Economic Dev. Board

Colorado

Colorado Association of Regional Organizations

Connecticut

REX Development

Florida

Florida Regional Councils Assn.

Georgia

Coastal ADD Authority

Hawaii

Maui Economic Development Board

Indiana

Economic Development Coalition of SW Indiana
Lake County Comm. Econ. Dev. Dept.
Purdue Center for Regional Development

Iowa

Iowa Association of Regional Councils
Iowa Department of Transportation

Kentucky

Center for Rural Development
KY Governor's Office for Local Gov't.

Louisiana

Greater New Orleans, Inc.

Minnesota

Midwest Assistance Program, Inc.
The Northspan Group, Inc.
West Central Initiative

Missouri

Missouri Association of COGs
W. Central Missouri Community Action Agency

Montana

Montana Economic Developers Assn.

Nevada

White Pine County Community & Econ. Dev.

New Hampshire

Coastal Economic Development Corp.

New Mexico

New MARC
The Mercer Group Inc.

New York

City of Glens Falls

North Carolina

Beaufort, Martin, Pitt RPO
Ridgetop Associates
The Sequoyah Fund - Business Development

Oklahoma

Oklahoma Association of Regional Councils

Rhode Island

Rhode Island Economic Development Corp.

South Dakota

West River Foundation

Texas

Avalanche Consulting, Inc.
Paris Economic Development Corp.
TexAmericas Center
Texas Association of Regional Councils

Virginia

Virginia Association of Planning District Commissions

Washington

Makah Tribe Council

West Virginia

Hardy County Rural Development Authority

SUBSCRIBER MEMBER

Washington, DC

Appalachian Regional Commission

Keeping it Green in Las Vegas

Celebrating The Mirage's eco-friendly approach:

- > The Green Key Eco-Rating Program certifies hotels based on their green operations. MGM Resorts International were the first properties to receive this certification in Nevada and Michigan. Recently, The Mirage was awarded 4 out of 5 Green Keys.
- > The Mirage is a Wastewise Partner with the EPA, reducing waste and increasing recycling.
- > AAA recognizes The Mirage as an eco-friendly approved lodging.
- > The Mirage was a 2010 "Friend of Glass" award recipient from the Glass Packaging Institute.

The Mirage strives to conserve energy:

- > Interior and exterior energy-efficient lighting upgrades
- > Mechanical equipment retrofits and improvements
- > Building management system efficiency modifications
- > Over 8.7 million kWh of electricity have been saved annually since 2006—equal to the usage of 728 U.S. homes
- > Over 50k MMBtu of natural gas saved annually since 2006—equal to the annual usage of 671 average U.S. homes
- > Millions of gallons saved by replacing traditional spraying sprinklers with a drip system
- > Digital smart clocks ensure balanced and efficient watering
- > Low-flow shower heads in guest rooms save an estimated 20 million gallons of water every year

Reducing, reusing, recycling:

- > Comprehensive recycling program of all available commodities in place throughout the property
- > An average of 6.5 tons of glass is recycled every five days
- > In 2010, we diverted more than 3,000 tons of material from landfills, a 21% increase since 2007
- > We increased our total recycling rate to 35.3% in 2010, versus 20.9% in 2007
- > To reduce water consumption, the hotel installed artificial grass, low flow faucets, toilets and water recovery systems for the fountains.

Sustainability practices:

- > All vendors must provide information about their company's environmental commitment
- > Encourage vendors to reduce the amount of packaging materials and use reusable materials for orders
- > Eliminated styrofoam cups on property
- > Replaced bottled water with filtered water coolers in administrative office areas

On our end:

- > When possible, we will print handouts and NADO reports on recycled paper.
- > We will have a basket for you to recycle your name tag holder at the end of the conference.
- > We have asked speakers to not use printed handouts – presentations will be posted online.

Ways attendees can help:

- > Utilize paperless check-in, checkout and billing procedures.
- > Select the towel and sheet reuse opportunities.
- > Turn off all lights before leaving room; unplug razors, computers, and hairdryers when not in use.
- > Take only what you need of handouts and other products.
- > Recycle all material waste when possible and recycle registration packets, badges and other materials.
- > Keep beverage cups and glasses to reuse throughout day when possible.
- > Take advantage of our central location in Las Vegas and walk to restaurants, shops and to sight see. Use public transportation to get about the city.



2011–2012 Executive Committee/Officers

Russ Cowley , President	Six County AOG (Richfield, UT)
John Leonard , First Vice President	Southern Georgia Regional Commission (Valdosta, GA)
Peter Gregory , Second Vice President	Two Rivers-Ottawquechee Reg. Commission (Woodstock, VT)
Steve Etcher , Treasurer	Boonslick Regional Planning Commission (Warrenton, MO)
Terry Bobrowski , Secretary	First Tennessee Development District (Alcoa, TN)
Tim Ware , Immediate Past President	George Washington Regional Commission (Fredericksburg, VA)

EAST REGION

- David V. Bottar, Executive Director, Central New York RP&D Board (Syracuse, NY)
- **Danny L. Brown, Chairman, Russell County Board of Supervisors, Cumberland Plateau PDC (Lebanon, VA)**
- Catherine Dimitruk, Executive Director, Northwest RPC (Saint Albans, VT)
- Tom Kennedy, Executive Director, Southern Windsor County RPC (Ascutney, VT)
- Michael King, Executive Director, North Country Council, Inc. (Bethlehem, NH)
- James Mylott, Executive Director, Mid-Ohio Valley Regional Council (Parkersburg, WV)
- Ed Silvetti, Executive Director, Southern Alleghenies PDC (Altoona, PA)
- Wayne Strickland, Executive Director, Roanoke Valley – Alleghany RC (Roanoke, VA)
- Robert Thompson, Executive Director, Androscoggin Valley COG (Auburn, ME)

MIDWEST REGION

- Bill Bolin, Executive Director, South Central Kansas EDD, Inc. (Wichita, KS)
- Sandeep Dey, Executive Director, West Michigan Shoreline RDC (Muskegon, MI)
- Doug Elliott, Executive Director, East Central Iowa COG (Cedar Rapids, IA)
- Tom Higginbotham, Executive Director, Northeast Nebraska EDD (Norfolk, NE)
- Suzan Nash, Executive Director, Western Illinois RC (Macomb, IL)
- Jill Saegesser, Executive Director, River Hills EDD & RPC (Jeffersonville, IN)
- **Bob Proud, Clermont County Commissioner, Ohio Valley RDC (Waverly, OH)**
- Myron Schuster, Executive Director, Northwest RPC (Spooner, WI)
- Tye Parsons, Executive Director, Northwest Missouri Regional COG (Maryville, MO)
- Jay Trusty, Executive Director, Southwest RDC (Slayton, MN)

SOUTHEAST REGION

- Joseph W. Barker, Executive Director, Southwest Tennessee DD (Jackson, TN)
- Timmy Baynes, Executive Director, Mid-East Commission (Washington, NC)
- Charles Blume, Executive Director, Apalachee RPC (Blountstown, FL)
- Suzanne Burnette, Executive Director, Lee-Russell COG (Opelika, AL)
- Jim Dove, Executive Director, Northeast Georgia RDC (Athens, GA)
- Patricia Hartung, Executive Director, Upper Savannah COG (Greenwood, SC)

- Scott Koons, Executive Director, North Central Florida RPC (Gainesville, FL)
- Wendell Lawrence, Executive Director, Lincoln Trail ADD (Elizabethtown, KY)
- Joe McKinney, Executive Director, Land Of Sky RC (Asheville, NC)
- Ron Mitchum, Executive Director, Berkeley-Charleston-Dorchester COG (North Charleston, SC)
- **Calvin Newsom, Supervisor District 5 Southern Mississippi PDD (Columbia, MS)**
- Lenny Stoltz, Executive Director, Bluegrass ADD (Lexington, KY)
- Russ Wimberly, Executive Director, South Alabama RPC (Mobile, AL)

SOUTHWEST REGION

- **Chris Brown, Judge/Executive Ark-Tex COG (Sulphur Springs, TX)**
- John Guthrie, Executive Director, Western Arkansas PDD, Inc. (Fort Smith AR)
- Jeff Kiely, Northwest New Mexico Council of Governments (Gallup, NM)
- Stan McGee, Acadiana Regional Development District (Lafayette, LA)
- Hubert Quintana, Executive Director, Southeastern New Mexico EDD/COG (Roswell, NM)
- Blaine Smith, Executive Director, Association of S. Central Oklahoma Governments (Duncan, OK)
- Tim Pierce, Executive Director, South Plains AOG (Lubbock, TX)
- Betty Voights, Executive Director, Capital Area COG (Austin, TX)

WEST REGION

- Lisa Dawson, Executive Director, Northeast Oregon EDD, (Enterprise, OR)
- Laura Lewis Marchino, Assistant Director, Region 9 EDD of SW Colorado, Inc. (Durango, CO)
- Lynne Keller Forbes, Executive Director, South Eastern COG (Sioux Falls, SD)
- **Robert Nash, Executive Director, Superior California EDD (Redding, CA)**
- Betty Riley, Executive Director, South Central Oregon EDD (Klamath Falls, OR)
- Chris Fetzer, Executive Director, Northern Arizona Council of Governments, (Flagstaff, AZ), ex officio
- Brian Tapp, Executive Director, Central Arizona AOG (Apache Junction, AZ)

Associate Representatives

- Jack Couch, Liaison, Kentucky Council of ADDs (Frankford, KY)
- Penny Redington, Executive Director, Texas Association of Regional Councils (Austin, TX)
- Linda Salmonson, Economic Development Manager, East River Electric Power Co-op (Madison, SD)

Names in bold are elected officials.

Past Presidents

Earl Price, Oklahoma	1968
Earl Price, Oklahoma	1969
Lon Hardin, Arkansas	1970
Tim Maund, Georgia	1971
Rudy Esala, Minnesota	1972
Nick Salazar, New Mexico	1973
Les Newcomb, Mississippi	1974
John Ladd, New York	1975
Don Raney, Arkansas	1976
Bob Chandler, Texas	1977
J. Roy Fogle, North Carolina	1978
Vernon Martin, Georgia	1979
G. Anthony Kuhn, Oregon	1980
Herman Tushaus, South Dakota	1981
Ed Bodenhamer, Georgia	1982
Rachel Scioscia, Nebraska	1983
Chris Page, Vermont	1984
Charles Howell, Georgia	1985
David Martin, Minnesota	1986
Vernon Kelley, Mississippi	1987
Michael Aube, Maine	1988
George Alford, Alabama	1989
Terence Stone, Minnesota	1990
Charles Justice, Florida	1991
Howard Grossman, Pennsylvania	1992
Robert Paciocco, North Carolina	1993
Gary Freeman, California	1994
James Tonn, Georgia	1995
Leland Tillman, New Mexico	1996
Richard Cavender, Missouri	1997
Eric Thompson, South Carolina	1998
Lanier Boatwright, Georgia	1999
Terry Sherwood, Arkansas	2000
William D. Hess, New York	2001
John Bruner, Kentucky	2002
Joe Brannan, Arizona	2003
Gary Gorshing, Oklahoma	2004
Jack Scriber, Kentucky	2005
Kenneth Jones, Texas	2006
Dan Bollinger, Georgia	2007
Leanne Mazer, Maryland	2008
Sharon Juon, Iowa	2009
Michael Norton, Arkansas	2010
Tim Ware, North Carolina	2011
Russ Cowley, Utah	2012

2013 NADO Conferences

**MARCH
11 - 13, 2013**



NADO Washington Policy Conference
Marriott Crystal Gateway | Arlington, Virginia

**APRIL
23 - 25, 2013**



Economic Development Finance Service Annual Conference
Hyatt Regency | Greenville, South Carolina

**APRIL
24 - 26, 2013**



National Rural Transportation Peer Learning Conference
Hyatt Regency | Greenville, South Carolina

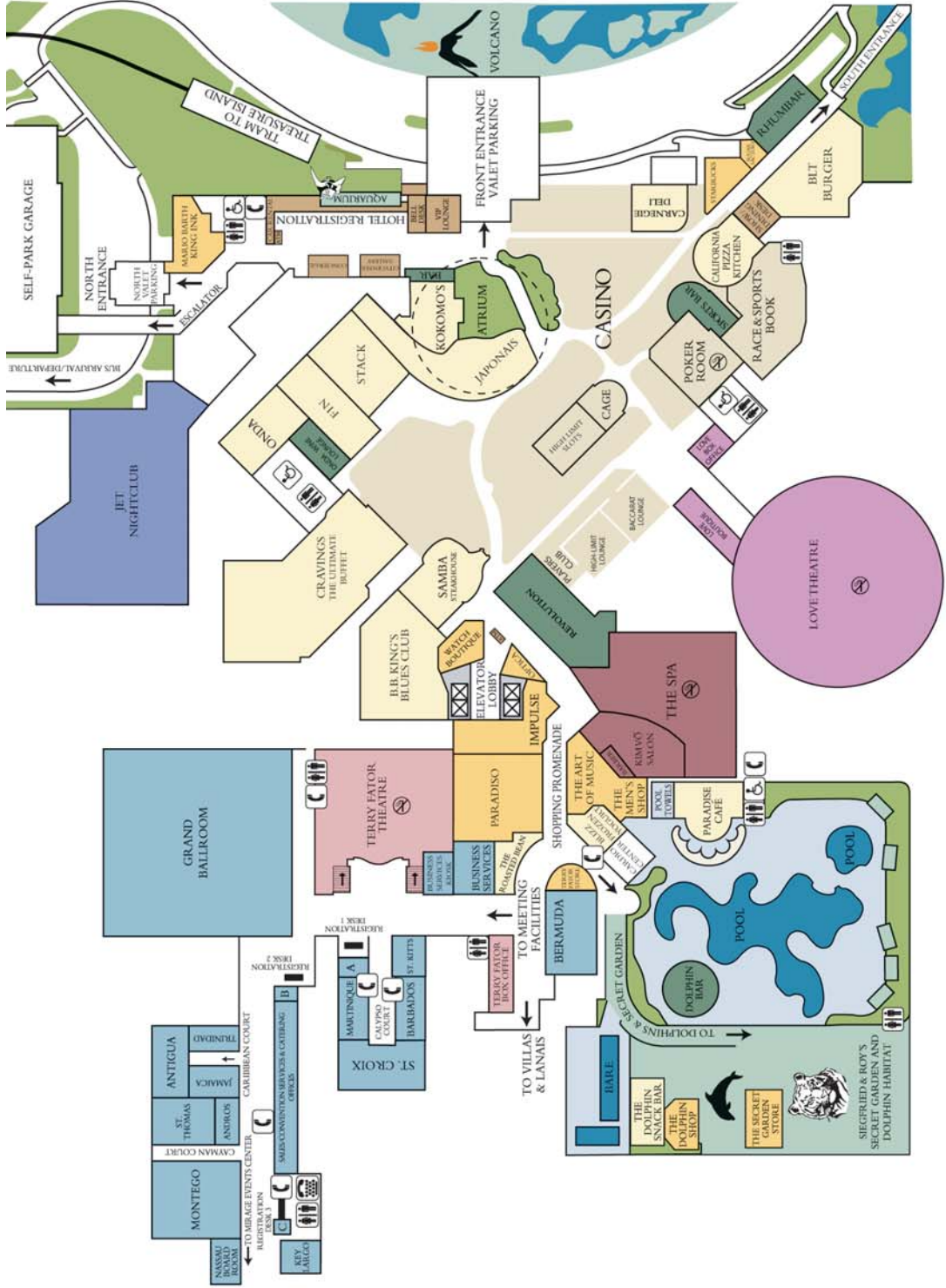
**AUGUST
24 - 27, 2013**



NADO Annual Training Conference
Hilton San Francisco | San Francisco, California

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- SPA & SALON**
- ACCESSIBILITY**
- REST ROOMS**
- TDD**
- TELEPHONES**

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brainstorm

DISCOVER
EXPERIENCE
EMPOWER

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NADO
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS

National Association of Development Organizations

WORKING REGIONALLY IN A WORLD OF CHANGE

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www.ruraltransportation.org

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COLLABORATE

STRATEGIZE

CHALLENGE

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TALK

educate

GROW