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2016

TAKING A STAND

FOR REGIONAL DEVELOPMENT

NADO
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS

PROGRAM GUIDE

2016 ANNUAL TRAINING CONFERENCE

October 15-18 | San Antonio, TX



Conference Registration and Information Center

The Conference Registration and Information Center will be located in the **Rio Grande Foyer** on Friday and Saturday. It will be located in the **Los Rios Foyer** on Sunday, Monday, and Tuesday.

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

REGISTRATION SCHEDULE

Fri., October 14 4:00 – 6:00 p.m.

Sat., October 15 8:30 a.m. – 5:00 p.m.

Sun., October 16 8:00 a.m. – 5:00 p.m.

Mon., October 17 7:00 a.m. – 5:00 p.m.

Tues., October 18 8:00 a.m. – 5:00 p.m.

EXHIBITORS

Community Roots, LLC
Esri
MarksNelson
NADO
NADO Research Foundation
New Mexico Association of Regional Councils
Orton Family Foundation
Retail Strategies
Rural Assistance Center
Technical Assistance for Brownfields Partners
U.S. Department of Defense
Visit Anchorage Alaska

SPONSORS

Alamo Area Council of Governments
Appalachian Regional Commission
Brazos Valley Council of Governments
Esri
Federal Highway Administration
New Mexico Association of Regional Councils
Southwest Region Executive Directors Association
Texas Association of Regional Councils
Three Rivers Planning and Development District
VC3

TABLE OF CONTENTS

Schedule at a Glance	4
Full Agenda	7
NADO Staff and Consultants	18
Speaker and Moderator Contact Information	20
2016 Innovation Winners	22
2016 Photo Contest Winners	24
AICP CM Credits Information	26
Kentucky Officials Training Credit	26
2016 Annual Business Meeting Agenda	27
2015–2016 Executive Committee	27
2016–2018 Board of Directors	28
NADO Members	30
2016 National RPO Council of Peers Members	33
NADO Presidents	34
Future NADO Conferences	35

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



LETTER FROM THE PRESIDENT

Dear NADO members and friends:

Welcome to San Antonio and NADO's 2016 Annual Training Conference, *Taking a Stand for Regional Development*. As NADO's President and Executive Director of the Northwest New Mexico Council of Governments, I am very proud that NADO has once again chosen to hold this educational and exciting annual event in my home region!

ATC 2016 offers each of us many opportunities to share our experiences, seek peer-to-peer solutions to particular challenges, hear about new approaches and strategies, and share our innovative approaches to regional development. The energy at this conference will be present from start to finish: I encourage you all to take advantage of the expertise and experiences of your peers and our expert speakers while you are here.

The NADO team has developed a wonderful mix of educational opportunities: mobile workshops, learning labs, conversation cafés, and plenary and concurrent sessions. Many chances to network with peers are woven into the agenda to encourage information and idea-sharing. There is a unique combination of sessions and speakers that blends economic development practitioners with expert subject matter trainers.

The NADO Board and I are excited that Assistant Secretary of Commerce for Economic Development Jay Williams is joining us during his final months at the helm of EDA. He has been a proven champion for regional economic development and his obvious and committed support of NADO has not gone unnoticed. We hope you all will take a few moments to thank him for his strong support of the work that you all do across your regions.

Please note the occasions for NADO members to participate in our organization's governance and operations: the 2016 Annual Business Meeting on Tuesday afternoon which will be followed immediately by a Board of Directors meeting. We encourage you to attend these to hear from the association's leadership and staff and learn more about the

programs and services your association is currently engaged in to promote and enhance regional development across the nation.

NADO's ATC is all about networking with peers to exchange information and ideas, and the Annual Innovation Awards Roundtable Reception provides a perfect opportunity. Please plan to celebrate the accomplishments of the 2016 Innovation Awardees on Monday afternoon and learn about best practices in regional development across the nation.

NADO's Executive Committee and Board of Directors appreciate your continued support of your national membership organization, and we are excited that so many of our members, federal partners, and others engaged in economic development have joined us here in San Antonio for our 49th Annual Training Conference.

Very sincerely,

Jeff Kiely
NADO President
Executive Director
Northwest New Mexico Council of Governments



Jeff Kiely, NADO President

NADO THANKS EACH OF THE SUPPORTING ORGANIZATIONS AND EXHIBITORS FOR PARTICIPATING IN THIS CONFERENCE.





NADO SCHEDULE AT-A-GLANCE

★ FRIDAY, OCTOBER 14TH

4:00 – 6:00 p.m.
Conference Registration **Rio Grande Foyer**

★ SATURDAY, OCTOBER 15TH

8:30 a.m. – 5:00 p.m.
Conference Registration **Rio Grande Foyer**

8:30 – 11:00 a.m.
Executive Committee Meeting **Chula Vista Boardroom**

9:00 a.m. – 4:00 p.m.
Learning Lab - Creating Wealth in
Regional Economies **Rio Grande East**

9:00 a.m. – Noon
Learning Lab - Becoming Your Best: New Executive
Director Training **Rio Grande Center/West**

1:00 – 3:30 p.m.
NADO Board of Directors Work Session **Regency West**

2:00 – 4:00 p.m.
Concurrent Learning Labs
• Positioning Your RDO for the Future: Executive
Director Training **Rio Grande Center/West**
• Rural Climate Dialogues: Developing
a Citizen-Based Response **Chula Vista Boardroom**

5:00 – 6:00 p.m.
NADO Board of Directors Reception **Garden Terrace**
New NADO members, new NADO Board Members, and
new Executive Directors are invited to meet the NADO Board
of Directors at this informal reception.

6:00 p.m.
Young Professionals Meetup **Lobby Bar**
Snacks provided by NADO, ambiance (and beverages)
provided by any young professional interested in meeting
up with peers to talk shop and then head out for dinner at a
restaurant of your choice.

★ SUNDAY, OCTOBER 16TH

8:00 a.m. – 5:00 p.m.
Conference Registration **Los Rios Foyer**

8:30 – 11:00 a.m.
SERDI Council of Peers Meeting **Regency East 1**

8:30 a.m. – 12:30 p.m.
Mobile Workshop - UNESCO World Heritage Site:
San Antonio Mission Tour **Hotel Lobby**

9:00 – 10:00 a.m.
Coffee with NADO Executive Committee **Regency Foyer**

10:00 a.m. – 12:00 p.m.
Concurrent Learning Labs
• CEDS 101 **Rio Grande Center/West**
• Strategies for Supporting Rural
Entrepreneurship **Regency East 2 – 3**
• The Defense Economic Adjustment Program **Rio Grand East**

1:00 – 3:30 p.m.
Concurrent Learning Labs
• Learn the Identity of Your Community & Reach
Those Missing Voices **Rio Grande Center/West**
• Building a Healthy Workforce
Ecosystem **Rio Grande East**
• Regional Council Board of Directors
Boot Camp **Regency East 2 – 3**

3:45 – 5:15 p.m.
Membership Regional Caucus Meetings
All NADO members are encouraged to attend their regional
caucus meeting. Regional caucuses meet three times a year
(during the ATC, the Washington Policy Conference, and the
summer board meeting). You can learn about the work your peers
are doing in their regions, as well as contribute your ideas for
NADO's future. Meeting rooms are all on the Hill Country Level.
• East Region **Nueces**
• Central Region **Frio**
• Midwest Region **Live Oak**
• Southeast Region **Pecan**
• Southwest Region **Pecos**
• West Region **Mesquite**

6:00 – 7:30 p.m.
Opening Reception
Taking a Stand for Peer Networking **Regency Ballroom**
Join your peers for conversation and catching up over light
snacks and beverages.

★ MONDAY, OCTOBER 17TH

7:00 a.m. – 5:00 p.m.
Conference Registration **Los Rios Foyer**

7:00 – 8:15 a.m.
DDAA Breakfast **Regency East 1 – 3**
Invitation only for staff from the 73 LDDs serving the 420
counties of the Appalachian region. Presentations will start at
7:45 a.m.

8:30 – 10:00 a.m.
Opening Plenary - Taking a Stand for
Regional Development **Regency Center/West**

10:00 a.m. – 12:00 p.m.
Mobile Workshop - Linking History, Culture, and Commerce:
the San Antonio Riverwalk **River Level Lobby**

10:00 – 10:15 a.m.
Networking Break **Regency Foyer**

10:15 – 11:45 a.m.
Concurrent Sessions
• Building Tomorrow's Workforce
(Today) **Rio Grande Center/West**
• Regional Broadband Development **Rio Grande East**
• Creative Public Engagement Methods **Regency East 1 – 3**
• Conversation Café: Overtime Rule **Chula Vista Boardroom**

12:00 – 1:30 p.m.
Keynote Luncheon **Regency Center/West**

1:30 – 4:30 p.m.
Mobile Workshop - Laying the Foundation for
San Antonio: A Tour of the City's Quarry
Redevelopment Projects **Hotel Lobby**

1:30 – 4:00 p.m.
Mobile Workshop - Pearl District: Revitalization
Success Story **Hotel Lobby**

1:45 – 3:15 p.m.
Concurrent Sessions
• OMB Guidelines **Rio Grande Center/West**
• Collaborating to Improve Transportation & Economic
Development **Rio Grande East**
• Conversation Café: What's New in
Aging Programs? **Chula Vista Boardroom**

1:45 – 3:15 p.m.
Mini-Learning Lab - Brown is the New Green:
The Value Green Infrastructure Brings to
Brownfields Revitalization **Regency East 1 – 3**

2:00 – 4:00 p.m.
Mobile Workshop - Linking History, Culture, and Commerce:
the San Antonio Riverwalk **River Level Lobby**

3:15 – 3:30 p.m.
Networking Break **Regency Foyer**

3:30 – 4:30 p.m.
Concurrent Sessions
• Data Drive Decision-making Tools for Business
& Community Development **Rio Grande East**
• Mini-Learning Lab: The Latest on Funding for
Brownfields Redevelopment **Regency East 1 – 3**
• Indirect Cost Rate Negotiating **Rio Grande Center/West**

3:30 – 5:00 p.m.
Nominating Committee **Chula Vista Boardroom**

5:00 – 6:30 p.m.
Innovation Awards Reception **Regency Center/West**
All attendees are invited to attend this reception and learn
about the 2016 Innovation Award winning projects.

★ TUESDAY, OCTOBER 18TH

8:00 a.m. – 5:00 p.m.
Conference Registration **Los Rios Foyer**

8:30 – 10:30 a.m.
Mobile Workshop - Port San Antonio **Hotel Lobby**

9:00 – 10:15 a.m.
Concurrent Sessions
• Developing a Media Relations Strategy ... **Rio Grande East**
• Moving Towards Resilience **Rio Grande Center/West**
• Addressing Health through Regional Planning and
Development Strategies **Regency East 1 – 3**
• Conversation Café: Building the
Local Workforce **Chula Vista Boardroom**

10:15 – 10:30 a.m.
Networking Break **Regency Foyer**

10:30 a.m. – 12:00 p.m.
Concurrent Sessions
• Promoting Place-based Initiatives, Promoting Strong
Economies **Rio Grande East**
• Bike/Ped Initiatives and Economic
Development **Rio Grande Center/West**
• Helping Small Businesses Succeed **Regency East 1 – 3**
• Conversation Café: Staff Retention
Strategies **Chula Vista Boardroom**

NADO SCHEDULE AT-A-GLANCE (CONTINUED)

★ TUESDAY, OCTOBER 18TH (CONT'D)

10:30 a.m. – 12:45 p.m.

Mobile Workshop - The Future of Work: Collaborative Workspaces and the New Economy.....**Hotel Lobby**

12:00 – 1:45 p.m.

Lunch on Your Own

1:45 – 2:45 p.m.

Closing Plenary Session:

Navigating the Changing Economic and Demographic Realities of the 21st Century.....**Regency Center/West**

3:00 – 5:00 p.m.

Annual Business Meeting.....**Rio Grande Center/West**
NADO Board of Directors Meeting.....**Regency East 1 – 3**
The Annual Business Meeting and Board of Directors Meeting are open to ALL NADO members. We encourage you to attend!

5:00 – 6:00 p.m.

Innovation Award Photo Session.....**Blanco**

6:30 – 7:00 p.m.

Reception / Cash Bar.....**Regency Foyer**

7:00 – 8:30 p.m.

President's Award Dinner**Regency Ballroom**
The conference will conclude with a cash bar and dinner that will include the President's Award, an annual event that recognizes an individual for his or her contributions to regional development.

Stay Connected at the ATC

Stay connected during the conference using the free Wi-Fi throughout the conference area!

**SSID: Hyatt Meeting
Password: Hyattm33ting**

Once you are on the network, open the internet browser, agree to the terms and conditions, enter the access code, hit submit and you'll be connected!



Attend the Innovation Awards Reception on Monday at 5:00 p.m.

(Regency Center/West) Learn about four winning projects, and enter the drawing to win a fabulous basket of goodies from the Anchorage Convention and Visitors Bureau (don't worry...shipping will be provided!). Check your registration envelope for your personalized raffle card. You must be present to win!



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Tweeting about the conference?
Use the hashtag #NADOATC.

NADO.ORG



NADO ATC 2016 FULL CONFERENCE SCHEDULE

Speaker presentations will be posted to
nado.org/events/2016-annual-training-conference

★ FRIDAY, OCTOBER 14TH

4:00 – 6:00 p.m.

Conference Registration.....**Rio Grande Foyer**

★ SATURDAY, OCTOBER 15TH

8:30 a.m. – 5:00 p.m.

Conference Registration.....**Rio Grande Foyer**

8:30 – 11:00 a.m.

Executive Committee Meeting**Chula Vista Boardroom**

9:00 a.m. – 4:00 p.m.

Learning Lab:

Creating Wealth in Regional Economies.....**Rio Grande East**
Learn about identifying assets, extending your partnerships, and building wealth through local and regional development efforts such as the CEDS and other comprehensive plans. The demand-centered economic development framework discussed in this session helps regions boost their prosperity, increase self-reliance and economic resilience, enhance existing and emerging sectors, and bring better opportunities for jobs and income to communities. This session will be beneficial for economic development staff, executive directors, and local officials. (Please note there is an additional fee of \$75 to attend this session. Check with the NADO registration desk for further details.)

Melissa Levy, Principal and Owner, Community Roots, LLC, Hinesburg, VT

9:00 a.m. – Noon

Learning Lab:

Becoming Your Best: New Executive Director Training.....**Rio Grande Center/West**
Whether you have been on the job for 3 days or 3 years, you probably feel as if you have a long way to go in terms of feeling comfortable as an RDO executive director. This session was developed by a former RDO executive director who went through many of the same situations you are facing today. Not only will he share his experiences, but he will walk you through a series of group exercises aimed at helping you develop skills needed to navigate through tough situations, better communicate with your many audiences (staff, board, funders, stakeholders), overcome the angst of transitioning from peer to boss, engage your staff, maintain current programs while bringing on new ones, hone in on your "inner leader" skills and talents, and much more. New executive directors, and those in need of a re-charge, will find the content and conversation extremely valuable.

Steve Etcher, Manager, Location Strategies, MarksNelson, Kansas City, MO

1:00 – 3:30 p.m.

NADO Board of Directors | Work Session.....**Regency West**
Discussion about the Presidential Transition

Facilitator: Terry Sullivan, Ph.D., Associate Professor, UNC-Chapel Hill, NC



NADO ATC FULL CONFERENCE SCHEDULE (CONTINUED)

2:00 – 4:00 p.m.

Concurrent Learning Labs:

Positioning Your RDO for the Future: Executive Director Training **Rio Grande Center/West**
This session could almost be called “The How-to Workshop”—it is designed to help RDO executive directors, those new to the position as well as those who’ve been at the helm for a while, learn how to seek active participation from the private sector; identify and recruit “good” board members; secure new pots of funding; recruit and train talent; deal with problem staff; motivate staff to be a team; propose, and get, a member dues increase; and other valuable management concerns. Attendees will hear from the trainer, as well as engage in peer-to-peer problem solving.

Steve Etcher, Manager, Location Strategies, MarksNelson, Kansas City, MO

Rural Climate Dialogues: Developing a Citizen-Based Response **Chula Vista Boardroom**
Rural communities are at risk to be disproportionately affected by the direct impacts of climate change and by efforts to mitigate climate change. Learn more about the Rural Climate Dialogues, organized by the Jefferson Center and the Institute for Agriculture and Trade Policy, which use the innovative and time-tested Citizens Jury method to bring together a microcosm of the community to generate a shared community response to climate change and extreme weather events. Learn how the process has depoliticized climate change, connected climate policy with rural economic development concerns, empowered three rural communities forward to address their unique concerns, and identified cross-agency opportunities for improving programs and policies to better enable local governments to mitigate and adapt to climate change.

Anna Clausen, Director, Rural Strategies, Institute for Agriculture and Trade Policy, Minneapolis, MN

Andrew Rockway, Program Director, Jefferson Center, St. Paul, MN

5:00 – 6:00 p.m.

New Directors/New Board Members/New Members Reception **Garden Terrace**
Hosted by the NADO Board of Directors

6:00 p.m.

Young Professionals Meetup **Lobby Bar**
Snacks provided by NADO, ambiance (and beverages) provided by any young professional interested in meeting up with peers to talk shop and then head out for dinner at a restaurant of your choice.



SUNDAY, OCTOBER 16TH

8:00 a.m. – 5:00 p.m.

Conference Registration **Los Rios Foyer**

8:30 – 11:00 a.m.

SERDI Council of Peers Meeting **Regency East 1**
SERDI Council of Peers members will meet over breakfast.

8:30 a.m. – 12:30 p.m.

Mobile Workshop:

UNESCO World Heritage Site: San Antonio Mission Tour **Hotel Lobby**
In 2015, the San Antonio Missions were designated as a UNESCO World Heritage Site, in recognition of their historical significance in indigenous and Spanish cultures in Texas. The historical sites also include active churches and farmlands, living quarters, granaries, workshops, kilns, wells, perimeter walls, a cattle ranch and irrigation systems that are still

functioning. Today, tourism to the San Antonio Missions National Historical Park resulted in over \$75 million in visitor spending in local communities in 2015. Learn about the sites’ history as well as the heritage application process and how the missions fit into the city’s and region’s plans for the future.

9:00 – 10:00 a.m.

Coffee with NADO Executive Committee **Regency Foyer**
Stop by the conference registration area, grab a cup of coffee and visit with NADO’s Executive Committee for a few minutes after you register or before you attend a learning lab. This informal coffee break is a great opportunity to get to know NADO’s leadership!

10:00 a.m. – 12:00 p.m.

Concurrent Learning Labs:

CEDS 101 **Rio Grande Center/West**
This session will use the Sonoma-Mendocino Comprehensive Economic Development Strategy as a case study on how to conduct thorough, focused data analysis for regional economic development planning. This workshop will demonstrate how data analysis leads to SMART goals, including a process that involves multiple methods of public involvement such as surveys, interviews, and public workshops. The session will also include hands-on instruction on data analysis with visualization tools.

Brian Kelsey, Principal, CivicAnalytics, Austin, TX

Strategies for Supporting Rural Entrepreneurship **Regency East 2 – 3**
What makes entrepreneurship different in rural places than in larger cities? What resources are needed to support rural entrepreneurs with the guidance and expertise that they need to succeed? How do entrepreneurs contribute to the community, and what barriers do they commonly face? And what does culture, leadership, and local history have to do with it all? This session will highlight strategies for creating and sustaining effective entrepreneurial ecosystems in rural communities and regions through real-world examples, case studies, and interactive small group discussions.

Michael Fortunato, Director, Center for Rural Studies, Sam Houston State University, Huntsville, TX

10:00 a.m. – 12:00 p.m.

Conversation Café

The Defense Economic Adjustment Program **Rio Grande East**
Join staff from DoD’s Office of Economic Adjustment (OEA) for a discussion about the Defense Economic Adjustment Programs and learn more about ways your region can tap into them.

Gary Willis, Program Director, DoD, Arlington, VA

1:00 – 3:30 p.m.

Concurrent Learning Labs:

Learn the Identity of Your Community and Reach Those Missing Voices **Rio Grande Center/West**
Presented by the Orton Family Foundation
This hands-on learning lab will introduce participants to Community Heart & Soul™, a resident-driven community development method. Field-tested for more than a decade, Heart & Soul increases participation in local decision-making and empowers residents to shape their communities based on what matters most. Using experiential exercises, participants will conduct a mini “community network analysis” to identify and engage missing voices; explore how personal stories are used to understand what matters most to a community; and learn strategies for employing a community’s heart and soul to drive local decision-making and action. Resident experts who have gone through the Heart & Soul process will share strategies and techniques from their experience.

Mike Bestor, City Manager (retired), City of Golden, CO

Caitlyn Davison, Associate of Programs and Communications, Orton Family Foundation, Shelburne, VT

Patricia Hart, Vice President, Evaluation, Market Decisions Research, Portland, ME

Kat McQuade, Director of Marketing and Communications, Orton Family Foundation, Shelburne, VT

NADO ATC FULL CONFERENCE SCHEDULE (CONTINUED)

Building a Healthy Workforce EcosystemRio Grande East

It takes more than launching a training program here or there to support economic growth, business retention, and job creation. Multiple stakeholders each offer critical resources, but too often don't communicate or collaborate in a way that maximizes impact and minimizes cost. This session will share approaches, tools, and data that will enable communities to identify and leverage the range of community assets, and position people and skills as a key feature in regional economic development planning.

Joel Simon, Vice President, Workforce and Economic Development, Council for Adult and Experiential Learning, Chicago, IL

Regional Council Board of Directors Boot CampRegency East 2 – 3

Designed for board members at any level of engagement, this fast-paced "boot camp" will leave attendees with a stronger sense of their individual roles and responsibilities as board members, while also increasing their knowledge about board-executive director relationships and building their confidence to better serve their organizations. Attendees will participate in practical, real-life, group exercises aimed at helping them learn how to work through specific problems or challenges. Additionally, they will learn about the typical responsibilities of a regional council board member, with a particular focus on building strong relationships internally and externally. Regional council or EDD board members will benefit from attending this session.

Steve Etcher, Manager, Location Strategies, MarksNelson, Kansas City, MO

3:45 – 5:15 p.m.

Membership Regional Caucus Meetings

All NADO members are encouraged to attend their regional caucus meeting. Regional caucuses meet three times a year (during the ATC, the Washington Policy Conference, and the summer board meeting). You can learn about the work your peers are doing in their regions, as well as contribute your ideas for NADO's future. Meeting rooms are all on the Hill Country Level.

- East RegionNueces
- Central RegionFrio
- Midwest RegionLive Oak
- Southeast RegionPecan
- Southwest RegionPecos
- West RegionMesquite

6:00 – 7:30 p.m.

Opening Reception: Taking a Stand for Peer NetworkingRegency Ballroom
Join your peers for conversation and catching up over light snacks and beverages.

★ MONDAY, OCTOBER 17TH

7:00 a.m. – 5:00 p.m.

Conference Registration Los Rios Foyer

7:00 – 8:15 a.m.

DDAA BreakfastRegency East 1 – 3

Invitation only for staff from the 73 LDDs serving the 420 counties of the Appalachian region. Presentations will start at 7:45 a.m.

8:30 – 10:00 a.m.

Opening Plenary:

Taking a Stand for Regional DevelopmentRegency Center/West

Celebrating the innovative and important work of NADO members, this fast-paced plenary will showcase five projects

that are taking a stand for regional development across their regions. Presentations will be highly visual and will offer succinct overviews, including impact and results, of projects that are proven successes. Focus areas will include promoting entrepreneurial communities, recognizing and supporting creative economies, expanding partnerships to new levels, fostering new industries into viable cluster industries, and reaching new heights for regional prosperity.

Welcome: Jeff Kiely, President, NADO, and Executive Director, Northwest New Mexico COG, Gallup, NM

Diane Rath, Executive Director, Alamo Area COG, San Antonio, TX

Deb Smith, Economic Development Specialist, Clearwater EDA, Lewiston, ID

Loralee Morrow, Regional Planner, Two Rivers-Ottawaquechee Regional Commission, Woodstock, VT

Jason Vincent, Executive Director, Pennyryle ADD, Hopkinsville, KY

Jeff Hagan, Executive Director, Eastern Upper Peninsula PDC, Sault Ste. Marie, MI

Doug Elliott, Executive Director, East Central Iowa COG, Cedar Rapids, IA, Facilitator

10:00 – 10:15 a.m.

Networking Break Regency Foyer

10:00 a.m. – 12:00 p.m.

Mobile Workshop:

Linking History, Culture, and Commerce: the San Antonio RiverwalkRiver Level Lobby

The San Antonio Riverwalk is considered the heart and soul of the city—it is a major visitor attraction that plays a vital role in the city's economy. Just over 11 million people visit the Riverwalk each year, pumping over \$3 billion into the economy, supporting 21,000 jobs, and making tourism one of San Antonio's top five industries. The Riverwalk is also a major part of San Antonio's history. Originally a Public Works Administration project, it is now 15 miles long and gives visitors easy access to museums, historic Missions, historic and art districts, entertainment, and more. This tour will include presentations from the San Antonio River Authority.

10:15 – 11:45 a.m.

Concurrent Sessions:

Building Tomorrow's Workforce (Today)Rio Grande Center/West

This session will look at ways communities, regions, and their partners are working to close the skills gap and meet workforce needs of today's residents and tomorrow's businesses through training, education, outreach, and strategic planning. Learn about replicable strategies that your region can embrace to support employers and employees with meeting their workforce goals.

Jill Foy, Executive Director, Northwest Commission, Oil City, PA

Lloyd Frasier, Executive Director, Northwest Georgia Regional Commission, Rome, GA

Ben Stone, Executive Director, Sonoma County Economic Development Board, Santa Rosa, CA

Joe Barker, Executive Director, Southwest Tennessee Development District, Jackson, TN, Moderator

Regional Broadband DevelopmentRio Grande East

Broadband is essential to economic development and quality of life. Learn about the national lay of the land and existing practices for extending broadband into rural areas. Partnerships with rural telecommunications companies, municipalities, and universities will be discussed, as well as national-level policy updates affecting broadband deployment, including Net Neutrality. Also hear about successes, challenges, and the roles played by regional development organizations in improving broadband access. Executive directors, economic development professionals, local officials, and others will be interested in this session.

Dana Baker, CGO, GVNW Consulting, Inc., Colorado Springs, CO

Tim Armer, Executive Director, North Central New Mexico EDD, Santa Fe, NM

Dawn Hegland, Executive Director, Upper Minnesota Valley Regional Development Commission, Appleton, MN, Moderator

NADO ATC FULL CONFERENCE SCHEDULE (CONTINUED)

Creative Public Engagement MethodsRegency East 1 – 3

Presented by the Orton Family Foundation

This session will highlight creative methods for engaging diverse groups of residents so that everyone can have a say in the future of their community. Hear how towns have used the Orton Family Foundation Community Heart & Soul™ method to involve new voices, and through the process, created plans that both endure and thrive.

Mike Bestor, City Manager (retired), City of Golden, CO

Caitlyn Davison, Associate of Programs and Communications, Orton Family Foundation, Shelburne, VT

Patricia Hart, Vice President, Evaluation, Market Decisions Research, Portland, ME

Kat McQuade, Director of Marketing and Communications, Orton Family Foundation, Shelburne, VT

Conversation Café: Overtime Rule Chula Vista Boardroom

The new overtime rule has great implications to regional development organizations. This informal session will provide an opportunity for attendees to learn from each other as they talk about how they are positioning themselves to follow the rule as well as respond to the impacts it can cause to their budgets and overall organizations.

Richard Hunsaker, Executive Director, Region XII Council of Governments, Carroll, IA, Conversation Leader

12:00 – 1:30 p.m.

Keynote Luncheon Regency Center/West

Introductions: Jeff Kiely, President, NADO, and Executive Director, Northwest New Mexico COG, Gallup, NM

Welcome: Jorge Ayala, Regional Director, Austin Regional Office, U.S. Economic Development Administration

Keynote Address: The Honorable Jay Williams, Assistant Secretary of Commerce for Economic Development, Washington, DC

1:30 – 4:30 p.m.

Mobile Workshop:

Laying the Foundation for San Antonio: A Tour of the City's Quarry Redevelopment Projects Hotel Lobby

San Antonio's limestone quarries have provided the material for some of Texas' most iconic structures, including the Texas Capitol building in Austin and San Antonio's Menger Hotel. Today, many of these former quarries around the city have been redeveloped into residential, retail, entertainment, and sporting venues. On this tour, learn from a local developer and a planner/landscape architect about the public and private sector cooperation and engagement needed to make these projects a success, including the regulatory context of how these projects came to fruition. Participants will drive by and visit a variety of sites, including the Japanese Tea Garden, Trinity University, the San Antonio Zoo, and the Alamo Quarry Market.

1:30 – 4:00 p.m.

Mobile Workshop:

Pearl District: Revitalization Success Story Hotel Lobby

A few miles up the river from downtown sits the Pearl District, a once-industrial neighborhood that has been redeveloped into a chic corner of the city. The Pearl Brewing Company, at the heart of the district, was founded in the 1880s and shut down in 2001, although it had employed a quarter of the city's population at one point. Now the neighborhood is known as a culinary and cultural destination, with restaurants, shops, a boutique hotel in the old brewery, and lively public spaces.

1:45 – 3:15 p.m.

Concurrent Sessions:

OMB Guidelines Rio Grande Center/West

Sponsored by Three Rivers Planning Development District

The federal government's reaching changes to grants management policies greatly impact any entity that receives a federal grant. The new rules affect how federal agencies interact with your organization directly, and how state agencies and other "pass-through entities" make and oversee subawards. Significant changes have been made in longstanding policy areas

affecting grant application, award administration, and audit. This session will highlight the key changes in the federal requirements in layman's terms and will provide an awareness of how to handle them from a position of strength.

Bob Lloyd, Lloyd Consulting Services, Greenville, SC

Martha Shickle, Executive Director, Richmond Regional PDC, Richmond, VA, Moderator

Collaborating to Improve Transportation and Economic DevelopmentRio Grande East

Broad outreach to stakeholders, leveraging planning processes and investments, and connecting transportation to economic resilience and community development outcomes are some of the elements of success from regions implementing projects from multiple modes of transportation. Regional planning and economic development professionals will find useful models from the examples showcased in this session.

Kelly Davila, Director of Regional Services, South Plains Association of Governments, Lubbock, TX

Patricia Steed, Executive Director, Central Florida Regional Planning Council, Bartow, FL

William Molnar, Executive Director, Lower Savannah Council of Governments, Aiken, SC

Carrie Kissel, Associate Director, NADO Research Foundation, Washington, DC, Moderator

Conversation Café: What's New in Aging Programs? Chula Vista Boardroom

Join your peers for an informal conversation about the various programs and services that your organizations offer to meet the needs of the aging populations in your regions.

1:45 – 3:15 p.m.

Mini-Learning Lab:

Brown is the New Green: The Value Green Infrastructure Brings to Brownfields Revitalization Regency East 1 – 3

Brownfields are vacant, underutilized, or contaminated properties that threaten human and environmental health, depress local economies, and reduce local tax revenues. Integrating green storm water infrastructure (GSI) into brownfields redevelopment has emerged as a national best practice, pushing the boundaries of sustainability ever outward and dramatically increasing the economic, environmental, and social benefits that brownfields revitalization can generate. This session will review salient principles of green infrastructure and showcase a GSI Templates tool, a GSI Decision Tree tool, and a basic project pro-forma worksheet that work in both small and large cities to help plan GSI at brownfield sites.

Eugene Goldfarb, Technical Assistance Provider, Center for Hazardous Substance Research, Manhattan, KS

Elizabeth Limbrick, Project Manager, New Jersey Institute of Technology, Newark, NJ

Margaret Renas, Lead, Community and Brownfield Redevelopment, Delta Institute, Chicago, IL

Matt Ward, CEO, Sustainable Strategies DC, Washington, DC

2:00 – 4:00 p.m.

Mobile Workshop:

Linking History, Culture, and Commerce: the San Antonio Riverwalk River Level Lobby

The San Antonio River Walk is considered the heart and soul of the city—it is a major visitor attraction that plays a vital role in the city's economy. Just over 11 million people visit the River Walk each year, pumping over \$3 billion into the economy, supporting 21,000 jobs, and making tourism one of San Antonio's top five industries. The River Walk is also a major part of San Antonio's history. Originally a Public Works Administration project, it is now 15 miles long and gives visitors easy access to museums, historic Missions, historic and art districts, entertainment, and more. This tour will include presentations from the San Antonio River Authority.

3:15 – 3:30 p.m.

Networking Break Regency Foyer

3:30 – 4:30 p.m.

Concurrent Sessions:

Data Drive Decision-making Tools for Business and Community DevelopmentRio Grande East

Sponsored by Esri.

Across America, communities are utilizing location based strategies to develop their local economies and enhance the quality

NADO ATC FULL CONFERENCE SCHEDULE (CONTINUED)

of life of their citizens. Learn how easy-to-use web-based applications can analyze demographic, income, expenditure, education and many other variables to help you effectively attract, develop, and retain a diversity of local businesses.

Katherine Smyth, Solutions Engineer, Esri, Redlands, CA
Michael Monk, CEO, Central Mississippi PDD, Jackson, MS, Moderator

Mini-Learning Lab: The Latest on Funding for Brownfields Redevelopment.....**Regency East 1 – 3**
Brownfields (vacant, underutilized, or contaminated properties) depress local economies and reduce local tax revenues and threaten human and environmental health. Localities across the country have employed a broad array of funding strategies and tools to make their communities more resilient and sustainable. This session will focus on funding opportunities for public/private projects that the “brownfields” designation makes possible. It will include funding strategies as well as specific public and private sources, and suggestions for identifying who, where, and how to competitively seek funding.
Eugene Goldfarb, Technical Assistance Provider, Center for Hazardous Substance Research, Manhattan, KS
Margaret Renas, Lead, Community and Brownfield Redevelopment, Delta Institute, Chicago, IL
Matt Ward, CEO, Sustainable Strategies DC, Washington, DC

Indirect Cost Rate Negotiating.....**Rio Grande Center/West**
Sponsored by Three Rivers Planning Development District
One of the major areas of policy change brought about under the federal grant reform package rolled out by the U.S. Office of Management and Budget (OMB) late last year involves recovery of indirect costs. There is probably no area of federal fund management that is the subject of more misunderstanding than this one. This session will address intent of the new policies from the unique perspective of regional organizations. And it will identify strategies and tactics for how to apply them and assure that the full cost of implementing and administering your federal awards can be recovered.
Bob Lloyd, Lloyd Consulting Services, Greenville, SC
Catherine Dimitruk, Executive Director, Northwest Regional Planning Commission, St. Albans, VT, Moderator

3:30 – 4:30 p.m.
Nominating Committee..... **Chula Vista Boardroom**

5:00 – 6:30 p.m.
Innovation Awards Reception..... **Regency Center/West**
All attendees are invited to attend this reception and learn about the 2016 Innovation Award winning projects.

★ TUESDAY, OCTOBER 18TH

8:00 a.m. – 5:00 p.m.
Conference Registration..... **Los Rios Foyer**

8:30 – 10:45 a.m.
Mobile Workshop:
Port San Antonio..... **Hotel Lobby**
Port San Antonio is redeveloping the former Kelly Air Force Base into a job creation hub. The complex is home to over 70 private and public organizations with a combined employment of over 12,000 people, with concentrations in the aerospace, logistics/manufacturing, and government/military sectors. The inland port offers tenants connections to air, rail, and highway access. Learn about this BRAC redevelopment success story through an on-site presentation and tour of the 1,900-acre site that is still being developed.

9:00 – 10:15 a.m.
Concurrent Sessions:
Developing a Media Relations Strategy.....**Rio Grande East**
Sometimes being executive director of an RDO can place you in the hot seat with your local media. This session will look at situations that three NADO members have experienced that resulted in intense media coverage. Hear about the unique situations and how they were able to work with the local media to inform and educate their communities about specific situations.
Lisa Cooper, Executive Director, Northern Kentucky ADD, Florence, KY
Kevin Byrd, Executive Director, New River Valley Regional Commission, Radford, VA
Nicole Griensewic Mickelson, Executive Director, Region Nine Development Commission, Mankato, MN
Justin Hembree, Executive Director, Land of Sky Regional Council, Asheville, NC, Moderator

Moving Towards Resilience.....**Rio Grande Center/West**
How are communities, businesses, and regions preparing for, responding to, and recovering from natural and man-made disasters? This session will explore effective strategies to foster resilience and strengthen local economies all in an effort to “build back better” following a catastrophic event.
Chris Brown, Executive Director, Ark-Tex Council of Governments, Texarkana, TX
Denise Imbler, Director, Emergency Management Program, Apalachee Regional Planning Council, Tallahassee, FL
Laura Lewis Marchino, Executive Director, Region 9 Economic Development District, Durango, CO
Renee Dycus, Executive Director, Southwest Arkansas Planning and Development District, Magnolia, AR, Moderator

Addressing Health through Regional Planning and Development Strategies.....**Regency East 1 – 3**
Increasingly, regional development organizations are engaging in public health issues. Learn about mobile clinics and partnerships to engage public health in planning and providing opportunities for active living, healthy eating, and a culture of health.
Bret Allphin, Development Director, Buckeye Hills-Hocking Valley RDD, Marietta, OH
Denise Bulat, Executive Director, Bi-State Regional Commission, Rock Island, IL
Debora Glasgow, Executive Director, SWODA, Burns Flat, OK, Moderator

Conversation Café: Building the Local Workforce..... **Chula Vista Boardroom**
Learn about ways that Community Economics Labs Solowork Centers and Technical Training Programs for Primary and Secondary Students are working locally to build strong workforces.
Mark Lautman, Founding Director, Community Economics Lab, Albuquerque, NM, Conversation Leader

10:15 – 10:30 a.m.
Networking Break..... **Regency Foyer**

10:30 a.m. – 12:45 p.m.
Mobile Workshop:
The Future of Work: Collaborative Workspaces and the New Economy..... **Hotel Lobby**
Collaboration, innovation, and participation – these are all attributes at the heart of the New Economy. Collaborative coworking spaces that bring together entrepreneurs, small business owners, freelancers, non-profits, and others all under one roof are helping drive this movement across the country. On this tour, visit two coworking spaces in San Antonio: Geekdom and The Workery. These places are home to some of the city’s most cutting-edge start-ups, social entrepreneurs, and small businesses driving San Antonio’s regional economy. Learn about the philosophy behind these workplaces, how they are working to foster an entrepreneurial community and spirit, and their economic impact on San Antonio.

NADO ATC FULL CONFERENCE SCHEDULE (CONTINUED)

10:30 a.m. – 12:00 p.m.

Concurrent Sessions:

Promoting Place-based Initiatives, Promoting Strong Economies **Rio Grande East**
Learn how the Administration and EDA have invested in place-based strategies aimed at helping local communities and regions respond to the needs and challenges that are unique to their locations and circumstances. This session will provide examples of ways that place-based programs like POWER, IMCP, and Promise Zones are helping communities and regions build strong, healthy economies.

Jackie Gorman, Executive Director, SAGE, San Antonio, TX

Diane Rath, Executive Director, Alamo Area Council of Governments, San Antonio, TX

Jeff Kiely, NADO President, and Executive Director, Northwest New Mexico Council of Governments, Gallup, NM

Nathan Ohle, Senior Advisor, U.S. Economic Development Administration, Washington, DC, Moderator

Bike/Ped Initiatives and Economic Development **Rio Grande Center/West**

Bicycle and pedestrian infrastructure improves mobility and provides amenities to residents and visitors alike, supporting economic development opportunities for tourism and workforce development. Learn about long-distance trails, greenways, special events, and regional planning activities. This session will provide examples to learn from for local officials, executive directors, and economic development and planning professionals.

Cathy Davison, Executive Director, Albemarle Commission, Hertford, NC

Wayne Strickland, Executive Director, Roanoke Valley-Alleghany RC, Roanoke, VA

Ray Collins, Union County Supervisor, New Albany, MS

Evan Williams, Deputy Director, Northwest New Mexico COG, Gallup, NM, Moderator

Helping Small Businesses Succeed **Regency East 1 – 3**

From providing grant writing expertise and technical assistance to packaging financing opportunities and loans, regional development organizations are on the front lines in their communities supporting small businesses in reaching their full potential. Learn about the many ways that RDOs can support small businesses and entrepreneurs which in turn drives the larger regional economy and improves the quality of life for all residents.

Jay Trusty, Executive Director, Southwest Regional Development Commission, Slayton, MN

Ken Rea, Deputy Director, Economic and Community Development, First Tennessee Development District, Johnson City, TN

Brent Ekstrom, Executive Director, Lewis and Clark Regional Development Council, Mandan, ND

Randy Imler, Executive Director, Catawba Regional COG, Rock Hill, SC, Moderator

Conversation Café: Staff Retention Strategies **Chula Vista Boardroom**

Learn from your peers, and share your experiences, about ways to retain staff in highly competitive job markets.

Nancy Robertson, Executive Director, Top of Alabama Council of Governments, Huntsville, AL, Conversation Leader

12:00 – 1:45 p.m.

Lunch on Your Own

1:45 – 2:45 p.m.

Closing Plenary Session:

Navigating the Changing Economic and Demographic Realities of the 21st Century **Regency Center/West**
As RDOs look to the future of their regions, there is much to consider as they develop strategies and solutions aimed at

building strong, resilient, sustainable, and vibrant communities. Taking a look at new approaches to achieving these goals, this session will offer tips for avoiding miscalculated decision-making; outline questions that need to be answered before you can say you have an economic development plan; present new thoughts about strategic planning processes; and address new program approaches to job creation and workforce development.

Mark Lautman, Founding Director, Community Economics Lab, Albuquerque, NM

Jeff Kiely, NADO President, and Executive Director, Northwest New Mexico Council of Governments, Gallup, NM, Facilitator

3:00 – 5:00 p.m.

Annual Business Meeting **Rio Grande Center/West**

NADO Board of Directors Meeting **Regency East 1 – 3**

The Annual Business Meeting and Board of Directors Meeting are open to ALL NADO members. We encourage you to attend!

5:00 – 6:00 p.m.

Innovation Award Photo Session **Blanco**

6:30 – 7:00 p.m.

Reception / Cash Bar **Regency Foyer**

7:00 – 8:30 p.m.

President's Award Dinner **Regency Ballroom**

The conference will conclude with a cash bar and dinner that will include the President's Award, an annual event that recognizes an individual for his or her contributions to regional development.



SAVE THE DATE

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NADO STAFF & CONSULTANTS

EXECUTIVE

Joe McKinney, Executive Director, is responsible for the daily management and operations of NADO and the NADO Research Foundation. He builds and maintains relationships with NADO's strategic partners, including representatives of various federal agencies and national organizations, and key Hill staff. Joe provides overall direction and guidance on all NADO and NADO Research Foundation programs and provides legislative updates nationally, regionally, and locally. He has a BA in Public Policy Analysis from UNC-Chapel Hill and is a candidate for a Master's Degree in Public Administration from UNC-Chapel Hill.

jmckinney@nado.org, 202.624.5947

Ian Schramm, Database Manager/Membership Assistant, is responsible for the implementation of the day-to-day functions of the office. His duties include database management, membership invoicing, and other administrative tasks. Ian holds a BA in Political Science from Temple University and an MA in International Peace and Conflict Resolution from American University's School of International Service.

ischramm@nado.org, 202.624.7841

GOVERNMENT RELATIONS AND LEGISLATIVE AFFAIRS

Susan Howard, Director of Government Relations and Legislative Affairs, conducts legislative and executive branch outreach, advocates for NADO's legislative priorities, and leads NADO's policy development. Susan coordinates NADO News, prepares legislative fact sheets, and makes presentations about NADO's policy priorities. Her primary legislative responsibilities include transportation, EDA, regional commissions, FEMA disaster preparedness, EPA brownfields, appropriations, and budget. She holds a BA in Political Science from Guilford College.

showard@nado.org, 202.624.8590

Josh Shumaker, Legislative Associate, assists on legislative and executive branch outreach, provides advocacy for NADO's legislative priorities, and assists with policy development. Josh's legislative responsibilities include housing and community development, brownfields, aging, workforce, FEMA and emergency preparedness, appropriations, Northern Border Regional Commission (and other regional commissions), and budget. He holds a Master's degree in Public Administration from the University of Memphis and a BA degree from Wofford College.

jshumaker@nado.org, 202.624.8482



RESEARCH FOUNDATION

Laurie Thompson, Deputy Executive Director, assists the Executive Director in planning, designing, implementing and managing the organization's programs and activities including overseeing grant proposals, research, training and conferences, and communications activities. Laurie works with the Executive Director to help secure financial resources for NADO and the NADO Research Foundation, as well as monitor and comply with appropriate budget, financial and reporting requirements. She holds a Master's degree in Health Services Administration from George Washington University and a BA degree in Public Affairs and Government from Mount Vernon College.

lthompson@nado.org, 202.624.5948

Carrie Kissel, Associate Director, manages all aspects of the NADO Research Foundation's Center for Transportation Advancement and Regional Development and RPO America, and NADO's other transportation research and training programs, providing information and capacity building for rural and small metro regional transportation planners. She also manages rural wealth creation and other related economic development capacity building work. Carrie has a MA in Public Anthropology from American University and holds a BA in Anthropology from Ball State University.

ckissel@nado.org, 202.643.9560

Brett Schwartz, Program Manager, manages the Research Foundation's capacity building programs for rural communities and small towns. His work covers topics including economic diversification strategies, the CEDS, asset-based economic development, community engagement, and other areas. Brett is a graduate of the University of Baltimore School of Law where he focused on land use issues. He also holds degrees from Georgetown University and Trinity College, Dublin, Ireland.

bschwartz@nado.org, 202.270.4397

CONSULTANTS

Jackie Bryant, Financial

Tate & Tryon; www.tatetryon.com

Vicki Glass, Meetings and Membership

202.624.8574; vglass@nado.org

Brian Kelsey, Economic Development/CEDS

866.512.3835; civicanalytics.com



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SPEAKERS & MODERATORS*

Allphin, Bret

Development Director/GIS Manager
Buckeye Hills-Hocking Valley RDD
Marietta, OH
740.374.9436
bretallphin@buckeyehills.org

Armer, Tim

Executive Director
North Central New Mexico EDD
Santa Fe, NM
505.395.2668
tima@ncnmedd.com

Baker, Dana

CGO
GVNW Consulting, Inc.
Colorado Springs, CO
719.594.5818
dbaker@gvnw.com

Barker, Joe

Executive Director
Southwest Tennessee DD
Jackson, TN
731.668.6421
jwbarker@swtdd.org

Bestor, Mike

City Manager, Retired
Golden, CO
303.947.0408
mbestor@comcast.net

Brown, Chris

Executive Director
Ark-Tex COG
Texarkana, TX
903.832.8636
cbrown@atcog.org

Bulat, Denise

Executive Director
Bi-State Regional Commission
Rock Island, IL
309.793.6300
dbulat@bistateonline.org

Byrd, Kevin, AICP

Executive Director
New River Valley Planning District
Commission
Radford, VA
540.639.9313
kbyrd@nrpdc.org

Claussen, Anna

Director, Rural Studies
Institute for Agriculture and Trade
Policy
Minneapolis, MN
612.870.3423
aclaussen@iatp.org

Collins, Ray

Union County Supervisor
Three Rivers PDD
Pontotoc, MS
662.489.2415

Cooper, Lisa

Executive Director
Northern Kentucky ADD
Florence, KY
859.283.1885
lisa.cooper@nkadd.org

Davila, Kelly

Director of Regional Services
South Plains Association of
Governments
Lubbock, TX
806.762.8721
kdavila@spag.org

Davison, Cathy

Executive Director
Albemarle Commission
Hertford, NC
252.426.5783
cdavison@albemarlecommission.org

Davison, Caitlin

Associate Director of Programs &
Communications
Orton Family Foundation
Shelburne, VT
720.298.2490
cdavison@orton.org

Dimitruk, Catherine

Executive Director
Northwest Regional Planning
Commission
St. Albans, VT
802.524.5958
cdimitruk@nrpcvt.com

Dycus, Renee

Executive Director
Southwest Arkansas PDD
Magnolia, AR
870.234.4030
renee.dycus@arkansas.gov

Ekstrom, Brent

Executive Director
Lewis and Clark RDC
Mandan, ND
701.667.7624
bekstrom@lewisandclarkrdc.org

Elliott, Doug

Executive Director
East Central Iowa COG
Cedar Rapids, IA
319.365.9941
doug.elliott@ecicog.org

Etcher, Steve

Manager, Location Strategies
MarksNelson
Kansas City, MO
636.359.0114
setcher@mnlocationstrategies.com

Fortunato, Michael

Director, Center for Rural Studies
Sam Houston State University
Huntsville, TX
936.294.4083
mwf005@shsu.edu

Foys, Jill

Executive Director
Northwest Commission
Oil City, PA
814.677.7663
jillf@northwestpa.org

Frasier, Lloyd

Executive Director
Northwest Georgia Regional
Commission
Rome, GA
706.295.6665
lfrasier@nwgrc.org

Glasgow, Debora

Executive Director
SWODA
Burns Flat, OK
580.562.4882
debora@swoda.org

Goldfarb, Eugene

Technical Assistance Provider, EPA TAB
Center for Hazardous Substance
Research
Manhattan, KS
785.532.6519
egoldf1@uic.edu

Gorman, Jackie

Executive Director
SAGE
San Antonio, TX
210.248.9178
jgorman@sagesanantonio.org

Griensewic Mickelson, Nicole

Executive Director
Region Nine Development
Commission
Mankato, MN
507.389.8872
nicole@rndc.org

Hagan, Jeff

CEO
Eastern Upper Peninsula Regional
PDC
Sault Ste. Marie, MI
906.635.1581
jshagan@eup-planning.org

Hart, Patricia, MS

Vice President, Evaluation
Market Decisions Research
Portland, ME
207.462.3819
pat.hart@marketdecisions.com

Hegland, Dawn

Executive Director,
Upper Minnesota Valley Regional
Development Commission
Appleton, MN
320.289.1981
dawn.hegland@umvrdc.org

Hembree, Justin

Executive Director
Land of Sky Regional Council
Asheville, NC
828.251.6622
justin@landofsky.org

Hunsaker, Richard

Executive Director
Region XII COG
Carroll, IA
712.775.7800
rhunsaker@region12cog.org

Imbler, Denise

Director, Emergency Planning Program
Apalachee Regional Planning
Council
Tallahassee, FL
850.488.6211
dimbler@theapc.com

Imler, Randy

Executive Director
Catawba Regional COG
Rock Hill, SC
803.327.9041
rimler@catawbacog.org

Kelsey, Brian

Principal & Founder
Civic Analytics
Austin, TX
866.512.3835
brian@civicanalytics.com

Kiely, Jeff

Executive Director
Northwest New Mexico COG
Gallup, NM
505.722.4327
jkiely@nwnmcog.org

Kissel, Carrie

Associate Director
NADO Research Foundation
Washington, DC
202.643.9560
ckissel@nado.org

Lautman, Mark, CEcD

Founding Director
Community Economics Lab
Albuquerque, NM
505.818.8218
mark@marklautman.com

Levy, Melissa

Principal & Owner
Community Roots, LLC
Hinesburg, VT
802.318.1720
melissa@community-roots.com

Lewis Marchino, Laura, CEcD

Executive Director
Region 9 EDD
970.247.9621
laura@scan.org

Limbrick, Elizabeth

Project Manager, Strategic Initiatives
New Jersey Institute of Technology
Newark, NJ
973.596.5519
limbrick@njit.edu

Lloyd, Bob

Robert M. Lloyd Consulting Services
Greenville, SC
864.235.8680
consultlloyd@aol.com

McQuade, Kat

Director of Marketing and
Communications
Orton Family Foundation
Shelburne, VT
802.495.0864
kmcquade@orton.org

Molnar, William

Executive Director
Lower Savannah Council of
Governments
Aiken, SC
803.649.7981
wmolnar@lscog.org

Monk, Michael

CEO
Central Mississippi PDD
Jackson, MS
601.981.1511
mmonk@cmpdd.org

Morrow, Lorelee, LEED AP BD+C-

Regional Planner
Two Rivers Ottawaquechee Regional
Commission
Woodstock, VT
802.495.0864
lmorrow@trorc.org

Ohle, Nathan

Special Advisor for External Affairs
U.S. EDA
Washington, DC
202.482.7872
Nohle@eda.gov

Rath, Diane

Executive Director
Alamo Area COG
San Antonio, TX
210.362.5200
drath@aacog.com

Rea, Ken

Deputy Director
First Tennessee Development District
Johnson City, TN
423.722.5098
krea@fidd.org

Renas, Margaret, P.E., LEED AP

Lead, Community & Brownfield
Redevelopment
Delta Institute
Chicago, IL
312.651.4335
mrenas@delta-institute.org

Robertson, Nancy

Executive Director
Top of Alabama COG
Huntsville, AL
256.830.0818
nancy.robertson@tarcog.org

Rockway, Andrew

Program Director
Jefferson Center
St. Paul, MN
651.209.7672
arockway@jefferson-center.org

Shickle, Martha

Executive Director
Richmond Regional PDC
Richmond, VA
804.323.2033
mshickle@richmondregional.org

Simon, Joel

VP, Workforce & Economic
Development
Council for Adult and Experiential
Learning
Chicago, IL
312.499.2600
jsimon@cael.org

Smith, Deb, PCED

Economic Development Specialist
Clearwater Economic Development
Commission
Lewiston, ID
208.746.0015
dsmith@clearwater-eda.org

Smyth, Katherine

Solutions Engineer
Esri
San Antonio, TX
210.499.1044
KSmyth@esri.com

Steed, Pat

Executive Director
Central Florida RPC
Bartow, FL
863.534.7130
psteed@cfrpc.org

Stone, Ben

Executive Director
Sonoma County Economic
Development Board
Santa Rosa, CA
707.565.7170
Ben.stone@sonoma-county.org

Strickland, Wayne

Executive Director
Roanoke Valley-Alleghany Regional
Commission
Roanoke, VA
540.343.4417
wstrickland@rvarc.org

Trusty, Jay

Executive Director
Southwest Regional Development
Commission
Slayton, MN
507.836.8574
execdir@swrdc.org

Vincent, Jason

Executive Director
Pennyrile ADD
Hopkinsville, KY
270.886.9484
Jason.vincent@ky.gov

Ward, Matt

CEO
Sustainable Strategies DC
Washington, DC
202.422.2411
Matt.ward@strategiesdc.com

Williams, Evan

Deputy Director
Northwest New Mexico COG
Gallup, NM
505.722.4327
ewilliams@nwnmcog.org

Williams, The Honorable Jay

Assistant Secretary of Commerce for
Economic Development
U.S. EDA
Washington, DC
202.482.5081

Willis, Gary

Program Director
Department of Defense
Arlington, VA
703.697.2176
Gary.o.willis.civ@mail.mil

*as of October 5, 2016



RECOGNIZING INNOVATIVE APPROACHES TO REGIONAL ECONOMIC AND COMMUNITY DEVELOPMENT

ALABAMA

- Lee-Russell Council of Governments, LRCOG-Opelika Main Street Member Network

ARIZONA

- Rural Transportation Advocacy Council, Accelerate Arizona Road Show

ARKANSAS

- Central Arkansas Planning & Development District, Inc., The Arkansas Regional Innovation Hub

CALIFORNIA

- Sonoma County Economic Development Board, Workforce and Talent Development Program

COLORADO

- Region 9 Economic Development District of SW Colorado, SCAPE – Southwest Colorado Accelerator Program for Entrepreneurs

FLORIDA

- Apalachee Regional Planning Council, Planning for Disaster-Resistant Businesses – Franklin County Florida
- Central Florida Regional Planning Council, 2015 Polk County Local Mitigation Strategy Update
- Central Florida Regional Planning Council, Sebring Airport Encouragement Zone/Spring Lake Mixed Use Development (SAEZ/SLMUD) Area Overlay
- North Central Florida Regional Planning Council, Natural Gas Pipeline Safety Training Project

- Tampa Bay Regional Planning Council & East Central Florida Regional Planning Council, Coast to Coast Trail Urban-Rural Overlay Study

GEORGIA

- Coastal Regional Commission, Coastal GeoDesign
- Georgia Association of Regional Commissions, Geospatial Information Office (GIO) for the State of Georgia
- Georgia Mountains Regional Commission, Transition to Success
- Georgia Mountains Regional Commission, Forsyth County Drug Free Communities Project
- Georgia Mountains Regional Commission, City of Toccoa Cemetery Project
- Middle Georgia Regional Commission, E3 Career Jump Start Program
- Middle Georgia Regional Commission, Middle Georgia ... Growing Strong
- Northwest Georgia Regional Commission, Northwest Georgia Regional Workforce Partnership
- Northwest Georgia Regional Commission, Northwest Georgia Mobile Career Center
- River Valley Regional Commission, Talbot County Comprehensive Plan
- Southern Georgia Regional Commission, Area Agency on Aging Improving Quality of Life with Assistive Technology

- Southern Georgia Regional Commission, A Clean Sweep of Data Collection
- Southern Georgia Regional Commission, Pilot Shuttle Program

IDAHO

- Clearwater Economic Development Association, Launch of the Re-emerging North Central Idaho Wine Industry

ILLINOIS

- Bi-State Regional Commission, Fostering Intergovernmental Relationships
- Western Illinois Regional Council, Macomb Transit Facility

INDIANA

- Indiana 15 Regional Planning Commission, Tell City Workforce Development Project

IOWA

- East Central Iowa Council of Governments, USDA Solid Waste Management Project
- Southwest Iowa Planning Council, Small Town Municipal Management and Mentoring

KENTUCKY

- Bluegrass Area Development District, Sanitary Sewers for Burgin, Kentucky
- Green River Area Development District, McLean County Regional Water Commission
- Green River Area Development District, International Economic Summit
- Kentucky Council of Area Development Districts, Kentucky Agricultural Development Information System
- Pennyriple Area Development District, Todd County Career Path Institute
- Pennyriple Area Development District / Pennyriple Area Agency on Aging and Independent Living, Kentucky Veterans Directed Care
- Purchase Area Development District, Restoration of Fulton County Medical Clinics

LOUISIANA

- South Central Planning and Development Commission, MyGovernmentOnline

MAINE

- Northern Maine Development Commission, Community-Guided Planning and Zoning

MICHIGAN

- Eastern Upper Peninsula Regional Planning & Development Commission, Elevating the Eastern Upper Peninsula
- Networks Northwest, A Framework for Growth and Development on US-131: A Regional Economic Development Strategy for the US-131 Corridor

MINNESOTA

- Region Nine Development Commission, Creating a Dementia-Friendly Community

MISSISSIPPI

- Central Mississippi Planning & Development District, City of Raymond City Hall and Courtroom Renovations
- Central Mississippi Planning & Development District, McNeely Plastics Expansion
- Central Mississippi Planning & Development District, Town of Pelahatchie Comprehensive Plan
- East Central Planning & Development District, Town of Mize Recreational Complex
- East Central Planning & Development District, Clarke County Courtroom Renovation
- North Central Planning & Development District, Holmes Community College Attala Center
- Northeast Mississippi Planning & Development District, Holly Springs Airport Improvements
- Northeast Mississippi Planning & Development District, NEMCC Virtual Reality Welding Simulator
- South Delta Planning & Development District, Inc., GRAMMY Museum Mississippi
- Three Rivers Planning & Development District, Enhance Mississippi, LLC
- Three Rivers Planning & Development District, Itawamba – Mississippian Railway

MISSOURI

- Southeast Missouri State University, InnovateU Training Program & IMS

MONTANA

- Bear Paw Development Corporation, Wild Horse Border Project

NEBRASKA

- West Central Nebraska Development District, Breaking the Barrier of the Road

NORTH CAROLINA

- Centralina Council of Governments, CONNECT Our Future
- Kerr-Tar Regional Council of Governments / Area Agency on Aging, Elder Abuse Awareness Walk
- Land of Sky Regional Council, CEDS for a Changing Landscape
- Piedmont Triad Regional Council, Strengthening the Fabric
- Piedmont Triad Regional Council / Northwest Piedmont Workforce Development Program, Pepsi ACT: Achieving Change Together
- Upper Coastal Plain Council of Governments, UCPCOG Regional Infrastructure Rehabilitation and Expansion Program
- Western Piedmont Council of Governments, City of Newton 2015 Strategic Growth Plan
- Western Piedmont Council of Governments, Maiden NC Multi-Utility GIS Project
- Catawba Regional Council of Governments, "Eye in the Sky" – Imagery and Data Collection using Drone Technology
- Lower Savannah Council of Governments, US 78 and US 321 Intersection Enhancement
- SC Appalachian Council of Governments, InfoMentum Mobile
- Santee-Lynches Regional Council of Governments, Partnering for the Workforce of Tomorrow: Work Experience Program
- Santee-Lynches Regional Council of Governments, Charting a Course for the Future: VisionKershaw 2030
- Santee-Lynches Regional Council of Governments, Creating Synergy with Linkages Between Education, Entrepreneurship, and Enterprise Development
- Upper Savannah Council of Governments, Gateway Meadows
- Waccamaw Regional Council of Governments, Waccamaw Sports Classic

OHIO

- Buckeye Hills-Hocking Valley Regional Development District, Appalachian Ohio P-20 Council
- Buckeye Hills-Hocking Valley Regional Development District, Ohio River Medical Mission
- Ohio Valley Regional Development Commission, Jackson County Industrial Site Selection Study

SOUTH CAROLINA

- Berkeley Charleston Dorchester Council of Governments, ReThink Folly Road: A Complete Streets Study
- Berkeley Charleston Dorchester Council of Governments, Education 2 Employment (E2E)

TEXAS

- Alamo Area Council of Governments, Supporting San Antonio's Military
- Brazos Valley Council of Governments, Text to 9-1-1
- Brazos Valley Council of Governments, Community Loan Center of the Brazos Valley
- Brazos Valley Council of Governments / Workforce Solutions Brazos Valley, Externships for Teachers
- Capital Area Council of Governments, Potential Costs of an Ozone Nonattainment Designation to Central Texas



TEXAS (CONTINUED)

- Heart of Texas Council of Governments, HOTEDD Revolving Loan Fund
- Houston-Galveston Area Council, Designing for Impact
- Lower Rio Grande Valley Development Council, Hoarding Hazards: Understanding the Chaos
- South Plains Association of Governments, Economic Development & Agency Collaboration at Reese Technology Center
- South Plains Association of Governments, NextGen Regional 9-1-1 Network

VERMONT

- Northwest Regional Planning Commission, Northern Vermont Economic Development District Consortium
- Two Rivers-Ottawaquechee Regional Commission, Creative Economy Inventory and Action Plan

VIRGINIA

- New River Valley Regional Commission, ReNew the New Expansions

WASHINGTON

- Puget Sound Regional Council, Manufacturing Communities Partnership
- Puget Sound Regional Council, NextGen LEAN
- Puget Sound Regional Council, Composite Recycling Technology Center



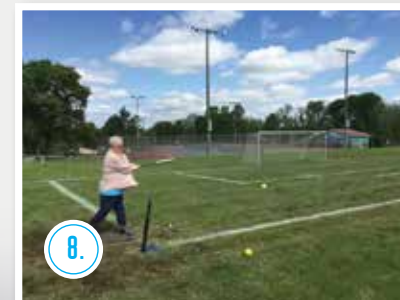
PHOTO CONTEST 2016

CONGRATULATIONS TO THE 2016 NADO PHOTO CONTEST WINNERS

Thank you to all of our member organizations that participated in the 2016 NADO Photo Contest! This year, 143 images were submitted from members across the country that demonstrated what makes their regions great places to live, work, and play. Images were judged in four categories: Strengthening the Built and Natural Environments, Building Vibrant Places, Investing in Our Communities, and Sustaining Our Communities. A "People's Choice" winner was also chosen online by the public via our Facebook page where over 1,400 votes were cast. Visit www.nado.org to see all of the images submitted for the contest and learn more about the stories behind the winning photos.

Thanks again to all of our members who participated and congratulations to our winners and runners-up!

THE WINNING PHOTOS:



Strengthening the Built and Natural Environments:

- 1. Winner: Region VII Planning and Development Council (WV)
- 2. Runner-Up: Northern Arizona Council of Governments

Building Vibrant Places:

- 3. Winner: New River Valley Regional Commission (VA)
- 4. Runner-Up: Region XII Council of Governments (IA)

Investing in Our Regional Economy:

- 5. Winner: Middle Georgia Regional Commission
- 6. Runner-Up: Great Falls Montana Development Authority

Sustaining Our Communities:

- 7. Winner: Coastal Regional Commission of Georgia
- 8. Runner-Up: Northern Kentucky Area Development District

People's Choice:

- 9. Winner: Region II Planning and Development Council (West Virginia)



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 2016 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

American Institute of Certified Planners (AICP) are required to participate in APA-eligible education and training opportunities to earn mandatory credits and remain current with the latest trends, technologies, and best practices. NADO is a provider with the American Planning Association's (APA) Certification Maintenance (CM) Program. The following sessions at the ATC 2016 should meet AICP certification maintenance requirements. Visit www.planning.org/cm to learn how to get approval for your attendance at these sessions.

- Addressing Health through Regional Planning and Development Strategies CM 1
- Bike/Ped Initiatives and Economic Development CM 1.5
- Brown is the New Green: The Value Green Infrastructure Brings to Brownfields Revitalization CM 1.5
- CEDS 101 CM 2
- Collaborating to Improve Transportation and Economic Development CM 1.5
- Creating Wealth in Regional Economies CM 6
- Creative Public Engagement Methods CM 1.5
- Data Drive Decision-making Tools for Business and Community Development CM 1
- Laying the Foundation for San Antonio: A Tour of the City's Quarry Redevelopment Projects CM 2.5
- Learn the Identity of Your Community – And Reach Those Missing Voices CM 2.5
- Mini-Learning Lab: The Latest on Funding for Brownfields Redevelopment CM 1
- Mobile Workshop: Linking History, Culture and Commerce: the San Antonio Riverwalk CM 1.5
- Mobile Workshop: Pearl District: Revitalization Success Story CM 2
- Mobile Workshop: Port San Antonio CM 1
- Mobile Workshop: UNESCO World Heritage Site: San Antonio Mission Tour CM 3
- Moving Towards Resilience CM 1
- Plenary Session: Navigating the Changing Economic and Demographic Realities of the 21st Century CM 1
- Regional Broadband Development CM 1.5
- Rural Climate Dialogues: Developing a Citizen-Based Response CM 2
- Strategies for Supporting Rural Entrepreneurship CM 2
- Taking a Stand for Regional Development CM 1.5
- The Future of Work: Collaborative Workspaces and the New Economy CM 2



ANNUAL BUSINESS MEETING AGENDA

TUESDAY, OCTOBER 18 | - 3:00 PM
RIO GRANDE CENTER/WEST

PRESIDING OFFICER

Jeff Kiely, President

WELCOMING REMARKS

Mr. Kiely

MINUTES

Kevin Byrd, Secretary

TREASURER'S REPORT

Scott Koons, Treasurer

MEMBERSHIP REPORT

Doug Elliott, 2nd Vice President

STATE OF THE ASSOCIATION REPORT

Joe McKinney, Executive Director

NOMINATING COMMITTEE REPORT

Richard Hunsaker, Chair

ELECTION OF OFFICERS

Mr. Kiely

OTHER BUSINESS

Mr. Kiely



2015 - 2016 NADO EXECUTIVE COMMITTEE

Jeff Kiely

President, Northwest New Mexico Council of Governments (Gallup, NM)

Lynne Keller Forbes

First Vice President, South Eastern Council of Governments (Sioux Falls, SD)

Doug Elliott

Second Vice President, East Central Iowa Council of Governments (Cedar Rapids, IA)

Scott Koons

Treasurer, North Central Florida Regional Planning Council (Gainesville, FL)

Kevin Byrd

Secretary, New River Valley Regional Commission (Radford, VA)

Terry Bobrowski

Immediate Past President, East Tennessee Development District (Alcoa, TN)

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 Board of Directors Meeting will convene in Regency East 1 - 3 immediately following the Annual Business Meeting. The Annual Business Meeting and Board of Directors Meeting are open to all NADO members.



2016 - 2018 NADO BOARD OF DIRECTORS

Central Region

Tom Bliss, Executive Director, Mo-Kan Regional Council (Saint Joseph, MO)
Chad Eggen, Executive Director, Boonslick RPC (Warrenton, MO)
Karl Elmsphaeuser, Executive Director, West Central Nebraska Development District (Ogallala, NE)
Tom Higginbotham, Executive Director, Northeast Nebraska EDD (Norfolk, NE)
Randall Hrabe, Executive Director, Northwest Kansas PDC (Hill City, KS)
Rick Hunsaker, Executive Director, Region XII COG (Carroll, IA)
Laura Lewis Marchino, Executive Director, Region 9 EDD of SW Colorado, Inc. (Durango, CO)
Stan Summers, Box Elder County Commissioner, Bear River Association of Governments (Logan, UT)

East Region

Eric Bridges, Executive Director, North Central PA Commission (Ridgway, PA)
Robert Clark, Executive Director, Northern Maine Development Commission (Caribou, ME)
Catherine Dimitruk, Executive Director, Northwest RPC (Saint Albans, VT)
Jill Foys, Executive Director, Northwest Commission (Oil City, PA)+
Carol Jackson, Executive Director, Mid-Ohio Valley Regional Council (Parkersburg, WV)
Tom Kennedy, Executive Director, Southern Windsor County RPC (Ascutney, VT)
Erik Miller, Director, Southern Tier East RP&D (Binghamton, NY)*
Randall Rapp, Mayor of Vienna, Mid-Ohio Valley Regional Council (Parkersburg, WV)
Martha Shickle, Executive Director, Richmond Regional PDC (Richmond, VA)
Wayne Strickland, Executive Director, Roanoke Valley-Alleghany Regional Commission (Roanoke, VA)

Midwest Region

Denise Bulat, Executive Director, Bi-State Regional Commission (Rock Island, IL)
Misty Casto, Executive Director, Buckeye Hills-Hocking Valley RDD (Reno, OH)*
Dawn Hegland, Executive Director, Upper Minnesota Valley RDC (Appleton, MN)
Sheldon Johnson, Executive Director, Northwest Commission, (Spooner, WI)+
Joe A. Matthews, Mayor of City of Marietta, Buckeye Hills-Hocking Valley RDD (Reno, OH)
Matt McCauley, Director of Strategic Initiatives, Networks Northwest (Traverse City, MI)
Jill Saegesser, Executive Director, River Hills EDD & RPC (Jeffersonville, IN)

Southeast Region

Joe Barker, Executive Director, Southwest Tennessee DD (Jackson, TN)
Suzanne Burnette, Executive Director, Lee-Russell COG (Opelika, AL)
Lisa Cooper, Executive Director, Northern Kentucky ADD (Florence, KY)
Matthew Dolge, Executive Director, Piedmont Triad Regional Council (Winston Salem, NC)
Jim Dove, Executive Director, Northeast Georgia Regional Commission (Athens, GA)
Patricia Hartung, Executive Director, Upper Savannah COG (Greenwood, SC)
Justin Hembree, Executive Director, Land of Sky Regional Council, (Asheville, NC)
Wendell Lawrence, Executive Director, Lincoln Trail ADD (Elizabethtown, KY)
Ron Mitchum, Executive Director, Berkeley-Charleston-Dorchester COG (North Charleston, SC)
Calvin Newsom, Supervisor, District 5, Southern Mississippi PDD (Columbia, MS)
Stephen Russell, Executive Director, North Central PDD (Winona, MS)
Pat Steed, Executive Director, Central Florida RPC (Bartow, FL)

Southwest Region

Tim Armer, Executive Director, North Central New Mexico EDD (Santa Fe, NM)+
Kevin Belanger, CEO, South Central Planning and Development Commission (Houma, LA)
Glenn Bell, Executive Director, Southeast Arkansas PDD (Pine Bluff, AR)
Chris Brown, Executive Director, Ark-Tex COG (Texarkana, TX)
Mike Brown, Mayor of Weatherford, South Western Oklahoma Development Authority (Burns Flat, OK)
Debora Glasgow, Executive Director, South Western Oklahoma Development Authority (Burns Flat, OK)
Rodney Larsen, Executive Director, Central Arkansas PDD (Lonoke, AR)
Hubert Quintana, Executive Director, Southeastern New Mexico EDD/COG (Roswell, NM)*
Tom Wilkinson, Executive Director, Brazos Valley COG (Bryan, TX)

West Region

Lisa Dawson, Executive Director, Northeast Oregon EDD (Enterprise, OR)
Chris Fetzer, Executive Director, Northern Arizona COG, (Flagstaff, AZ)
Christine Frei, Executive Director, Clearwater Economic Development Association (Lewiston, ID)
Bob Nash, CEO, Superior California Economic Development; Director, Bella Vista Water District (Redding, CA)

Associate Representatives

Kevin Adam, Legislative Liaison, Arizona Rural Transportation Advocacy Council (Phoenix, AZ)
Jack Couch, Liaison, Kentucky Council of ADDs (Louisville, KY)
Linda Salmonson, Economic Development Manager, East River Electric Power Co-op (Madison, SD)

Names in **orange** are elected officials.

* Misty Casto, Erik Miller, and Hubert Quintana are retiring from the NADO Board of Directors.
 + Jill Foys, Sheldon Johnson, and Tim Armer were elected in September 2016 to fill vacant seats.



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Tweeting about the conference?
 Use the hashtag #NADOATC.



NADO MEMBERS 2016

as of September 30, 2016

RDO MEMBERS:

ALABAMA

Alabama-Tombigbee Regional Council
East Alabama RP&DC
Lee-Russell COG
North Central Alabama RCOG
NW Alabama Council of Local Governments
RPC of Greater Birmingham
South Alabama RPC
Southeast Alabama RPDC
Top of Alabama Regional COG
West Alabama Regional Commission

ARIZONA

Northern Arizona Council of Governments
South Eastern Arizona Governments Organization

ARKANSAS

Central Arkansas PDD
East Arkansas PDD
Northwest Arkansas EDD
Southeast Arkansas EDD
Southwest Arkansas PDD
West Central Arkansas PDD
Western Arkansas PDD
White River PDD

CALIFORNIA

Superior California Economic Development

COLORADO

Region 10 EDD
Region 9 EDD of SW Colorado, Inc.
Southern Colorado EDD

CONNECTICUT

Capitol Region COG

FLORIDA

Apalachee RPC
Central Florida RPC
North Central Florida RPC
Northeast Florida Regional Council
South Florida RPC
Tampa Bay RPC
Treasure Coast RPC
West Florida RPC

GEORGIA

Coastal Regional Commission
CSRA Regional Commission
Georgia Mountains Regional Commission
Heart of Georgia Regional Commission
Middle Georgia Regional Commission
Northeast Georgia Regional Commission
Northwest Georgia Regional Commission
River Valley Regional Commission
Southern Georgia Regional Commission
Southwest Georgia Regional Commission
Three Rivers Regional Commission

IDAHO

Clearwater Economic Development Association
Southeast Idaho COG

ILLINOIS

Bi-State Regional Commission
Blackhawk Hills Regional Council
EDD of Northern Illinois
Greater Egypt RP&DC
North Central Illinois COG
Southeastern Illinois RP&DC
Western Illinois Regional Council

INDIANA

Indiana 15 RPC
Kankakee-Iroquois RPC
North Central Indiana RPC
River Hills EDD & RPC
Southern Indiana Development Commission

IOWA

Chariton Valley Planning & Development COG
East Central Intergovernmental Assn.
East Central Iowa COG
Iowa Northland Regional COG
MIDAS COG
North Iowa Area COG
Region Six Planning Commission
Region XII COG
Siouxland Interstate MPC
Southeast Iowa RPC
Southwest Iowa Planning Council

KANSAS

Flint Hills Regional Council
North Central Kansas RPC
Northwest Kansas PDC
South Central Kansas EDD, Inc.

KENTUCKY

Barren River ADD
Big Sandy ADD
Bluegrass ADD
Buffalo Trace ADD
Cumberland Valley ADD
FIVCO ADD
Gateway ADD
Green River ADD
Kentucky River ADD
KIPDA
Lake Cumberland ADD
Lincoln Trail ADD
Northern Kentucky ADD
Pennyrile ADD
Purchase ADD

LOUISIANA

Capital RPC
Imperial Calcasieu RP&DC
Kisatchie-Delta RP&DD
North Delta RP&DD
South Central PDC

MAINE

Androscoggin Valley COG
Greater Portland COG
Northern Maine Development Commission
Southern Maine PDC

MARYLAND

Tri-County Council for the Lower Eastern Shore of Maryland
Tri-County Council for Western Maryland

MASSACHUSETTS

Franklin Regional COG
Merrimack Valley Planning Commission
Old Colony Planning Council
Pioneer Valley Planning Commission

MICHIGAN

Eastern Upper Peninsula Regional PDC
Networks Northwest
Northeast Michigan COG
West Michigan Shoreline RDC
Western Upper Peninsula PDR

MINNESOTA

Arrowhead RDC
East Central RDC
Headwaters RDC
Mid-Minnesota Development Commission
Northwest RDC
Region Five Development Commission
Region Nine Development Commission
Southwest RDC
Upper Minnesota Valley RDC

MISSISSIPPI

Central MS PDD
East Central PDD
Golden Triangle PDD
North Central PDD
North Delta PDD
Northeast Mississippi PDD
South Delta PDD
Southern Mississippi PDD
Three Rivers PDD

MISSOURI

Boonslick RPC
Bootheel RP&EDC
Harry S Truman Coordinating Council
Kaysinger Basin RPC
Lake of the Ozarks Council of Local Govts.
Mark Twain Regional COG
Meramec RPC
Mid Missouri RPC
Mo-Kan Regional Council
Northeast Missouri RPC & RDC
Northwest Missouri Regional COG
Pioneer Trails RPC
Southeast Missouri RP&EDC

MONTANA

Bear Paw Economic Development Corp.
Sweetgrass Development Corporation

NEBRASKA

Central Nebraska EDD
Metropolitan Area Planning Agency
Northeast Nebraska EDD
South Central EDD
Southeast Nebraska Development District
West Central Nebraska Development District

NEVADA

Western Nevada Development District

NEW HAMPSHIRE

Lakes Region Planning Commission
Nashua RPC
North Country Council
Southwest RPC
Upper Valley Lake Sunapee RPC

NEW MEXICO

Eastern Plains COG
Mid-Region COG
North Central New Mexico EDD
Northwest New Mexico COG
South Central New Mexico COG
Southeastern New Mexico EDD/COG
Southwest New Mexico COG

NEW YORK

Capital District RPC
Central New York RP&D Board
Genesee/Finger Lakes RPC
Hudson Valley Regional Council
Southern Tier Central RP&D Board
Southern Tier East RP&D Board
Southern Tier West RP&D Board

NORTH CAROLINA

Albemarle Commission
Centralina COG
Eastern Carolina Council
High Country COG
Isothermal PDC
Kerr-Tar Regional Council of Governments
Land of Sky Regional Council
Lumber River COG
Mid-Carolina COG
Mid-East Commission
Piedmont Triad Regional Council
Southeastern EDC
Southwestern North Carolina P&EDC
Triangle J COG
Upper Coastal Plain COG
Western Piedmont COG

NORTH DAKOTA

Lake Agassiz Regional Council
Lewis & Clark RDC

OHIO

Buckeye Hills-Hocking Valley RDD
NEFCO
Ohio Mid-Eastern Governments Assn.
Ohio Valley RDC
Toledo Metropolitan Area COG

OKLAHOMA

Assn. of Central Oklahoma Govts.

Assn. of S. Central Oklahoma Govts.
Central Oklahoma EDD
Eastern Oklahoma Development District
Grand Gateway EDA
Indian Nations COG
Northern Oklahoma Development Authority
Oklahoma EDA
South Western Oklahoma Development Authority

OREGON

CCD Business Development Corp.
Central Oregon Intergovernmental Council
Columbia-Pacific EDD
Greater Eastern Oregon Development Corp.
Mid-Columbia EDD
Mid-Willamette Valley COG
Northeast Oregon EDD
South Central Oregon EDD
Southern Oregon Reg. Econ. Dev., Inc.

PENNSYLVANIA

North Central PA Commission
Northeastern Pennsylvania Alliance
Northern Tier RP&DC
Northwest Commission
SEDA-COG
Southern Alleghenies PDC

SOUTH CAROLINA

Berkeley-Charleston-Dorchester COG
Catawba Regional COG
Central Midlands COG
Lowcountry COG
Lower Savannah COG
Pee Dee Regional COG
Santee-Lynches Regional COG
SC Appalachian COG
Upper Savannah COG
Waccamaw Regional COG

SOUTH DAKOTA

Black Hills COG
Central South Dakota Enhancement District
First District Assn. of Local Governments
Northeast COG
Planning & Development District III
South Eastern COG

TENNESSEE

East Tennessee Development District
First Tennessee Development District

Greater Nashville Regional Council
NW Tennessee Development District
South Central TN Development District
Southeast TN Development District
Southwest TN Development District
Upper Cumberland Development District

TEXAS

Alamo Area COG
Ark-Tex COG
Brazos Valley COG
Capital Area COG
Central Texas COG
Coastal Bend COG
Deep East Texas COG
East Texas COG
Golden Crescent RPC
Gulf Coast EDD
Heart of Texas COG
Lower Rio Grande Valley Development Council
Middle Rio Grande Development Council
North Central Texas COG
Panhandle RPC
Permian Basin RPC
Rio Grande COG
South Plains AOG
South Texas Development Council
Texoma COG

UTAH

Bear River AOG
Mountainland AOG
Six County AOG
Southeastern Utah Assn. of Local Govts.
Uintah Basin AOG

VERMONT

Addison County RPC
Central Vermont RPC
Chittenden County RPC
Lamoille County Planning Commission
Northwest RPC
Rutland RPC
Southern Windsor County RPC
Two Rivers-Ottawquechee Reg. Commission
Windham Regional Commission

VIRGINIA

Cumberland Plateau PDC
George Washington Regional Commission
Mount Rogers PDC
New River Valley PDC
Northern Neck PDC
Northern Shenandoah Valley RC
Region 2000 Local Government Council

Richmond Regional PDC
Roanoke Valley-Alleghany Regional Commission
Southside PDC

WASHINGTON

Benton-Franklin COG
Cowlitz-Wahkiakum COG
Puget Sound Regional Council
Tri-County EDD

WEST VIRGINIA

Bel-O-Mar Regional Council
Brooke-Hancock RP&DC
Eastern Panhandle RP&DC
Mid-Ohio Valley Regional Council
Region 4 PDC
Region 8 PDC
Region I PDC
Region II PDC
Region VI PDC
Region VII PDC
Regional Intergovernmental Council

WISCONSIN

Northwest RPC

ASSOCIATE MEMBERS

ALABAMA

Alabama Institute for Deaf & Blind

ALASKA

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

AMERICAN SAMOA

Development Bank of American Samoa

ARIZONA

Arizona Rural Transportation Advocacy Council
Greenlee County

ARKANSAS

Institute for Econ. Advancement/UALR

CALIFORNIA

Nevada County Transportation Commission
Sonoma County Economic Dev. Board

COLORADO

Colorado Association of Regional Organizations

FLORIDA

Florida Regional Councils Assn.

GEORGIA

Central Georgia Joint Development Authority
Coastal ADD Authority
Georgia Assn. of Regional Commissions

HAWAII

Maui Economic Development Board

IDAHO

Region IV Development Association

INDIANA

Building Better Communities, Ball State University
Economic Development Coalition of SW Indiana
Indiana Association of Regional Councils
Lake County Comm. Econ. Dev. Dept.
Purdue Center for Regional Development

IOWA

City of Norwalk
Iowa Association of Regional Councils
Iowa Department of Transportation

KENTUCKY

Center for Rural Development
Kentucky Council of ADDs
Kentucky Governor's Office for Local Gov't.

LOUISIANA

Greater New Orleans, Inc.

MINNESOTA

Great River Energy
The Northspan Group, Inc.
West Central Initiative

MISSOURI

Midwest Assistance Program, Inc.
Missouri Association of COGs
Missouri State University
Southeast Missouri State University

MONTANA

Great Falls Development Authority, Inc.
Montana Economic Developers Assn.
Rural Community Assistance Corporation

NEW HAMPSHIRE

City of Claremont

NEW MEXICO

New MARC

NEW YORK

City of Glens Falls
StateBook

NORTH CAROLINA

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

OHIO

WSOS Community Action

OKLAHOMA

Oklahoma Association of Regional Councils
Cherokee Nation Commerce Department

SOUTH DAKOTA

East River Electric Power Cooperative

TENNESSEE

Tennessee Development District Association

TEXAS

HeadlightData
Texas Association of Regional Councils

VIRGINIA

National Rural Electric Cooperative Assn.
Virginia Association of PDCs

WASHINGTON

Washington Association of EDDs

WEST VIRGINIA

Hardy County Rural Development Authority
West Virginia Assn. of RP&DCs

WISCONSIN

Association of Wisconsin RPC

SUBSCRIBER

DISTRICT OF COLUMBIA

Appalachian Regional Commission



2016-2018 NATIONAL RPO COUNCIL OF PEERS MEMBERS

Bret Allphin, Buckeye Hills-Hocking Valley Regional Development District (OH)
Stu Anderson, Iowa Department of Transportation
Tom Bliss, Mo-Kan Regional Council (MO/KS)
Chris Brown, Ark-Tex Council of Governments
Kurt Brummett, Three Rivers Planning and Development District (MS)
Brian Carver, Bear River Association of Governments (UT)
Susan Christensen, Greater Eastern Oregon Development Corporation
Chris Craig, First Tennessee Development District
Dave Doran, Southeast Idaho Council of Governments
Chad Eggen, Boonslick Regional Planning Commission (MO)
Vicki Eggers, Northern Oklahoma Development Authority
Randall Embry, Kentuckiana Regional Planning and Development Agency
Cerisse Grijalva, Southwest New Mexico Council of Governments
Sasha Grist, Western Arkansas Planning and Development District
Frank Hampton, Pennsylvania Department of Transportation
Robert Hielt, Three Rivers Regional Commission (GA, RPO America Secretary)
Bryan Hill, Roanoke Valley-Alleghany Regional Commission (VA)
Zach James, Southeast Iowa Regional Planning Commission
Elizabeth Jernigan, Piedmont Triad Regional Council (NC)
Sheldon Johnson, Northwest Regional Planning Commission (WI)
Jason Kelly, Northern Arizona Council of Governments
Amy Kessler, North Central Pennsylvania Regional Planning and Development Commission
Dan Landon, Nevada County Transportation Commission (CA)
J.B. Mack, Southwest Region Planning Commission (NH)
Gena McCullough, Bi-State Regional Commission (IL/IA)
Kelly Murray, Illinois Association of Regional Councils
Michael Parks, Brazos Valley Council of Governments (TX, RPO America Vice Chair)
Len Pavelka, Benton-Franklin Council of Governments (WA)
Mike Pennington, Tri-County Council for the Lower Eastern Shore of Maryland
Mark Pleasant, South Carolina Department of Transportation
Fred Rader, Mid-Ohio Valley Regional Council (WV)
Jason Ray, Missouri State University
Jim Reed, Central Texas Council of Governments
Tom Reinauer, Southern Maine Planning and Development Commission (RPO America Chair)
Diane Rekowski, Northeast Michigan Council of Governments
Bethany Remmers, Northwest Regional Planning Commission (VT)
Jill Saegesser, River Hills Economic Development District & Regional Planning Commission (IN)
Lisa Sandt, Lee-Russell Council of Governments (AL)
Toby Sanford, Golden Triangle Planning & Development District (MS)
Shawn Seager, Mountainland Association of Governments (UT)
Eric Senger, Northeast Council of Governments (SD)
Elijah Sharp, New River Valley Regional Commission (VA)
Pat Steed, Central Florida Regional Planning Council (FL)
Jennifer Tinsley, Lower Savannah Council of Governments (SC)



NADO 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
John Leonard , Georgia.....	2013
Peter Gregory , Vermont.....	2014
Terry Bobrowski , Tennessee.....	2015
Jeff Kiely , New Mexico.....	2016



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