

Innovation and Opportunity: A Closer Look at the New CEDS Content Guidelines

Thursday, February 26

2:00 – 3:15 pm ET



NADO: Our Mission

To strengthen local governments, communities, and economies through the regional strategies, partnerships, and solutions of the nation's regional development organizations.



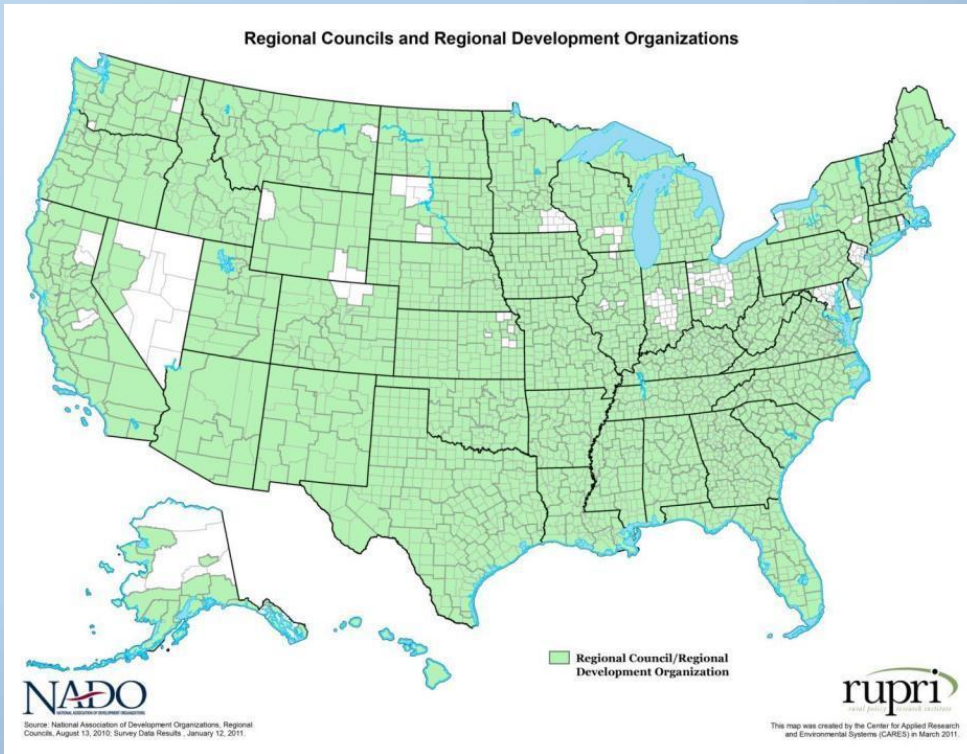
Photo credits, clockwise from top right: Region Nine Development Commission, Land-of-Sky Regional Council, Pennyrile Area Development District, Chittenden County Regional Planning Commission, Land-of-Sky Regional Council, River Valley Regional Commission, Association of Central Oklahoma Governments.

Our Membership

National membership organization for the network of over 520 regional development organizations (RDOs) throughout the U.S.

RDOs are also known as Councils of Government, Regional Planning Commissions, Economic Development Districts, and by other names.

They strengthen local governments, communities, and economies through regional strategies focusing on economic and workforce development, transportation, infrastructure, business lending, and more.



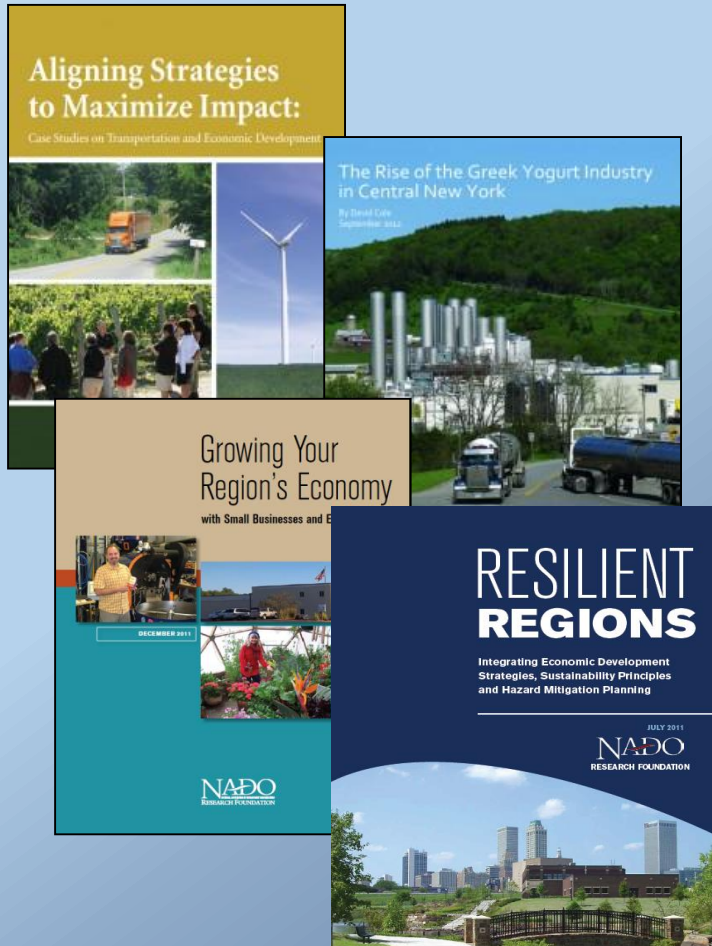
NADO Research Foundation

Founded in 1988, the NADO Research Foundation is the non-profit research affiliate of NADO.

Shares best practices from small metropolitan areas and rural America through training, peer exchange, research, and other capacity-building activities.

Focus Areas:

- Rural Transportation
- Regional Resilience
- Sustainable Communities
- Economic Development
- Organizational Support



Regional Resilience

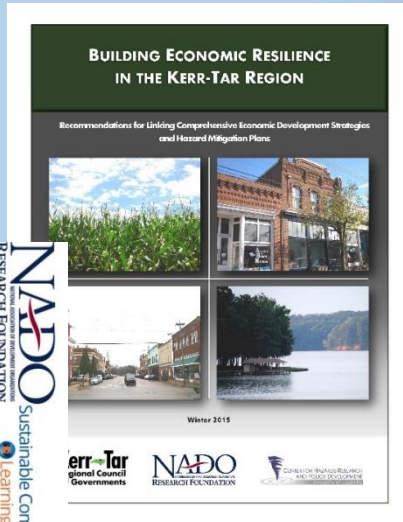


Greater New Orleans: Building on Competitive Advantages to Strengthen Economic Resilience

Hurricane Gustav and the Undersea the Gulf's Economic Vulnerability

In September 2005, just three years after Hurricane Katrina and Rita, the Gulf Coast was hit by two Category 2 hurricanes, Gustav and Ike. With significant damage to the Gulf Coast economy, the report examines the economic impact of these hurricanes and the resilience of the Gulf Coast economy. The report also discusses the importance of economic resilience in the face of natural disasters and the role of government in building economic resilience.

The report identifies a number of key findings that can help regional decision-makers build more resilient economies. These findings include the importance of economic diversification, the need for strong leadership and coordination, and the importance of building a resilient infrastructure.



Recommendations for Linking Comprehensive Economic Development Strategies and Hazard Mitigation Plans

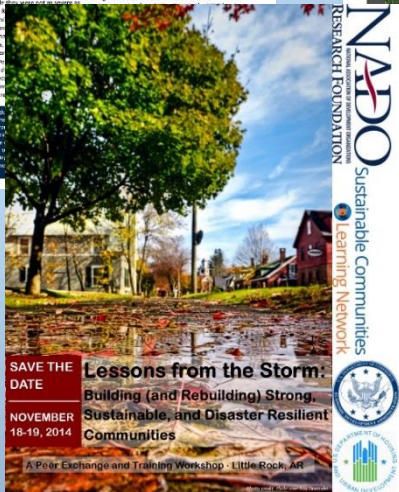


Winter 2015

Kerr-Tar
Regional Council
Governments

NADO
RESEARCH FOUNDATION

Central Bank of the United States
— An American Enterprise



SAVE THE DATE
NOVEMBER
18-19, 2014

Lessons from the Storm: Building (and Rebuilding) Strong, Sustainable, and Disaster Resilient Communities

A Peer Exchange and Training Workshop - Little Rock, AR



With support from EDA, the NADO Research Foundation provides capacity-building services to RDOs and local governments around regional resilience to natural disasters and other economic shocks.

These services include training workshops, peer exchanges, technical assistance, webinars, and research on best practices.

We make our resources and lessons learned available to the public—visit www.nado.org or contact mmconville@nado.org.

HUD Sustainable Communities Capacity-Building



The NADO Research Foundation serves as one of the capacity-building teams in the Sustainable Communities Learning Network, providing support to HUD Sustainable Communities grantees and EPA technical assistance recipients

Initiative of the Partnership for Sustainable Communities (HUD/DOT/EPA)

Capacity-building support to strengthen grantee communities to create more housing choices, make transportation more efficient and reliable, make more effective infrastructure investments, and build vibrant, economically prosperous neighborhoods, towns, and regions

Sharing lessons learned and resources with a wider audience

Webinar Logistics

Please type any questions you have for the speakers in the question box on the side panel throughout the presentation.

The webinar is being recorded and will be posted along with the PowerPoint slides on the NADO website, www.nado.org.

Please contact Megan McConville (mmcconville@nado.org) or Brett Schwartz (bschwartz@nado.org) if you have any questions after the presentation.

Today's Webinar

- David Ives, Sustainability/Planning Coordinator, U.S. Economic Development Administration
- Brian Kelsey, Director of Economic Development, National Association of Development Organizations



CEDS Content Guidelines

External Webinar

February 26, 2014

Agenda:

1. Why new Guidelines?
2. What's new with the Guidelines?
3. How are the Guidelines structured?
4. What are the formatting recommendations?
5. What are the content recommendations?
6. What about CEDS equivalent/alternate plans?
7. How/when will the Guidelines be updated?

The new **CEDS Content Guidelines** are a collection of suggestions and recommendations, not a list of additional requirements. . .

Why new CEDS Content Guidelines?

- The new CEDS Content Guidelines (Guidelines) are intended to help regional planning organizations craft more impactful CEDS. The Guidelines were released in conjunction with EDA's new regulations.
- The Guidelines are intended to replace the old two-pager ("CEDS Summary of Requirements") which was often criticized for simply repeating the regs while not providing enough information on what EDA would like to see in the CEDS.



What's new with the CEDS Content Guidelines?

- Looks more like the 2000 and 2002 CEDS Guidelines (“Brown Book” and “Green Book”).
- Developed with input of EDA regional office staff and stakeholders.
- Offers suggestions on what should be included in each of the required sections (per the regs), and recommends tools, resources and examples to help in the development of the CEDS document (“Recommended Resource”).
- Focused almost exclusively on content (versus process).
- Provides practical suggestions about formatting – look and feel.

How are the CEDS Content Guidelines structured?

1. Overview

2. Content

- Summary Background
- SWOT Analysis
- Strategic Direction/Action Plan
- Evaluation Framework
- Economic Resilience

3. Format

4. Preparation

5. Equivalent/Alternative Plans

US Economic Development Administration - 010515

Comprehensive Economic Development Strategy (CEDS) Content Guidelines:

Recommendations for Creating an Impactful CEDS

Contents

1. Overview	2
2. Content	4
A. Summary Background: A summary background of the economic development conditions of the region	4
B. SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats	6
C. Strategic Direction/Action Plan: Strategic direction and an action plan (flowing from the SWOT analysis), which should be consistent with other relevant state/regional/local plans.	11
• Strategic Direction: Vision Statement and Goals/Objectives	11
• Action Plan: Implementation	12
D. Evaluation Framework: Performance measures used to evaluate the organization's implementation of the CEDS and its impact on the regional economy.	14
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• Establishing Information Networks	18
• Pre-Disaster Recovery Planning	20
• Measuring Resilience	21
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4. Preparation	23
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What are the formatting recommendations?

1. *Keep your audience in mind*

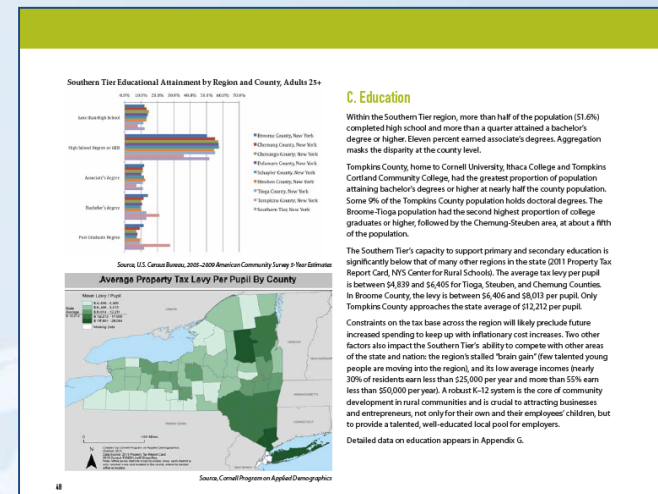
- Target page length
- Executive summary
- Use appendices

2. *Communicate creatively*

- Appealing look-and-feel
- Alternate formats

3. *Think beyond the document*

- Consider stakeholder engagement



What are the content recommendations?

1. **Linking the sections to improve CEDS focus and measurable impact**
2. **Including key elements such as workforce, broadband, energy, etc.**
3. **Emphasizing measurable goals/strategies rather than a stand-alone list of projects**
4. **Integrating/leveraging other planning efforts and resources**
5. **Infusing economic resilience into the CEDS**

1. Linking the sections to improve the CEDS focus and measurable impact

Elements of the CEDS content should build upon and/or shape each other to result in a coherent, targeted document -- SWOT section is key

- The demographic data in the summary background section should be limited to those items and key findings that are **relevant** to the SWOT
- The strategic direction and associated action plan should logically **flow** from the critical internal and external factors that speak to the region's assets and limitations (as identified in the SWOT) and its role in capacity building
- The evaluation framework, with its associated measures and timelines, should **cascade** from the strategic direction (and its *measurable objectives*) and action plan which in turn flow from the initial SWOT analysis

2. Including key elements such as workforce, broadband, energy, etc.

The SWOT section recommends assessing a wide variety of regional attributes, including:

- State of the regional economy, clusters, partners and resources for economic development
- Global competitiveness/FDI/exports
- Workforce/Job-Driven Training
- Spatial efficiency/sustainability
- Broadband
- Energy
- Natural hazards
- Equitable development

Summary Background section also outlines a large number of information types that may be relevant to include/examine in the CEDS

3. Emphasizing goals, measurable objectives and strategies rather than a stand-alone list of projects

The strategic direction and action plan are the heart and soul of the document

- The **strategic direction** should evolve from a clearly defined *vision* with prioritized *goals* and *measurable objectives*
- A successful **action plan** should then focus on those regionally-driven strategic priorities that will result in a prioritized, measurable collection of capacity building activity areas
 - ✓ The action plan, however, should NOT simply be a list of projects
 - ✓ Action plan should NOT exclusively reflect those activities which EDA alone could potentially support

4. Integrating/leveraging other planning efforts and resources

Look for opportunities to “cross-pollinate”

- CEDS should integrate other regional planning efforts
- CEDS should identify opportunities for the integrated use of other local, state, private and federal funds

5. Infusing economic resiliency into the CEDS document

“...each CEDS must promote Regional resiliency and be unique and responsive to the relevant Region.”

- Economic resiliency = An area's ability to withstand, prevent, or quickly recover from major disruptions (i.e., 'shocks') to its underlying economic base.
- CEDS serves as a critical mechanism to help regions identify vulnerabilities and withstand or recover from disruptions.
- Integrating resiliency into the CEDS can take multiple forms (need to identify assets and vulnerabilities regardless)

- Steady-state initiatives: longer-term efforts that seek to bolster a community's ability to withstand or prevent a shock
- Responsive initiatives: establishing capabilities that allow an organization/region to be responsive to region's recovery needs following an incident
- As a baseline, EDA suggests regions undertake a *two-pronged approach*:
 - 1) Implement **specific goals or actions** to bolster the long-term economic durability of the region (*steady-state*)
 - 2) Establish **information networks** among the various stakeholders in the region to facilitate active and regular communications between the public, private, education and non-profit sectors to collaborate on existing and potential future challenges (*responsive*).

Equivalent/Alternative Plans

- EDA may accept as a CEDS any locally, state, or regionally prepared plan, or a plan prepared under any Federally supported program if:
 - plan is current (i.e., developed or updated within the past year)
 - plan preparation and contents address EDA's regulations
 - plan is consistent with the Guidelines
- “Nesting” -- Previously approved CEDS should be folded into the new plan by leveraging the existing action/implementation plans and evaluation frameworks to effectively inform the newer plan.
- EDA does not formally “approve” these alternate/equivalent plans; EDA will accept or deny them as part of the community or region’s pursuit of an EDA-funded project.

Guideline Updates

1. Guidelines on the EDA website (www.eda.gov/CEDS)
2. Update schedule (ongoing)



CEDS Content Guidelines: EDD Opportunities

NADO

CEDS Content Guidelines

- You now have flexibility you have been asking for—embrace opportunity to rethink, improve and better leverage your CEDS
- Time to brainstorm about integrated planning & potential revenue generating activities (e.g., WIOA emphasis on regional planning & sector strategies; metro/rural transportation)
- Take advantage of free tools & collaborate w/ other EDDs on shared interests

CLUSTER DASHBOARD: TOP-REGIONS

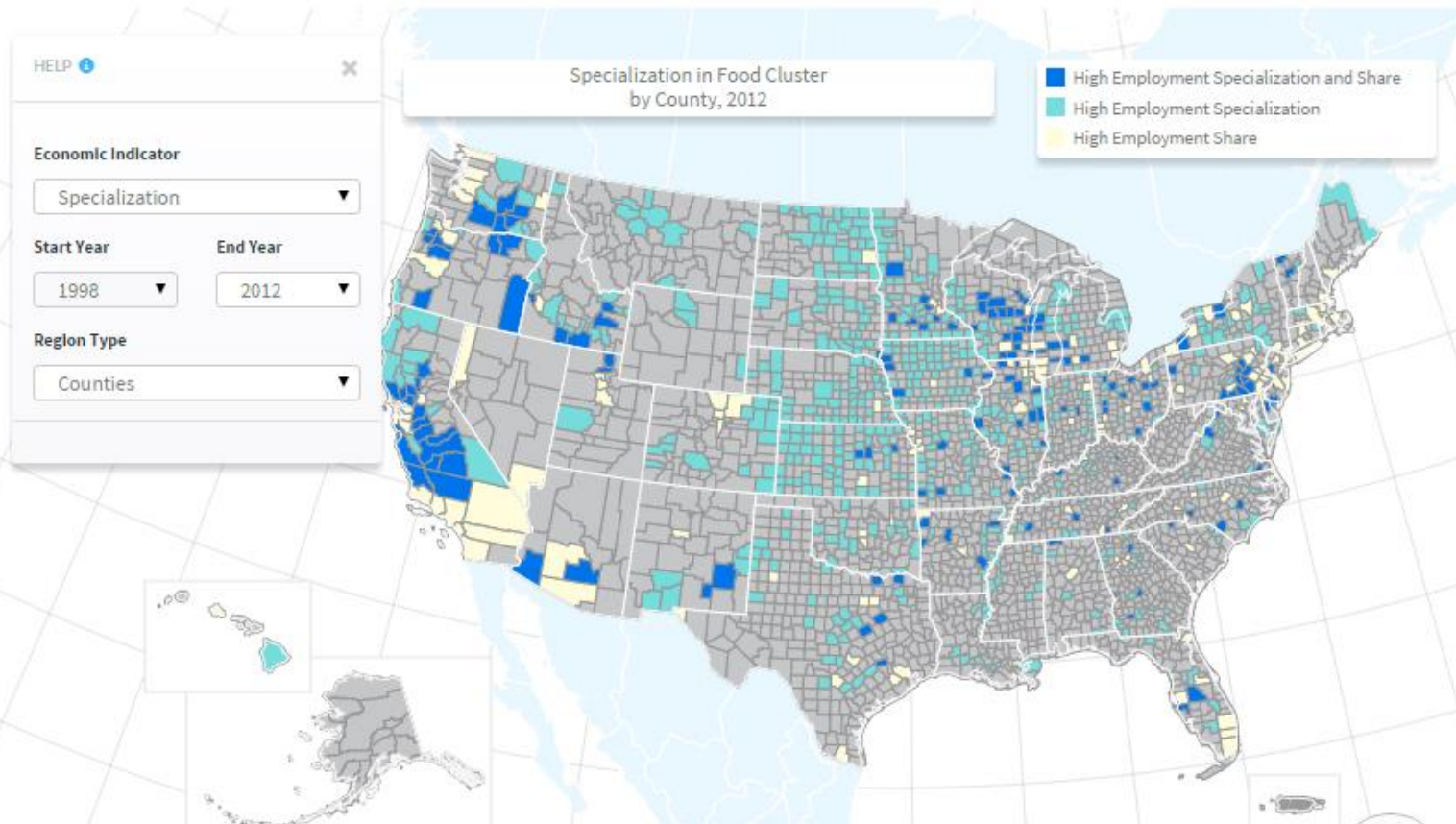
Food Processing and Manufacturing

[✓ Summary](#)
[★ Top Regions](#)
[▮ Subclusters](#)
[📍 Organizations](#)
[TOUR THE CUSTOM REGION BUILDER](#)

Dive Deeper into the Data

BUILD & EXPLORE A CUSTOM REGION

This map illustrates the economic geography of this cluster. Click on any region for specific regional data or to go to a Region Dashboard. Use the controls on the map to adjust the type of data displayed. Below the map is a set of charts that show the top regions for this cluster.



21

Traded Clusters



Aerospace &
Defense

2.01k



Biopharma

455



Business
Services

18.1k



Construction

1.73k



Distribution &
eCommerce

11.1k



Education



Hospitality and Tourism

NUMBER EMPLOYED IN THIS CLUSTER

12,564

SUBCLUSTERS

Spectator Sports, Amusement Parks and Arcades,
Cultural and Educational Entertainment,
Gambling Facilities, Other Tourism
Attractions, Accommodations and
Related Services, Tourism...

[Go to Region's Cluster Dashboard](#) ▶

X

Marketing



Electricity
and Power

445



Financial
Services

3.48k



Furniture

760



Information
Technology

6.00k



Insurance

3.25k



Jewelry



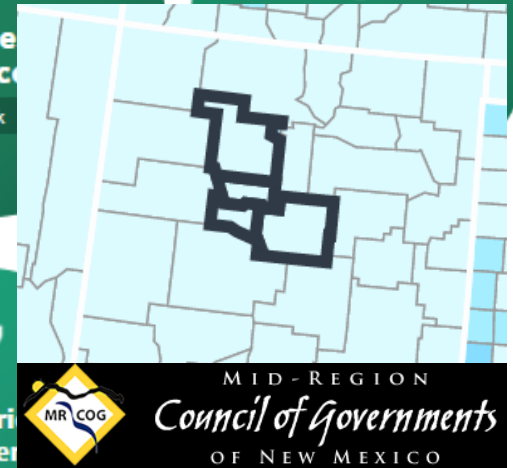
Lighting



Medical
Devices



Metal
Mining



MID-REGION

Council of Governments

OF NEW MEXICO

Analyze measures of economic diversity for counties in your EDD and benchmark your EDD to other EDDs.

Data tool developed for ARC counties but data available for all counties in US.

Identify peer counties for benchmarking and potential info sharing.

Economic Diversity in Appalachia

A Research Report and Economic Development Tool

Home County Profiles Compare Counties Reports and Guide About


Welcome!

This website, created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness, provides diversity and demographic data for all 3,100+ U.S. counties. This site is based on research for and serves as a companion to the report "Economic Diversity in Appalachia: Metrics, Tools, Strategies and Guides." Use the buttons below for more information.

[About this site](#) [Read the report](#) [Read the user guide](#)

Select a State: Select a County:

Autauga County, AL



Key Facts

County Characteristics

County Character: Mixed Rural ☐

Appalachian County? No ☐

Counties Similar to Autauga County:

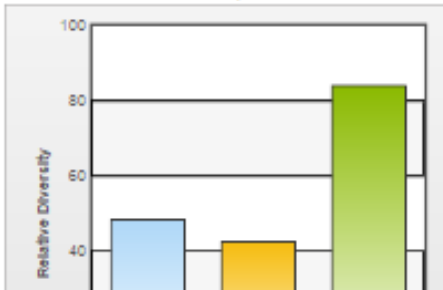
- Lincoln County, MO ☐
- Androscoggin County, ME ☐
- Rankin County, MS ☐
- Licking County, OH ☐
- Columbia County, OR ☐

Diversity Measures

County **Commuting Shed** **Development District**

Measures of the mix of economic and workforce activity across Autauga County's local development district (**Central Alabama Regional Planning and Development Commission**). Development districts are regional development organizations that perform a variety of planning, economic development, or transportation functions across county boundaries. Common names for these organizations include Councils of Government, Economic Development Districts, Local Development Districts, and Regional Planning Commissions.

Development District Diversity (percentile ranking compared to all other development districts)



Development District	Relative Diversity (approximate)
Blue	48
Yellow	42
Green	85

THE FLORIDA SCORECARD

FLORIDA ECONOMIC DEVELOPMENT DISTRICTS

in partnership with The Florida Regional Councils Association and Florida Chamber Foundation



OR
Select one of the
SIX PILLARS
to explore the statewide data

Choose a Pillar...

FLORIDA 2013
CIVIC & GOVERNANCE SYSTEMS
Registered 501(c)3
Organizations, Public and
Private Foundation Charities
71.1k

FLORIDA 2013
**INNOVATION & ECONOMIC
DEVELOPMENT**
Trade Exports
\$67.9b

[VIEW FLORIDA'S DATA](#)

Explore creative ways to link EDD
efforts statewide to tell a story
about wider impact of CEDS.

<http://floridarpcscorecard.com>



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Region 2000 Local Economy Dashboard

OVERVIEW

GENERAL ECONOMIC PERFORMANCE

TALENT DEVELOPMENT

KEY INDUSTRY PERFORMANCE

ENTREPRENEURSHIP & INNOVATION

REGIONAL EQUITY

QUALITY OF LIFE

Regional Performance Indicators

Welcome to the Region 2000 Local Economy Dashboard. This website provides a snapshot of how the local economy is performing in Virginia's Region 2000, a 2,000 square mile area composed of the city of Lynchburg; the counties of Amherst, Appomattox, Bedford and Campbell; and the towns of Altavista, Amherst, Appomattox, Bedford, and Brookneal.

The Dashboard provides independent and objective data on how the Region 2000 economy is performing in six key areas. It covers recent trends and will be updated on a regular basis. It is designed to track local economic performance and to spark local conversations about building a more competitive regional economy.

Performance Indicator Key

Arrow indicates that Region 2000 performance is:

- ↑ improving or strong
- ↔ unchanged or similar
- ↓ declining or weak

when compared to Virginia and the United States

GENERAL ECONOMIC PERFORMANCE

- ↓ Labor Force Size
- ↔ Average Annual Wage
- ↔ Gross Domestic Product

KEY INDUSTRY PERFORMANCE

- ↔ Manufacturing Employment
- ↔ Healthcare Employment
- ↑ Higher Education Employment Growth
- ↑ Economic Impact of Domestic Tourism

REGIONAL EQUITY

- ↔ Unemployment Rate
- ↓ Poverty Rate
- ↔ Closings

TALENT DEVELOPMENT

- ↓ Educational Attainment Rates
- ↑ High School Students Participating in Career and Technical Education Programs
- ↓ High School Students Post-Graduation Intentions
- ↑ Graduates from the Region's Six Institutions of Higher Education

ENTREPRENEURSHIP & INNOVATION

- ↔ New Business Starts
- ↔ Stage II Establishments
- ↑ Small Business Innovation Research (SBIR) Grants
- ↔ STEM Employment
- ↔ Broadband Access
- ↔ Churn Rate

QUALITY OF LIFE

- ↑ Cost of Living
- ↑ New Housing Costs
- ↑ Average Commute Time
- ↑ Jobs-Employed Residents Ratio



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Region 2000 Local Economy Dashboard

OVERVIEW

GENERAL ECONOMIC
PERFORMANCE

TALENT
DEVELOPMENT

KEY INDUSTRY
PERFORMANCE

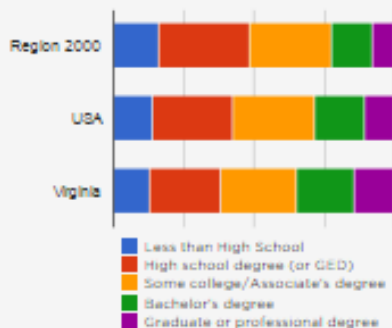
ENTREPRENEURSHIP
& INNOVATION

REGIONAL
EQUITY

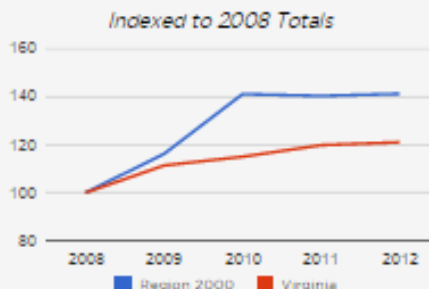
QUALITY
OF LIFE

These indicators track the capacity and skills of the region's workforce. The region's talent level is the key ingredient for future economic prosperity.

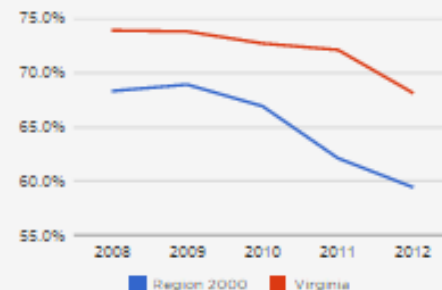
Educational Attainment Rates



High School Students Participating in Career and Technical Education Programs



High School Students Post-Graduation Intentions



Graduates from the Region's Six Institutions of Higher Education

14,686



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Region 2000 Local Economy Dashboard

OVERVIEW

GENERAL ECONOMIC
PERFORMANCE

TALENT
DEVELOPMENT

KEY INDUSTRY
PERFORMANCE

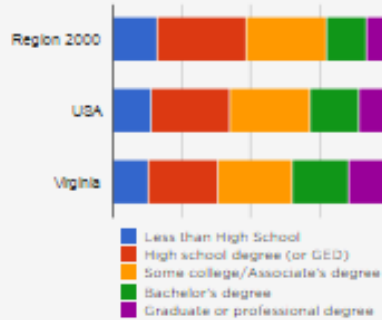
ENTREPRENEURSHIP
& INNOVATION

REGIONAL
EQUITY

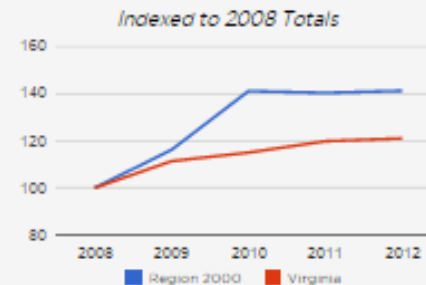
QUALITY
OF LIFE

These indicators track the capacity and skills of the region's workforce. The region's talent level is the key ingredient for future economic prosperity.

Educational Attainment Rates



High School Students Participating in Career and Technical Education Programs



What Does it Measure?

This measure shows the number of high school students training for and looking to enter careers in the trades and other technical fields.

How is Region 2000 Performing?

The number of CTE program completions by Region 2000 increased by 40 percent between the years 2008 and 2012, a rate twice as fast as the state as a whole.

What Does it Mean?

This measure indicates that Region 2000 is doing very well at encouraging high school students to complete career and technical education programs. The high number of completions shows that the region will be better positioned to supply a ready pool of potential workers for trades and technical fields. Most analysts predict that these middle skill jobs will be among the fastest growing occupations in future years. This strong performance suggests Region 2000 is well situated to compete for these jobs.

Source: Virginia Department of Education, 2008-2012

Don't stop with data!

Use the website to link goals, strategies, activities (implementation) to key regional/local metrics.

Many publications available for you to learn about how to link planning approaches, case studies, and peer exchange possibilities to strengthen CEDS.

BUILDING ECONOMIC RESILIENCE IN THE KERR-TAR REGION

Recommendations for Linking Comprehensive Economic Development Strategies
and Hazard Mitigation Plans



Winter 2015

Kerr-Tar
Regional Council
Of Governments

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NATIONAL ASSOCIATION OF DEVELOPMENT ORGANOLOGISTS
RESEARCH FOUNDATION

 **CENTER FOR HAZARDS RESEARCH
AND POLICY DEVELOPMENT**

Regional Approaches to Sustainable Development:

Linking Economic, Transportation, and Environmental
Infrastructure in Rural and Small Metropolitan America



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NATIONAL ASSOCIATION OF DEVELOPMENT ORGANOLOGISTS
RESEARCH FOUNDATION

In Partnership with the Federal Highway Administration

September 2011

CEDS Outline: Recommendation

- Vision Statement

- Call to Action

Why

Summary
background &
SWOT analysis

- SMART Goals

What

Evaluation
framework

- Strategies

- Actions

How

Strategic direction
& action plan

I. Executive Summary

a. Vision Statement

b. What is [EDD]?

c. What is a CEDS?

d. Why are you doing this?—the “call to action”

- Economic Conditions/SWOT Finding #1
- Economic Conditions/SWOT Finding #2
- Economic Conditions/SWOT Finding #3

e. What will you accomplish?

- SMART Goal #1
- SMART Goal #2
- SMART Goal #3

f. How will you do it?

- SMART Goal #1 – Strategy or Project
- SMART Goal #2 – Strategy or Project
- SMART Goal #3 – Strategy or Project



S.M.A.R.T.

Goals should be used for each critical condition and should be specific, measurable, achievable, relevant and time-based.

Executive Summary

A Comprehensive Economic Development Strategy (CEDS) is more than a mandatory report for opening doors to federal funding, especially through the U.S. Economic Development Administration (EDA). It should be an opportunity to formulate effective strategies that transform a region's economy by creating or retaining wealth and increasing prosperity.

However, too often a CEDS is perceived as a compilation of the region's needs and wish list of proposed projects, without an analysis of the trends and conditions that impact a region's current economic landscape and without asset-based strategies to improve these conditions. And too often, the CEDS focuses on the number of jobs created, while failing to recognize that not all jobs have equal value.

To foster meaningful economic development, the national network of 380 EDA-designated Economic Development Districts (EDDs) should strive for a more sophisticated approach to setting, measuring and meeting goals than simply counting job growth, which does not accurately determine whether a region is growing its economy in the right direction.

What is the “right” direction? It is job growth that is in balance with a comprehensive vision that leverages the unique assets of a regional economy. A balanced approach to economic development also focuses on wealth creation and retention, improving quality of place, fostering a climate of innovation, and growing overall regional prosperity. This is why job growth is only one metric used by VITAL. Economy in a broader, yet targeted set of indicators called performance metrics.

Growing the right kinds of jobs requires a region to set its community and economic development conditions in context. This involves understanding and measuring trends, defining the region's current economic conditions, and establishing measurable goals. As every region is unique, each region should use tailored and slightly different measures. These metrics should address:

- Which conditions are important?
- Which trends need to be reversed?
- Which assets are available to be leveraged?
- How will a strategy help achieve the economic vision?

Examples of critical conditions hampering economic growth include high levels of poverty, low average wages, low educational attainment, out-migration of healthcare services, aging workforce, and below-average broadband demand/speed/access.

Taking the critical conditions into account, a growing number of regional economic development policy makers, practitioners, and stakeholders are adopting the necessary discipline to establish best practice performance metrics to guide their CEDS development, design, and implementation path.

To be effective, the CEDS cannot focus solely on what a region lacks or needs. It must also focus on a region's unique assets and competitive advantages, as these will drive future economic success. To fully leverage a region's unique tangible and intangible assets as the foundation for transformative economic strategies, it is vital for regions to benchmark current conditions, yet also set measurable S.M.A.R.T. goals to monitor progress and adjust strategies and tactics as needed.

This white paper discusses how performance metrics can be used to create a more effective CEDS for a regional economy. It includes real-life examples of how performance metrics have been used by various Economic Development Districts (EDDs) and other regions assisted by VITAL. Economy to address unique conditions and transform their region's economic performance. It also demonstrates how performance metrics are the first critical step in creating meaningful strategies in a CEDS and how they can improve an economic region's ability to meet the new NADO's Seven Principles of CEDS Standards of Excellence (Appendix A).

“We will no longer think, think, think; we will think and act, and get results.”

*Michael Aube, President
Eastern Maine Development Corporation*

II. Summary Background (Economic Conditions)

- a. Brief introduction of region—location, component counties/cities, population, etc.
- b. Recent timeline of major economic events (providing context)
- c. Key industries or clusters (with company features)
- d. Key regional trends—demographic, economic, social (tied to SWOT)
- e. Assets providing competitive advantage

III. SWOT Analysis

- a. Strengths
- b. Weaknesses
- c. Opportunities
- d. Threats

IV. The Plan: SMART Goals, Objectives, Strategies, Actions

a. SMART Goal #1

i. Strategy 1.1

1. Action 1.1.1
2. Action 1.1.2
3. Action 1.1.3

ii. Strategy 1.2

1. Action 1.2.1
2. Action 1.2.2
3. Action 1.2.3

iii. Strategy 1.3

1. Action 1.3.1
2. Action 1.3.2
3. Action 1.3.3

V. Evaluation Framework

SMART goals are your performance measures. Hypothetical example: “Increase the primary working age population of Region X by 10% by 2019.” Make sure you have at least one SMART goal that tracks private investment and jobs created/retained to satisfy EDA’s GPRA reporting requirements.

VI. Strategic Projects

Include at least one project of “regional significance” that corresponds to each SMART goal. You know your boards, communities, and stakeholders best so what you do with the longer “project list” is up to you. If you decide to list all projects here, make sure you do it in a format that doesn’t look like a laundry list—i.e. organize them under SMART goals so they at least fit the format of the plan.

Questions?

- **Please type your questions in the question box on the side of your screen.**
- The webinar recording and slides will be available at www.nado.org.
- NADO's CEDS Resilience Library: www.nado.org/resources/ceds-library
- Contact information:
 - Megan McConville, mmcconville@nado.org
 - Brett Schwartz, bschwartz@nado.org
 - David Ives, dives@eda.gov
 - Brian Kelsey, bkelsey@nado.org
- **Our next webinar:** Building Economic Resilience in Your Community: Linking Economic Development and Hazard Mitigation Planning, March 17 from 2:00 pm – 3:15 pm ET. Register: <https://attendee.gotowebinar.com/register/7565064775249115906>