



BEYOND THE CEDS

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

TIP Strategies
Tom Stellman
President & CEO



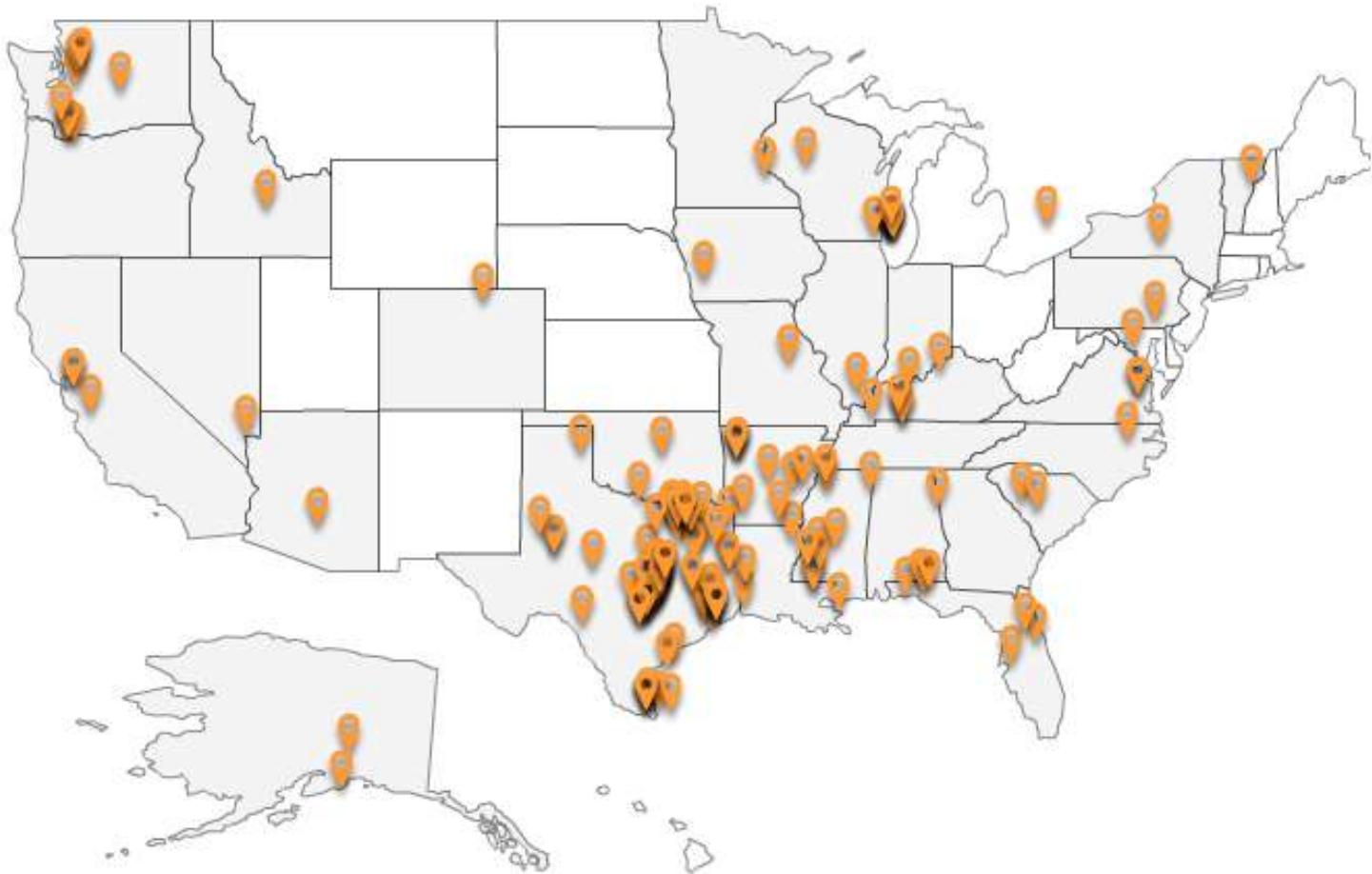
ABOUT US



- Founded in 1995
- Based in Austin, TX
- Expertise: economic development & workforce strategy

OUR WORK

We have 17 years of experience in over 100 communities.



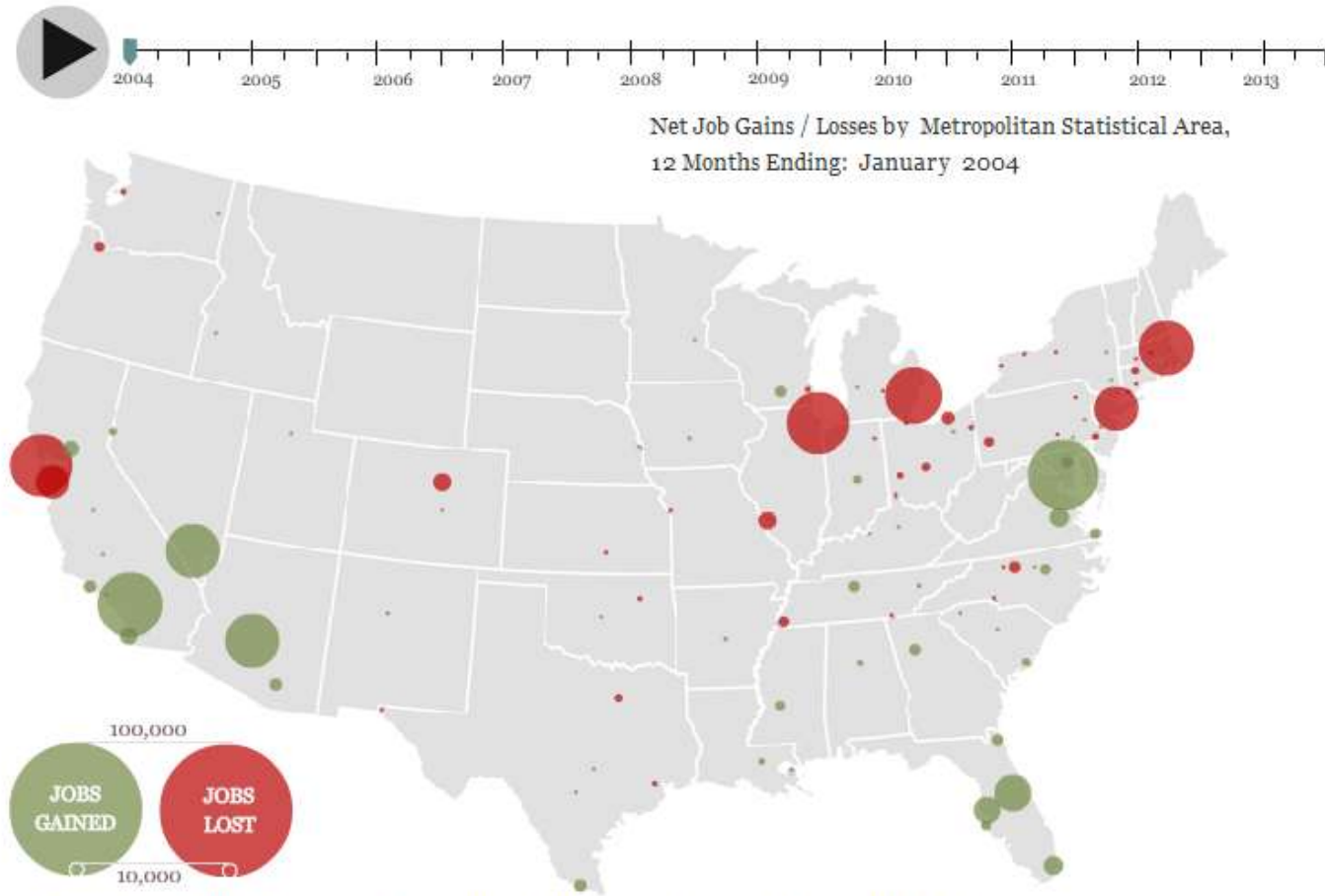
CURRENT PROJECTS

- **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

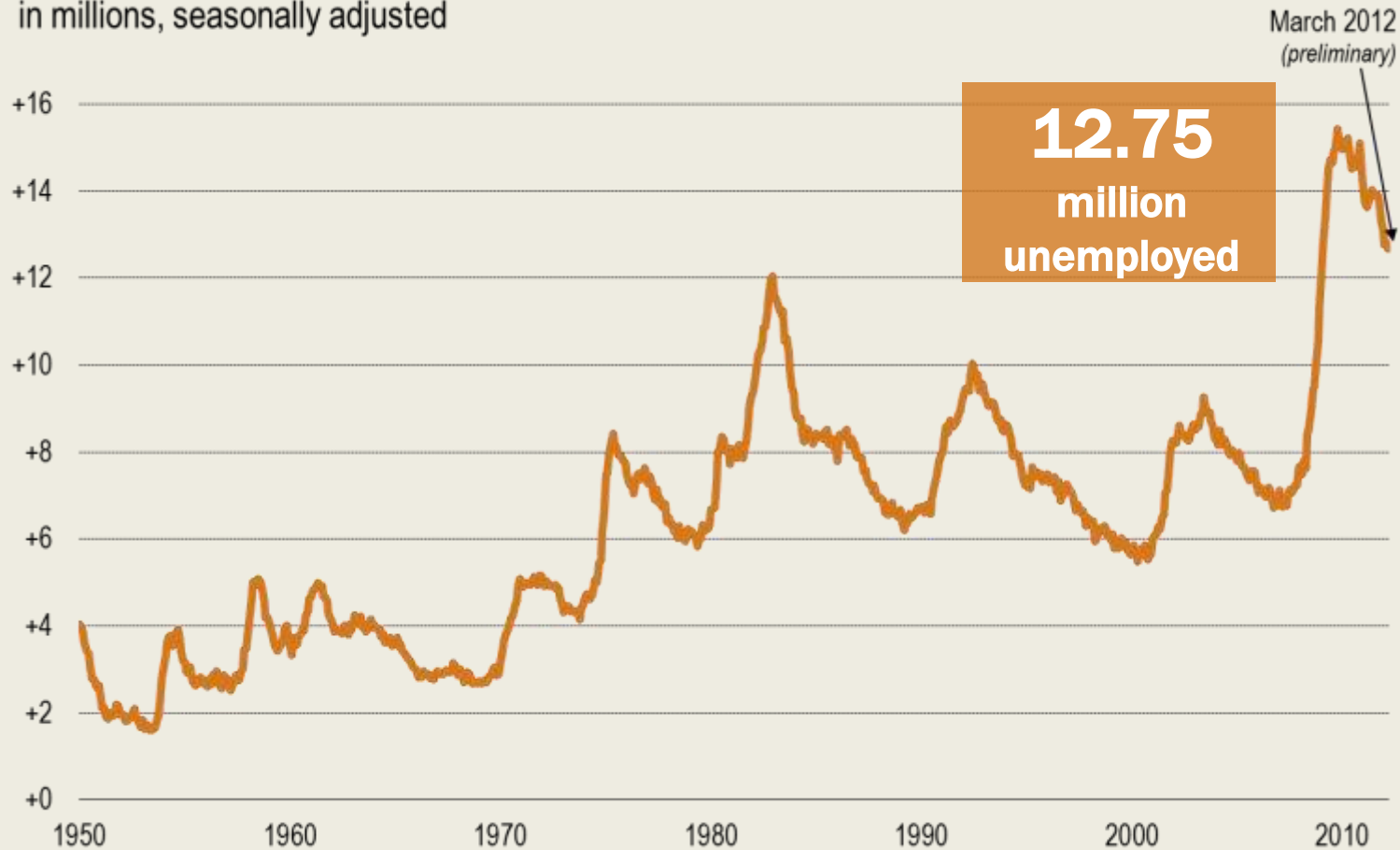


Note: Top 100 Metropolitan Statistical Areas in the contiguous United States based on number of jobs as of December 2008

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



Source: U.S. Bureau of Labor Statistics (Current Population Survey)

“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.”

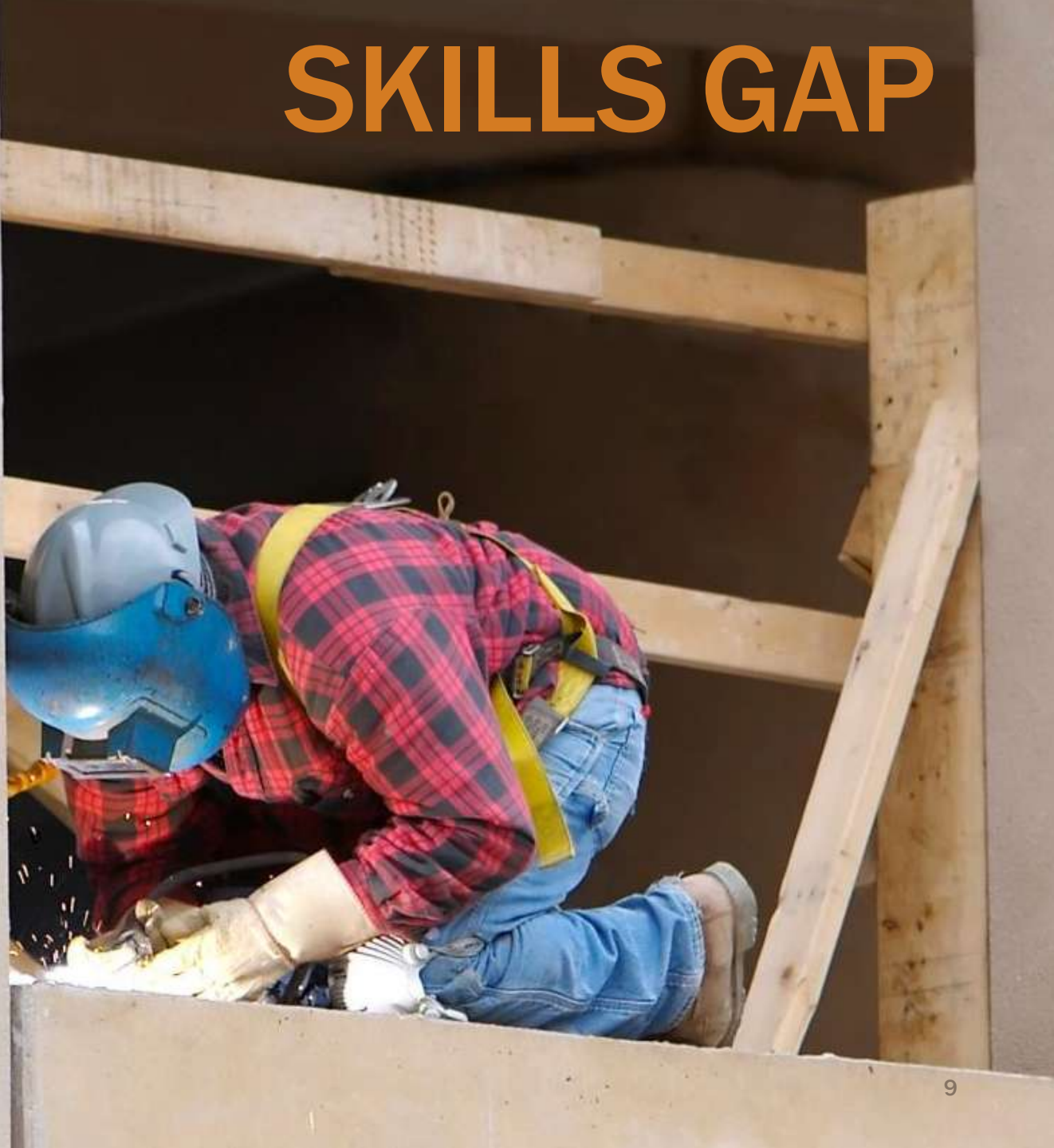
--“Boiling point? The skills gap in U.S. manufacturing,” a survey of 1,123 manufacturing executives conducted by Deloitte and The Manufacturing Institute, October 2011.



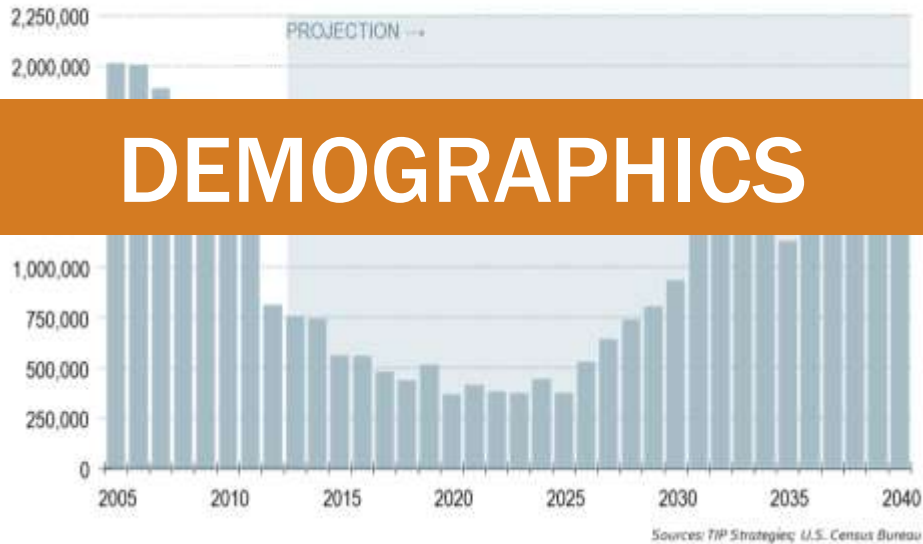
SKILLS GAP

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



GROWTH OF THE WORKING AGE POPULATION
Projected net annual change for the US population age 18-64



DEMOGRAPHICS



AUTOMATION



POLICIES



Students Opting Out of Manufacturing, Trades

March 2011

by Alan S. Brown

mechanical
engineering

Mechanical
Engineering
Magazine,
February 2010



[View larger](#)

America has always been a nation of hands-on tinkers, but many American teenagers and adults are turned off by working with their

CULTURE

A survey found that 52% of teenagers 13 to 17 years old had little or no interest in a manufacturing career and another 21% were

**“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

2012 | TIP Strategies, Inc.

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 created a database of approximately 100 Federal, non-profit, and private programs intended to connect transitioning service members with employment opportunities, transition support, and education and training assistance. An excel version of this database is also available for download from our website at: <http://tipstrategies.com/?p=8458>

ABOUT

TIP STRATEGIES, INC. (TIP) is a privately held, Austin-based economic development consulting firm committed to providing quality solutions for public and private-sector clients. Established in 1995, the firm's primary focus is economic development and strategic planning. We have experience in over 100 communities, including a number of defense

SERVICES

- Economic Diversification Strategy
- Transferable Skills Analysis
- Strategic Planning
- Workforce Analysis
- Occupational Demand Analysis
- Industrial Cluster Analysis
- Education and Training Inventory

CONTACT

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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 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 MOSs only, but there are plans to add Warrant Officer MOSs.

<http://www.cool.army.mil/index.htm>

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.

<http://www.careeronestop.org/employment/veterans/default.aspx>

Defense Finance and Accounting Service (DFAS)

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

[dfas.mil](http://www.dfas.mil)

Employer Support for the Guard and Reserve (ESGR)

ESGR is a program within the Office of the Assistant Secretary of Defense for Military Personnel Policy that promotes cooperation and understanding between component members and their civilian employers and works to the resolution of conflicts arising from an employee's military service.

[esgr.mil](http://www.esgr.mil)

Directory for VA services

A directory of facility and key staff information within 1731 VA facilities is maintained on a regular basis by editors and administrators throughout the VA network. The site categorizes information by facility and administration, as well as by viewing through an alphabetical listing.

www.va.gov/directory/guide/home.asp

The Federal Job Bank is a website of the US Government, operated by the Office of Management and Enterprise Services, to help Veterans find jobs in the Federal Government. An individual can search for jobs as a Veteran, transitioning member, or family member. Features a page called "Get to VA" that provides information on their stories and a Facebook Page. Includes a listing of Program Offices, which provides contact names, addresses, and phone numbers.

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 resources to help Reserve Component job seekers 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 app; and a variety of networking opportunities. Also provides opportunities for military-friendly employers to locate potential Veteran candidates.

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 3 million businesses. There is also a similar stand-alone program for military spouses sponsored by the same organization.

www.uchambers.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 unemployed Veterans and their spouses.

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 a local community, consumer issues), emotional well-being, health and fitness, addiction and recovery, adult or child special needs, military life (pre/post deployment, reunion, etc.), work concerns, crisis support, elder care, TNCARE, and much more." Services are available online or by phone.

www.militaryonesource.mil

TIP STRATEGIES, INC.

**MAKING THE EDD
MORE RELEVANT IN
REGIONAL ECONOMIC
DEVELOPMENT**



ALPHABET SOUP (PART 1)



556 RDOs

- 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.

ALPHABET SOUP (PART 2)

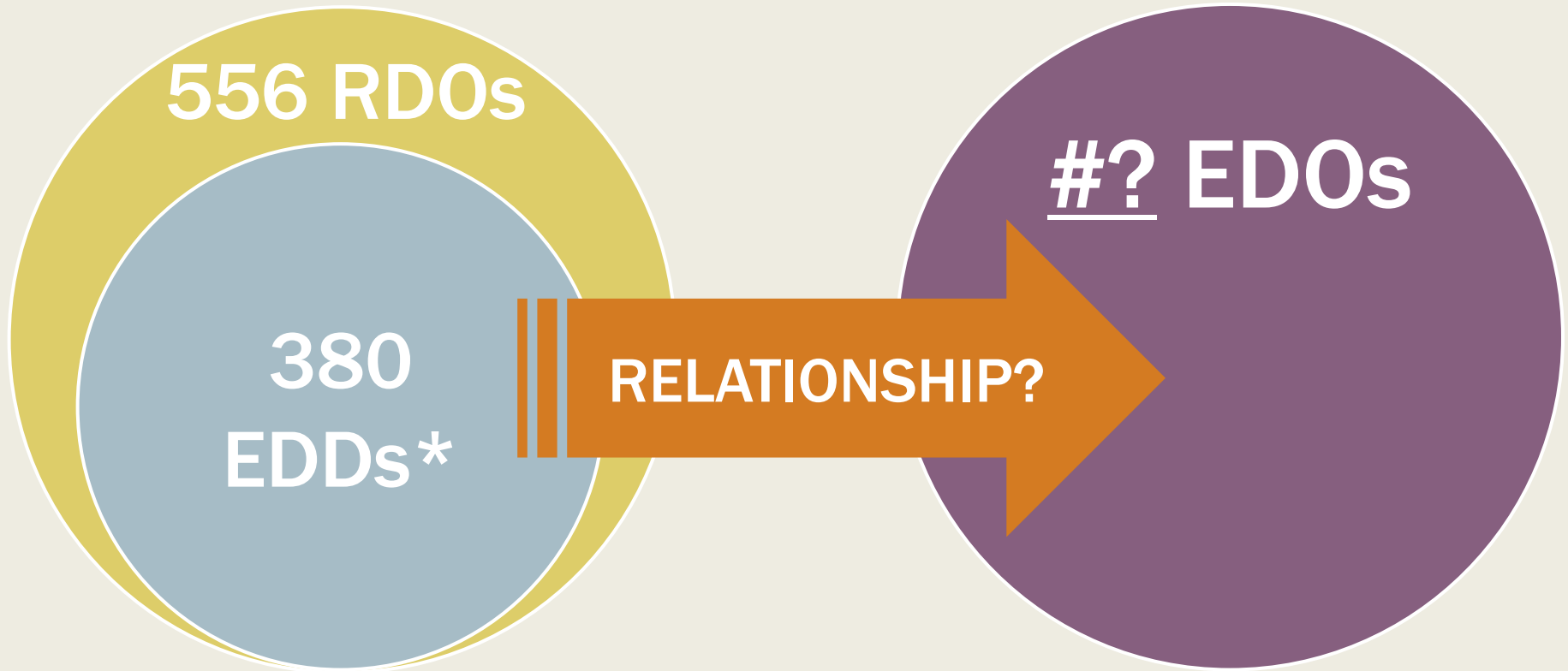
■ Economic development organizations (EDOs):

- 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



#? EDOs

ALPHABET SOUP (PART 3)



***EDA-funded only**

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.

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.

UPJOHN INSTITUTE STUDY, 2011

Overview



Reports

[Upjohn Research home page](#)

2011

An Assessment of EDA's Partnership Planning Program

George A. Erickcek
W.E. Upjohn Institute

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Cleveland State University

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See next page for additional authors

Citation

Erickcek, George, Brad Watts, Larry Ledebur, Claudette Robey, Dula Shimok, Kevin O'Brien, Andrew Barone, Jon Robey, Jacob Darity, Kim Mork. 2011. "An Assessment of EDA's Partnership Planning Program." Report prepared for the U.S. Economic Development Administration.
<http://research.upjohn.org/reports/181>

This site is brought to you by the Upjohn Institute. For more information, please contact i@upjohn.org

- 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

UPJOHN INSTITUTE STUDY, 2011

EDD – EDO Relationship

- 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

State	Organization	Executive Director
Florida	North Central Florida Regional Planning Council http://ncfrpc.org/	Scott Koons
Idaho	Clearwater Economic Development Association http://www.clearwater-eda.org/	Christine Frei
Kentucky	Green River Area Development District http://www.gradd.com/	Jiten Shah
N. Carolina	North Carolina Association of Regional Councils http://www.ncregions.org	Betty Huskins
Texas	Central Texas Council of Governments http://www.ctcog.org/	Jim Reed
Wisconsin	Northwest Regional Planning Commission http://www.nwrpc.com/	Myron Schuster

REGIONAL COLLABORATION

- **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.*

CAPACITY BUILDING

- **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.*

PUBLIC-PRIVATE PARTNERSHIPS

■ 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



Stepping up

Identified a workable solution to a regional need.

SITE SELECTION ASSISTANCE

- **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.*

SECTOR STRATEGIES

■ 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?*

BUSINESS FORMATION

■ 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***

ADDING VALUE TO THE CEDS

■ 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

[HOME](#)[ABOUT](#)[WHAT IS CEDS?](#)[REGIONAL COUNCILS](#)[NEWS](#)[HOME](#) | [CONTACT US](#) | [REPS LOGIN](#) | [COMMUNITY ANALYST LOGIN](#)

- 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



Global Reaching

TREND: STATEWIDE CEDS

FLORIDA

SIX PILLARS OF FLORIDA'S FUTURE ECONOMY



- 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

TREND: STATEWIDE CEDS

IDAHO



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About Us
Partnerships
Our Approach
Strategies
Investments
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ECONOMIC DEVELOPMENT DISTRICTS OF IDAHO

Moving Idaho Forward in the Global Economy



Achieving Results Through Regional Partnerships, Public Investments & Comprehensive Strategies

The **Economic Development Districts of Idaho** work to strengthen local governments, economies and communities through regional cooperation, comprehensive development strategies and leveraging of public and private resources... resulting in a stronger statewide economy and improved quality of life for the citizens of Idaho.

The six **Economic Development Districts of Idaho** recognize that our local governments, businesses, communities and workforce are competing in an increasingly complex economic environment. No longer are our local communities competing mainly against their neighbors, statewide or even nationally. Instead, we are all increasingly operating in a sophisticated global marketplace. [Read More...](#)

Thank You for visiting our **Growing Idaho** web site. If



- 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

BASELINE

- Compile data from federal and state sources
- Post and maintain data profiles on website
- Provide customized data to stakeholders for grant applications

VALUE-ADD

- Maintain regional GIS; provide custom mapping services
- Use economists for CEDS analysis (EDA University Centers)
- Host data summit to discuss issues and train regional partners

ROLE: COMMUNICATOR

BASELINE

- Use good data to articulate issues
- Write press releases
- Make presentations to constituent groups
- Create and maintain media and networking inventory

VALUE-ADD

- Become the regional source for best practices
- Become champion for regional projects

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/do-er

ROLE: FUNDING SPECIALIST

BASELINE

- Provide data and analysis and other technical assistance for local grant applications
- Distribute grant opportunities/funding notices to stakeholders
- Prepare grant applications

VALUE-ADD

- Promote regional collaboration on applications
- Track and report on federal funding priorities
- Provide economic impact analyses of proposed projects

FEDERAL PRIORITIES

Economic Development Administration

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

FEDERAL PRIORITIES

Department of Labor

- “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.

FEDERAL PRIORITIES

Housing and Urban Development

■ 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)



The screenshot shows the website for the Partnership for Sustainable Communities, an interagency partnership between HUD, DOT, and EPA. The page features a blue header with the organization's name and logos. A navigation bar includes links to Home, About Us, Map, Case Studies, Grants, Resources, and Get Involved. The 'About Us' section is highlighted, showing a list of links: Overview, Livability Principles, Achievements, and Priority Areas of Focus for 2012. The 'Overview' section provides a detailed description of the partnership's mission and goals. The 'Livability Principles' section lists key priorities such as providing more transportation choices, developing safe and reliable transportation, and promoting equitable, affordable housing. A quote from the Secretary of the U.S. Department of Housing and Urban Development is featured on the right side of the page. The bottom of the page includes a 'Link' section with logos for the Department of Housing and Urban Development, the Department of Transportation, and the Environmental Protection Agency.

Partnership for Sustainable Communities
an interagency partnership HUD • DOT • EPA

Home About Us Map Case Studies Grants Resources Get Involved

Google Search

About Us

- [Overview](#)
- [Livability Principles](#)
- [Achievements](#)
- [Priority Areas of Focus for 2012](#)

Overview

On June 16, 2009, the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) joined together to help communities nationwide improve access to affordable housing, increase transportation options, and lower transportation costs while protecting the environment.

The Partnership for Sustainable Communities works to coordinate federal housing, transportation, water, and other infrastructure investments to make neighborhoods more prosperous, allow people to live closer to jobs, save households time and money, and reduce pollution. The partnership agencies incorporate six principles of livability into federal funding programs, policies, and future legislative proposals.

Livability Principles

Provide more transportation choices.
Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.

Promote equitable, affordable housing.

Livability means being able to take your kids to school, go to work, see a doctor, drop by the grocery or post office, go out to dinner and a movie, and play with your kids at the park, all without having to get into your car. Livability means building the communities that help Americans live the lives they want to live—whether those communities are small towns or large cities.

—Secretary of the U.S. Department of Housing and Urban Development

Link

Department of Housing and Urban Development
Department of Transportation
Environmental Protection Agency
Office of Sustainable Communities

\$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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