BEYOND THE CEDS

National Association of Development Organizations
2012 Annual Training Conference | Las Vegas, NV | October 13-16
ABOUT US

- Founded in 1995
- Based in Austin, TX
- Expertise: economic development & workforce strategy
OUR WORK
We have 17 years of experience in over 100 communities.
CURRENT PROJECTS

- Puget Sound Regional Commission – CEDS (Seattle, WA region)
- Association of Central Oklahoma Governments - CEDS (Oklahoma City, OK region)
- Clarksville – Montgomery County EDC – Labor Force Analysis (Clarksville, TN – Hopkinsville, KY area)
- East Alabama Regional Planning and Development Commission - Workforce/Economic Diversification Strategy (Anniston, AL)
- Fort Collins, CO – Economic Health Strategy
- Green River Area Development District – Regional Workforce and Economic Development Strategy (Owensboro, KY region)
- Hispanic Scholarship Fund – Market and Impact Analysis (National and State of Georgia)
- Las Vegas, NV – City of Las Vegas Economic Development Strategy and Regional CEDS
ECONOMIC CONTEXT
THE GEOGRAPHY OF JOBS

Net Job Gains / Losses by Metropolitan Statistical Area,
12 Months Ending: January 2004

Note: Top 100 Metropolitan Statistical Areas in the contiguous United States based on number of jobs as of December 2008
Source: BLS and state labor agencies (via Moody’s Analytics), TIP Strategies
TOTAL UNEMPLOYED IN THE US

TOTAL UNEMPLOYED, 16 YEARS AND OVER
in millions, seasonally adjusted

12.75 million unemployed

March 2012 (preliminary)

“As many as 600,000 jobs are going unfilled ... at the same time the national education curriculum is not producing workers with the basic skills manufacturers need.”

--"Boiling point? The skills gap in U.S. manufacturing," a survey of 1,123 manufacturing executives conducted by Deloitte and The Manufacturing Institute, October 2011.
52 percent of U.S. companies are struggling to fill key jobs. According to ManpowerGroup's 2011 Talent Shortage Survey, the highest percentage in the six-year history of the survey.
DEMOGRAPHICS

AUTOMATION

POLICIES

CULTURE
“In 2011, the jobless rate among post-2001 veterans averaged 12.1%...

With more soldiers coming home this year, and the Pentagon preparing to thin out the ranks by 2017, the problem threatens to get even worse.”

-Forbes, June 12, 2012
VETERAN’S RESOURCES

EMPLOYMENT RESOURCES FOR TRANSITIONING SERVICE MEMBERS

Two hundred thousand service members transition to the civilian workforce each year. Communities and employers have a vested interest in attracting or retaining this unique talent pool by facilitating the transition from military to civilian employment. With this in mind, TIP Strategies has developed a database of approximately 500 Federal, non-profit, and private programs intended to connect transitioning service members with employment opportunities. This database is available for download from our website at: http://tipstrategies.com/EMPLOYMENTRESOURCES

EMPLOYMENT RESOURCES FOR TRANSITIONING SERVICE MEMBERS | FEDERAL

Army COOL (Credentialing Opportunities Online)

Army personnel can use the COOL website to find civilian credentials related to their military occupational specialty (MOS) and gain an understanding of what it takes to obtain the credentials. The site also provides information on available programs that may help pay credentialing fees. At this time, Army COOL information currently includes enlisted MOS only, but there are plans to add warrant and officer MOS.


CareerOneStop Veterans ReEmployment

CareerOneStop is a website sponsored by the US Department of Labor Employment and Training Administration. The site includes a military-to-civilian job search and links to additional benefits and assistance. An initial version of this database is now available for download from our website: http://tipstrategies.com/EMPLOYMENTRESOURCES

Defense Finance and Accounting Service (DFAS)

DFAS provides payment services for the US DoD. The site includes information on pay and allowances, wounded warrior claims, and tax credits for military personnel. Military employment verification is also available through this site.

https://www.dfas.mil

ploy Support for the Guard and Reserve (ESGR)

Eagel is within the Office of the Assistant Secretary of Defense for Affairs that promotes cooperation and understanding between component members and their civilian employers and works to resolve the transition of retiring employees. Military employment verification is also available through this site.

https://www.esgr.mil

Veteran Support for VA Services

A hub of facility and key staff information within the VA system, this site includes information on veterans' facilities, as well as viewing through an of the VA network.

https://www.va.gov/БGuides/VA.aspx

GI Bill Website

This site, now operated by the Department of Veterans Affairs, centralizes information related to GI Bill benefits, including application instructions and where to find counseling/support.

www.gibill.va.gov

Hero 2 Hired (H2H)

A comprehensive employment program offering services to help military veterans find their next opportunity, including: job listings; career exploration tools; education and training resources; virtual career fairs; a mobile app for iOS, Android, and Windows Phones; an innovative Facebook application; and a variety of networking opportunities. Also provides opportunities for military-friendly employers to locate potential veterans.

www.h2h.jobs

Hiring Our Heroes

A sustained grassroots campaign to help Veterans and military spouses find meaningful employment in hundreds of communities across the country. Hiring Our Heroes hosts hiring fairs through partnerships with 1,000 local Chambers and 5 million businesses. It also features a similar stand-alone program for military spouses sponsored by the same organization.

www.usajobs.com/hiringourheroes

Joining Forces Campaign

A national initiative that mobilizes all sectors of society to give service members and their families the opportunities and support they have earned. A challenge to the private sector to hire or train 100,000 veterans, their spouses, or their dependents.

www.whitehouse.gov/joiningforces

Military OneSource

A 24/7, toll-free information and referral telephone service available worldwide to active duty, Reserve, and National Guard military members and their families. It is operated for the purpose of "providing help with parenting and child care, education, relocation, financial and legal concerns, everyday issues, finding services in your community, consumer issues, emotional well-being, health and fitness, addiction and recovery, adult or child special needs, military life (pre-enlistment deployment, reenlistment, etc.), work concerns, crisis support, elder care, TRICARE, and much more." Services are available online or by phone.

www.militaryonesource.net
MAKING THE EDD MORE RELEVANT IN REGIONAL ECONOMIC DEVELOPMENT
Regional development organizations (RDOs):
- Area Development Districts
- Associations of Governments
- Councils of Governments
- Economic Development Districts
- Local Development Districts
- Planning District Commissions
- Planning and Development Districts
- Regional Councils
- Regional Councils of Governments
- Regional Development Commissions
- Regional Planning Agencies
- Regional Planning and Development Boards Commissions
- Regional Planning Commissions

Source: NADO RDO Data Project, which has collected data on federal programs operated by 517 of the nation’s 556 regional councils, as of January 2011.
Economic development organizations (EDOs):
- Chambers of commerce
- Economic development corporations
- Economic development authorities
- Industrial development corporations
- Industrial development authorities
- Economic development councils
- Municipal development districts
- Business improvement districts
- City economic development offices
Source: NADO RDO Data Project, which has collected data on federal programs operated by 517 of the nation’s 556 regional councils, as of January 2011.

*EDA-funded only
WIDE RANGE OF ROLES

NADO RDO Data Project (of 517 respondents)

- Economic development
  - 68% are EDA EDDs
- Transportation planning
  - 32% are MPOs; 51% are RTPOs
- Business lending & technical assistance
  - 41% are EDA RLF intermediaries
- Workforce investment boards
  - 15% are WIB fiscal agents; 16% operate centers; 19% provide job training
- Data and mapping
  - 69% had GIS capacity; 60% are Census data affiliates
- Housing
- Aging
  - 28% are AAAs
- Brownfields
- Homeland security
- Emergency planning

Source: NADO RDO Data Project, which has collected data on federal programs operated by 517 of the nation’s 556 regional councils, as of January 2011.
Recommendations to improve effectiveness of EDA’s Partnership Planning Program.

Major elements:
- Survey of EDDs (52% response)
- Analysis of sample CEDS (102 documents)
- Survey of non-EDD EDOs (917 completed surveys)
- Focus groups with NADO & IEDC
- Site visits to 11 EDDs
Survey of non-EDD EDOs (917 completed surveys)

- Local EDOs are partnering more than 5 years ago
  - Nearly 25% have strong relationships with EDDs
- Most EDOs don’t utilize the CEDS (only about 1 in 10 use CEDS; 80% have their own plan)
- More recognition of EDA role in rural areas
- CEDS not well-understood or valued by EDOs
  - Viewed by some as data collection exercise, not strategic.
  - Often used primarily as tool for EDA funding.
CASE STUDIES
## CASE STUDIES

<table>
<thead>
<tr>
<th>State</th>
<th>Organization</th>
<th>Executive Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>North Central Florida Regional Planning Council</td>
<td>Scott Koons</td>
</tr>
<tr>
<td>Idaho</td>
<td>Clearwater Economic Development Association</td>
<td>Christine Frei</td>
</tr>
<tr>
<td>Kentucky</td>
<td>Green River Area Development District</td>
<td>Jiten Shah</td>
</tr>
<tr>
<td>N. Carolina</td>
<td>North Carolina Association of Regional Councils</td>
<td>Betty Huskins</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.ncregions.org">http://www.ncregions.org</a></td>
<td></td>
</tr>
<tr>
<td>Texas</td>
<td>Central Texas Council of Governments</td>
<td>Jim Reed</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>Northwest Regional Planning Commission</td>
<td>Myron Schuster</td>
</tr>
</tbody>
</table>
Central Texas Council of Governments

- Homeland security funds traditionally divvied up to address local wish list.
- Got agreement to pool funds to address most pressing regional priorities.
- Able to have greater impact with same level of funding.

Regional focus
The result is greater than sum of its parts.
Green River Area Development District (Ky.)

- Designed statewide peer review/mentoring program.
- 2-3 ADDs come to GRADD for intensive meetings.
- Review policies and procedures; provide training; share best practices.
- Led to creation of peer review committee at state level.

Peer –to –peer
What if we all knew what we already know?
PRIVATE-SECTOR ENGAGEMENT

- Northwest Regional Planning Council (Wisc.)
  - Use their time wisely.
  - Schedule meetings at convenient times.
  - Include training or technical assistance on topic of interest with CEDS workshops.
  - Requires in-depth knowledge of area businesses.

Bottom line? Make the experience valuable to them.
Green River Area Dev. District (Ky.)
- More than 50% of GRADD residents in rural areas.
- Lack of Internet access is econ. development issue.
- ConnectGRADD – effort to bring affordable broadband to all residents.
- Big learning curve, but ultimately have provided low-cost alternative to 3,200 HHs
Central Texas Council of Governments

- Several member communities working with prospect re-shoring jobs.
- CTCOG provided suite of GIS-based data products to all.
- Hosted prospect meetings for finalist city (Belton).
- Held job fairs for company.
- Provided temporary space to company (6-12 months).

Supporting role
Helping partners fulfill their mission.
Clearwater Economic Dev. Assoc. (Id.)

- Became grant administer for regional manufacturers assoc.
- Needs assessment identified 3 focus areas:
  - Exports: Snake River Boat Builders (USDA and local $)
  - Workforce: $200k NSF grant, “Creating A Regional Workforce for Rural Manufacturing”
  - Procurement: American Manufacturer Network (AMN)

Are you ready...
To open the door if opportunity knocks?
Northwest Regional Planning Council (Wisc.)

- 1996: Very rural region with high UE; low wage rates.
- Had tech. assistance & some loan programs. Real need for incubator space & early-stage $.
- WI Business Innovation Corp.: Operates 2 RLFs and 6 incubators. (As of 2010: 73 cos. incubated creating 871 FTEs)
- WI Rural Enterprise Fund: Community-based venture fund has launched 14 cos.

Recipe for success. Vision + Skills + Courage + Flexibility + Patience
Clearwater Economic Dev. Assoc. (Id.)

- Internally, all activities are tied back to CEDS.
- External organizations must show how project relates to CEDS to obtain CEDA’s support.
- Two-part project prioritization process.
- Continuing alignment at state level.

Start at home.

Is your CEDS a “guiding document” for your organization?
TREND: STATEWIDE CEDS
NORTH CAROLINA

- Launched 2010
- 16 regional councils of govt.
- Uniform regional CEDS will be foundation for state-level strategy
- Plan will incorporate:
  - Sustainable Communities Initiative’s 6 Livability Principles
  - EDA’s 6 Investment Principles
  - NADO CEDS Standards of Excellence
- Private-sector partner, SAS Institute, developing custom software
TREND: STATEWIDE CEDS

FLORIDA

- 11 regional planning councils
- Hosted regional forums as part of mandated Five-Year Statewide Strategic Plan
- Plan uses Florida Chamber’s 6 Pillars
- Regional CEDS will use same organizing framework, as well as common data sets and language
- Will allow alignment of regional strategies with state plan
6 economic development districts

- Starting first coordinated statewide CEDS effort
- Grant administered through University of Idaho
- Hosted regional summit in spring 2012
- Working on template for regional CEDS
TAKE AWAYS?

Characteristics of organizations profiled:
- Firm belief in value of regional collaboration
- Partner-oriented
- Willingness to play supporting role
- Environment that encourages innovation
- Solution-driven (based on clear understanding of needs)
- Acceptance of risk
- Flexibility (including structure)

Potential benefit of better integrating CEDS:
- Elevating role of regional organizations in local economic development
- Driving real regional collaboration
- Presenting powerful vision and executable strategies
- Creating framework for prioritization
PLANNING FRAMEWORK
ECONOMIC DEVELOPMENT PLANNING

Five key roles

- Analyst
- Communicator
- Convener
- Funder
- Strategist

Levels:

- **Baseline**
  Achievable by any organization

- **Value-add**
  Requires specific assets, specialized skillsets, or greater resources.
ROLE: ANALYST

<table>
<thead>
<tr>
<th>BASELINE</th>
<th>VALUE-ADD</th>
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<tbody>
<tr>
<td>Compile data from federal and state sources</td>
<td>Maintain regional GIS; provide custom mapping services</td>
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<tr>
<td>Post and maintain data profiles on website</td>
<td>Use economists for CEDS analysis (EDA University Centers)</td>
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<tr>
<td>Provide customized data to stakeholders for grant applications</td>
<td>Host data summit to discuss issues and train regional partners</td>
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### ROLE: COMMUNICATOR

<table>
<thead>
<tr>
<th>BASELINE</th>
<th>VALUE-ADD</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Use good data to articulate issues</td>
<td>- Become the regional source for best practices</td>
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<tr>
<td>- Write press releases</td>
<td>- Become champion for regional projects</td>
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<td>- Make presentations to constituent groups</td>
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<tr>
<td>- Create and maintain media and networking inventory</td>
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</table>
ROLE: CONVENER

BASELINE
- Serve as conduit for bringing disparate groups together
- Facilitate meeting arrangements and/or provide meeting space
- Convene regional updates on a regular basis
- Provide facilitators and/or training

VALUE-ADD
- Sponsor summits on key topics, e.g., education, workforce, transportation
- Connect partners to resources (e.g., EDA University Centers)
- Position EDD/RDO as partner/doer
**ROLE: FUNDING SPECIALIST**

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<tr>
<td>- Provide data and analysis and other technical assistance for local grant applications</td>
<td>- Promote regional collaboration on applications</td>
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<tr>
<td>- Distribute grant opportunities/funding notices to stakeholders</td>
<td>- Track and report on federal funding priorities</td>
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<tr>
<td>- Prepare grant applications</td>
<td>- Provide economic impact analyses of proposed projects</td>
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</table>
1) Collaborative Regional Innovation
2) Public/Private Partnerships
3) National Strategic Priorities
   Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.
4) Global Competitiveness
5) Environmentally-Sustainable Development
6) Economically Distressed and Underserved Communities
“Good Jobs for Everyone” Strategic Goal 1: Prepare workers for good jobs and ensure fair compensation.

- Increase workers' incomes and narrow wage and income inequality.
- Assure skills and knowledge that prepare workers to succeed in a knowledge-based economy, including in high-growth and emerging industry sectors like "green" jobs.
- Help workers who are in low-wage jobs or out of the labor market find a path into middle class jobs.
- Help middle-class families remain in the middle class.
- Secure wages and overtime.
- Foster acceptable working conditions and respect for workers' rights in the global economy to provide workers with a fair share of productivity and protect vulnerable people.
FEDERAL PRIORITIES
Department of Agriculture

- Increased **exports and market access** for agricultural products.
- **Food safety** and security
- Conservation of forests, farmlands, and **watersheds**.
- Research, **innovation, tech transfer**, new business formation that helps rural communities and producers.
  - Areas include: food security, nutrition, food safety, climate change, and sustainable bioenergy
- Nutrition assistance (hunger), **healthy** lifestyles, school lunch programs
- Revitalization of rural communities
  - Includes emphasis on developing **renewable energy** systems and making **energy efficiency** improvements.
FY 2010-2015 Strategic Framework:

- **Goal 1:** Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers
- **Goal 2:** Meet the Need for Quality Affordable Rental Homes
- **Goal 3:** Utilize Housing as a Platform for *Improving Quality of Life*
  - 5 subgoals: improve early learning, improve health outcomes, increase economic security and self-sufficiency, improve housing stability for vulnerable populations, improve public safety
- **Goal 4:** Build Inclusive and *Sustainable Communities* Free from Discrimination
  - 5 subgoals: catalyze economic development and job creation, promote energy-efficiency, ensure diverse and equitable communities, facilitate national security & disaster response, build capacity (local, state, regional, and private organizations)
- **Goal 5:** Transform the Way HUD Does Business
FEDERAL PRIORITIES
Collaboration (HUD/DOT/EPA)

$240 million
152 grants in 48 states

Source: Initial Report to Congress
Sustainable Communities Grant Program Evaluation, July 2012.
FEDERAL PRIORITIES

Others

- Small Business Administration
- Department of Defense
- Department of Energy
- Department of Education
- Homeland Security
- Health and Human Services
- Federal-state regional commissions
  - Appalachian Regional Commission
  - Delta Regional Authority
## ROLE: STRATEGIST

### BASELINE
- Move CEDS from “laundry list” to strategy framework
- Cross-pollination of board membership

### VALUE-ADD
- Build expertise in area critical to your region (e.g., water, energy, transportation)
- Help drive innovation & entrepreneurship
- Provide mechanism for implementation (e.g., org. structure)
QUESTIONS?
THANK YOU

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