

# STRATEGY

## The Big Look



August 2014

**South Willamette EDC Strategic Plan**

## ACKNOWLEDGEMENTS

The Big Look planning process involved a very engaged and committed group of leaders whose insightful questions, sincere collaboration and desire for regional economic prosperity shaped this strategic plan.

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## I. BACKGROUND

The Big Look planning process grew out of low confidence in the Lane Metro Partnership, declining organizational revenues and the resignation of the director. This situation provided an opportunity to evaluate new approaches to economic development that better serve regional goals; and ultimately rejuvenate the regional economic development organizational structure and strategy with a renewed purpose.

Joint Elected Officials of Eugene, Springfield and Lane County have been actively working on a shared vision of the region's economic future. That vision was formally adopted in the Regional Prosperity Economic Development Plan that outlines an ambitious set of goals:

By 2020, create 20,000 net new jobs in the chosen economic opportunity areas; reduce the local unemployment rate to, or below the state average; and increase the average wage to, or above, the state average.

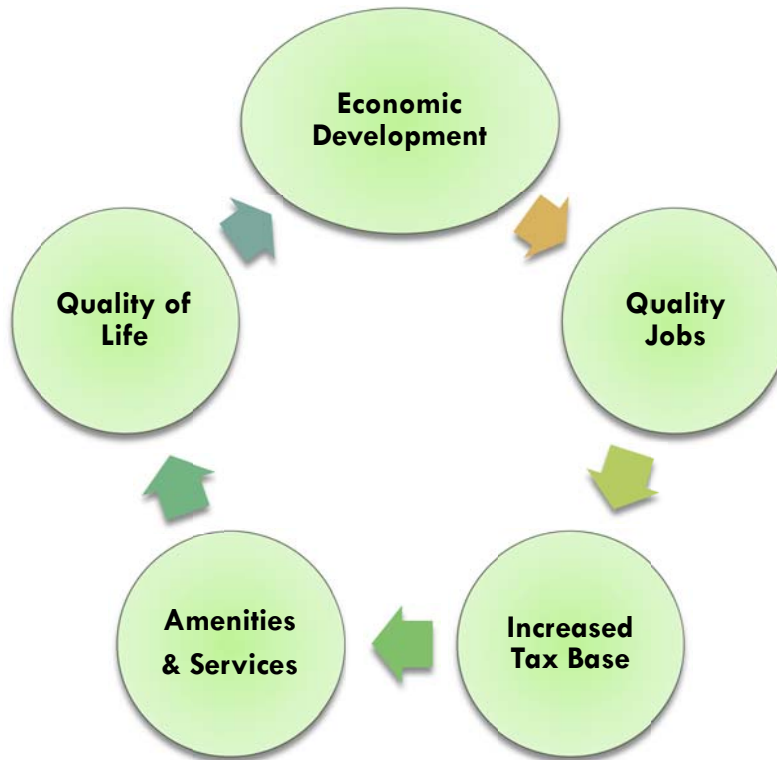
The Big Look planning process explored how a regional economic development organization would support implementation of the Regional Prosperity Economic Development Plan through regional collaboration. This planning process involved numerous partners and stakeholders' input, encompassing:

- Interviews with 46 stakeholders throughout the region;
- 2 formal organizational planning work sessions;
- Partner mapping work session with 15 economic development partner organizations represented;
- Multiple organizational taskforce meetings, focused on structure, funding, and by-laws;
- Meetings and tours during the Regional Competitiveness Assessment with over 42 service providers, economic development resource partners, utilities, agencies and local employers;
- 75 people attended the Regional Competitiveness Briefing; and
- 17 active representatives of the County, Cities of Eugene and Springfield and both Chambers of Commerce serving as the Big Look Steering Committee.

## II. EDC PURPOSE

Successful economic development affects every local resident. Full employment, economic security, home ownership, the ability to fund quality education, fire and police protection, roads and parks, the increased vibrancy of communities – in sum, a good quality of life – all require a growing economy, good jobs, and a growing tax base.

Figure 1: Economic Development “Circle of Life”



There are many approaches to drive regional economic growth. This plan serves as a “reboot” of the regional economic development organization. A new focused mission defines the regional organization’s role.

**Mission of the South Willamette Economic Development Corporation:**

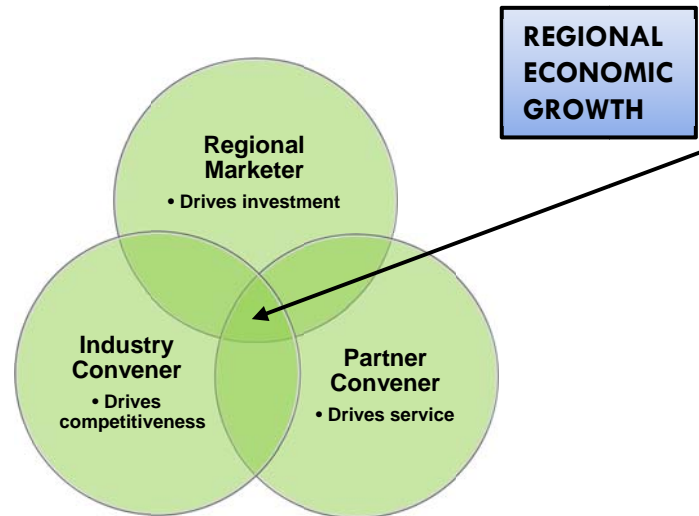
Bring people and resources together to market the region in order to attract traded-sector investment and jobs; while supporting local business retention and expansion; and enhancing the region’s business environment.

This plan lays out the strategy to move forward on this important mission of work.

### III. STRATEGIC INITIATIVES

The primary work for the South Willamette EDC centers on three inter-related strategic initiatives. The center of the Venn diagram below represents a nexus for regional economic growth. All three initiatives are intricately linked. Findings from one initiative can be helpful input for one or two of the other initiatives.

Figure 2: Strategic Initiatives



#### 1) Regional Marketer

**Goal:** Raise awareness of Lane County as a location of choice in the minds of company decision-makers, site selectors, real estate brokers and other key influencers. Ultimately recruit new businesses and expansions that incur local tax base expansion and quality job growth.

Despite being the most important area of work to regional stakeholders, marketing and business attraction has been the largest gap in regional economic development efforts in recent years. The EDC should lead the region's business attraction of traded-sector industries.

- ➡ Serve clients and partners as a “data hub” by documenting, organizing and constantly updating data on regional assets, including:
  - site selection factors<sup>1</sup>;
  - operating cost comparisons to competitors and target geographies<sup>2</sup>; and
  - economic and fiscal impact analysis<sup>3</sup>.

<sup>1</sup> Documentation from the Regional Competitiveness Assessment, provided in the Implementation Resource Guide, is a good start for this data.

<sup>2</sup> Information on MetroComp®, a software program populated with apples-to-apples comparison data, is provided in the Implementation Resource Guide.

<sup>3</sup> An economic and fiscal impact software model, Regional Project Assessment Model (RPAS), is presented in the Implementation Resource Guide. Analysis with this tool can document impact of locating business in region as a whole; impact on a different community than where the business located; and impact of the total annual EDC project work.

- ➔ Coordinate a clearinghouse for economic development resources by documenting services and business resources (and corresponding case studies<sup>4</sup> to support).
  - Present solution-based descriptions for business versus organization-based descriptions of services. Document what the service provides to businesses.
  - Document service provider, including contact information, how to qualify for service or resource, and value to business.
  - For each resource, document case studies of delivered service or claims to illustrate value to business.

- ➔ Tell “regional story” to promote regional portfolio of assets without bias to individual cities and communities.

- Establish and communicate a regional key message platform. Utilize Industry Roundtables [Strategic Initiative 2] for input from local employers so that messaging is not only aspirational but aligns to regional capabilities.
- Align proof points – data and case studies – to support each key message.
- Develop regional brand that is graphic representation of key message platform.
- Follow consistent brand guidelines for color, font and utilization of brand graphics.
- Work with partners to share a common story of the region, via key message platform and branding. Conduct regional messaging work sessions with partners and EDC board.

“QUALITY OF LIFE IS A GIVEN – DON’T NEED TO GO THERE. QUALITY OF DOING BUSINESS – THE EDC NEEDS TO ADVOCATE FOR AND BRAND OUR COMMUNITY”

CHERYL LOUDERBACK,  
ROYAL CARIBBEAN CRUISES LTD.

- ➔ Position region for target industries.

Traded-sector industry trends, at the county and state levels, were analyzed by the Eugene Area Chamber of Commerce for an industry cluster analysis in 2011. The Regional Prosperity Economic Development Plan also identified 5 key industries (clean tech/renewable energy, health/wellness; advanced manufacturing; software and biomedical).

Examination during the Big Look strategic planning process took into account the Regional Competitiveness Assessment. Further screening of traded-sector industries on regional capabilities and current site selection trends, leads to the recommended “best fit” industries for the EDC’s targeted business recruitment efforts:

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<sup>4</sup> Refer to the Implementation Resource Guide for a step-by-step worksheet for assembling case studies.



Figure 3: South Willamette Regional Targets



The region is not void of talent gaps for all of these targets and will need to continue to focus on skill development and talent attraction to be fiercely competitive for these target industries.

- Align industry targets to employment centers throughout region based on industry requirements and priority location factors.
- Document business case data<sup>5</sup> for each target industry. Most regions and communities promote their community, features and programs, but a business case translates facts into benefits, such as how the assets contribute to making a business' bottom-line profitable. *It offers a clear, compelling value proposition of why a business should be considering your region for a location. A business case proves the answer to this question: "Why should I locate in Lane County versus any other place?"*
- Organize information into print on-demand marketing pieces<sup>6</sup> as well as more in-depth sections on the EDC website.
- Conduct regional competitiveness assessment and target industry update every 5 years to stay relevant on changing trends. A comprehensive target industry analysis includes: economic base analysis; industry trend screening for growth and other important factors that will positively impact the region's economy; capabilities screening based on current state of competitiveness; niche and emerging industry identification; recommended target industries (at the 6-digit NAICS level); and industry intelligence on recommended targets.

<sup>5</sup> Refer to the Implementation Resource Guide for a step-by-step worksheet for assembling relevant business case data.

<sup>6</sup> Example business cases are presented in the Implementation Resource Guide.

- ➔ Design and populate a new EDC website<sup>7</sup> to market regional assets comprehensively. The EDC website is the main tool for regional economic development marketing.
  - Suggested URL: [www.SoWillametteOregonEDC.com](http://www.SoWillametteOregonEDC.com) Providing both the organization name (not acronym) and state are useful identifiers.
  - Complete regular updates as new data becomes available.
  - Link to partner resources.
  - Robustly enhance with case studies that support marketing claims and demonstrate a track record of business success in the region.
  
- ➔ Leverage social media to extend regional brand with news, case studies and other links to information on the regional EDC website.
  - Priority social media tools for business include: LinkedIn and Twitter.
  - Additionally, utilize Facebook and Instagram for talent attraction efforts.
  - Social media is constantly evolving. Track what site selectors and businesses utilize for industry information.
  
- ➔ Proactively generate leads through aggressive marketing.
  - Work with local employers and Industry Roundtables to identify potential prospects in their value chain (vendors and customers). Engage local employers for contact lists and introductions.
  - Leverage Business Oregon and TEAM Oregon for partner marketing opportunities via “pay to play” on external marketing missions, conferences and tradeshows. Evaluate Business Oregon and TEAM Oregon’s annual marketing calendar when it is published.
  - Supplement Business Oregon and TEAM Oregon events with industry conferences and tradeshows<sup>8</sup> relevant to target industries. Solicit input from Industry Roundtables as to priority events. Active participation in industry associations can be as effective, if not more so, than tradeshow booths.
  - Complement traditional marketing with focused lead generation services from a reputable firm<sup>9</sup>. Contract for services that identify companies with real expansion plans who also have an interest in Lane County. Outsourcing lead generation would augment limited staff while foundational work for marketing and organization are underway.
  - Invite partners to participate in external marketing activities to strengthen the regional team.
  
- ➔ Market to site selectors, brokers and other advisors who influence business location decisions.
  - Build a database<sup>10</sup> of professional site selectors, tenant rep real estate brokers and other business advisors. In addition to national contacts, focus on key influencers in Portland since their offices may lead projects throughout the state.

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<sup>7</sup> A site map for the South Willamette EDC website has been prepared and is presented in the Implementation Resource Guide.

<sup>8</sup> A list of recommended events for consideration is provided in the Implementation Resource Guide.

<sup>9</sup> A proposal from Research on Investment (ROI) is presented in the Implementation Resource Guide.

<sup>10</sup> Example sources for populating this database are listed in the Implementation Resource Guide.

- Targeted direct mail and e-newsletters based on their preference for hard-copy or electronic marketing.
- Meetings at their office.
- Networking events, such as the Site Selector Guild Annual Conference<sup>11</sup>, Expansion Management's Roundtable Series<sup>12</sup>, Area Development's Consultants Forums<sup>13</sup> or IEDC Conferences.
- Host one to two site selectors for University of Oregon athletic events. Provide a tour of regional assets and reception with EDC board and/or partners.

➔ Conduct professional sales activities with all prospects.

- Prepare comprehensive proposals, tailored to each company's needs and project drivers.
- Organize and carry out well-coordinated client site visits, engaging regional partners.
- Maintain regular follow-up with clients to stay top of mind through the decision-making process.
- Conduct exit survey with all clients, in order to document marketing for wins and weaknesses identified from losses. Communicate findings and focus solutions for common gaps that surface.
- Facilitate aftercare and articulation into local BRE services for companies that decide to locate in Lane County.

## 2) Industry Convener

**Goal:** Learn from local industries to identify issues and improve the regional business climate.

In this initiative, the EDC brings together local companies by industry cluster to understand needs and current trends impacting their business operations. Successful business attraction requires a track record of solutions for local businesses. By convening local industries to identify issues and then facilitate solutions for change, the regional EDC provides high value not only to business but also local jurisdictions and other partner organizations.

This approach enables a focus on solutions in a region-wide capacity, versus piecemeal effort at the local level. The Regional Prosperity Summit was a good start to draw out issues, yet an organization such as the EDC needs to monitor efforts for devising and implementing solutions. Otherwise employers become frustrated because they communicate issues without seeing action as to resolution.

In the absence of a regional economic development organization's involvement in this space, Lane County Economic Development Department in cooperation with TEAM Oregon Food Processing, the Springfield Chamber with the wood products cluster, and the Eugene Area Chamber with EduTech businesses, have been assembling for industry discussions. The EDC could transition into lead facilitator for these existing groups or work as a partner on issue solutions.

<sup>11</sup> <http://www.siteselectorguild.com/conference>

<sup>12</sup> <http://www.industryweek.com/expansion-managements-roundtable-series>

<sup>13</sup> <http://www.areadevelopment.com/consultantsforum/>

➡ Bring together local companies by industry cluster in a positive and cooperative environment to understand needs and current trends impacting their businesses and industry as a whole.

- Invite local businesses of each priority industry cluster to participate in their respective informal roundtable. It may be necessary to identify key industry leaders as early adopters to garner broader and more responsive participation.
- Let industry members drive agenda. Encourage participants to speak about their issues and challenges, such as attracting talent, skill development needs, etc. versus a guest speaker format, unless specifically requested by the group members.
- Ask participating employers to set time of day and meeting frequency, i.e. breakfast at 6:30 AM on the third Friday of every month.

➡ Document issues and needs identified by local companies and work with local jurisdictions and partners on region-wide solutions. It is important to demonstrate action on solutions to build trust with industry and show that the Industry Roundtables are worth their time. These region-wide solutions will also support the Regional Marketer Initiative by augmenting the business cases for target industries. A sampling of potential issues:

- Human capital: skills development and training needed; access to University of Oregon and Lane Community College graduates, challenges to recruiting talent to the region.
- Infrastructure and Utilities: technical assistance to service providers and jurisdictions. For example, understanding the effluents of breweries as an industry standard for determining system development charges without an extraordinary business climate impact.
- Innovation: how to access university resources for industry research.

## COMPETITIVENESS RECOMMENDATIONS

The Regional Competitiveness Assessment completed in preparation of this strategic plan draws attention to the following priority recommendations for enhancing competitiveness.

- Improve readiness of redevelopment areas for marketing.
- Develop a world-class industrial park, i.e. Goshen or College View Loop.
- Earn Oregon's certified site designation.
- Since more than 60% of site searches seek an existing building, develop or encourage private-sector speculative buildings that align with target industry requirements.
- Conduct third-party reuse assessment of Hynix facility to determine highest and best use as is and recommendations for enhancing readiness.
- Zone employment areas to meet the needs of target industries.
- Establish criteria of priority projects in order to offer free pre-development meetings, dedicated ombudsman service, deferment of system development charges and other fees.
- Document flow chart of entitlement process for each jurisdiction. Evaluate Best Practices, such as Ajax Ontario's Priority Path, to enhance service competitiveness.
- Develop conduit for businesses to tap into University of Oregon and Oregon State University graduates with the objective to retain talent with local employment.
- Work with partners for talent attraction marketing campaign.

➡ Seek understanding of evolving industry trends and value chains for local industry clusters.

- Track current trends via industry associations, First Research<sup>14</sup> subscription and Google alerts for both industries and local companies. Share findings with Industry Roundtables during meetings or a private LinkedIn Group for the industry cluster. Explore with local companies if they are experiencing the trends and issues revealed through research, along with the related potential impact to the region.
- Document value chains, potentially global value chains, of local companies and how they fit in each value chain. Solicit input from local companies on vendors and customers in order to identify prospects for business recruitment that could further expand the industry cluster and improve local businesses' logistics.

### 3) Partner Convener

**Goal:** Foster relationships with and among economic development partners in order to leverage resources and create synergies that result in more effective service to local employers and business recruitment prospects.

Economic development requires marketing of a region that encompasses many diverse components outside the control of the EDC. Partners are a crucial link to enhancing the business climate, improving competitiveness of site selection factors, and providing service. Building strong relationships with partners, focused on solutions for business, is an important role for a regional economic development organization as a means to market a compelling regional business case to prospective and local businesses.

There are a lot of public-sector and non-profit organizations working throughout the region in some form of economic development. However, innate challenges exist because diverse organizations, although all working in the economic development arena, often have different drivers and measures for success. Plus, it is all too common that non-profit and agency resources are limited. By working together and leveraging resources, the region will be able to achieve more.

Here is a sampling of key economic development partners:

▪ Lane County	▪ Lane Workforce Partnership	▪ Neighborhood Economic Development Organization
▪ City of Springfield	▪ State of Oregon Employment Department	▪ Eugene Water and Electric Board
▪ Springfield Chamber of Commerce	▪ Lane Community College	▪ Springfield Utility Board
▪ City of Eugene	▪ University of Oregon	▪ Metropolitan Wastewater Management Commission
▪ Eugene Area Chamber of Commerce	▪ LCC SBDC	▪ Emerald Valley High Performance Enterprise Consortium
▪ Business Oregon	▪ Regional Accelerator & Innovation Network (RAIN)	▪ Travel Lane County
▪ Lane Council of Governments	▪ Willamette Angel Conference	
▪ Silicon Shirer		

<sup>14</sup> <http://www.firstresearch.com/>

- ➡ Host regular meetings to enhance communication and relationships among organizations that provide economic development services and resources.
  - The initial meetings may involve organizational review to understand each organization's mission, current initiatives and measures for success. However, if the meetings continue to be "round robin" announcements and sales pitches for services, participation will be difficult to sustain.
  - Facilitate leverage opportunities between partners to work on solutions for issues identified by Industry Roundtables and identified through data synthesis in shared regional database (see action bullet below).
  - Identify where gaps may exist in service offerings. Work together to fill gaps with collaboration of resources.
  - Host economic development professionals from outside the region to share best practices and case studies regarding solutions to similar issues. Consider touring external areas to further investigate best practices first-hand.
  
- ➡ Establish and enforce confidentiality protocols<sup>15</sup> for working with local employers and prospects considering a location or expansion in the region.
  
- ➡ Host and manage regional database - online customer relationship management (CRM) system - utilized by EDC and partners for tracking interactions with local companies and business recruitment prospects.
  - The leading contact management system on the market, specifically designed for economic development, is Executive Pulse<sup>16</sup> ([www.executivepulse.com](http://www.executivepulse.com)). The Executive Pulse system enables client segmentation as well as collaboration among partners without risk of revealing sensitive client information. In addition to regional branding, each organization can have its own brand identity for input screens and reports.
    - Demo Executive Pulse.
    - Conduct partner training.
  - Document business issues via shared CRM. Drive changes and improvements in business climate, resources and regional assets.
  
- ➡ Market partner resources to local businesses via EDC website and channel local business contacts to respective jurisdictions and service providers. Foster an effective system for referrals within the regional partner network (and Executive Pulse) so that businesses can quickly access what they need. Although the EDC may not lead Business Retention and Expansion (BRE) programs, the EDC may be the first point of contact to facilitate local connections. A best practice for BRE is local outreach with technical assistance from the regional economic development organization as a partner.

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<sup>15</sup> A sample confidentiality agreement is provided in the Implementation Resource Guide.

<sup>16</sup> A description of Executive Pulse is provided in the Implementation Resource Guide.

- ➔ Provide technical assistance to local jurisdictions regarding industry needs.
  - Understand what types of industries that cities want in their community. Match industries to employment centers within the community based on capabilities to serve industry and alignment to community vision.
  - Identify any gaps in serving priority industries for specific employment centers. Document specific improvements needed (i.e. utility capacity, infrastructure, zoning, spec building, etc.).
  - Assist communities with technical assistance and funding resources for improvements.
  
- ➔ Support professional development and lead team preparation for competitive business recruitment.
  - Host training and relevant professional development programs for regional partners to enhance regional competitiveness.
  - Plan, coordinate and practice with partner sales team for site visits, external HQ meetings and other client interactions. Consistent messaging from all partners that is on point with client needs will make a very powerful impact in favor of the South Willamette region.

## IV. BUILDING & MANAGING THE ORGANIZATION

As a means to rebuild confidence in regional economic development, it will be important to demonstrate a sound organizational foundation. Crucial tactics for organizational structure, governance and funding must be put in place to earn confidence from potential investors. Fundraising must be well underway to attract experienced professional talent in economic development who will carry out the strategic initiatives as well as grow funding.

### 1) Organizational Readiness

**Goal:** Formally organize the EDC to support strategy implementation, including adequate funding and a competent team of professionals to build a best practice regional economic development organization.

#### a) Structure

The South Willamette Economic Development Corporation will be structured as a public-private model and 501(c) 3 non-profit organization<sup>17</sup>.

- ➡ Formalize by-laws for organization to align to new structure. Modify Lane Metro Partnership documents using the established 501(c) 3 non-profit designation.

#### b) Governance

Governance of the new EDC will involve an interim, start-up board of directors that will transition as private-sector investors come on board.

- ➡ The initial board will be composed of an elected official and appointed staff person from each public-sector funding jurisdiction (Lane County and the Cities of Eugene and Springfield) plus the Board Chair and President of the Eugene Area Chamber of Commerce, and the Board Chair and Director of the Springfield Chamber of Commerce.
- ➡ Transition to formal Board of Directors of nine to eighteen members.
  - Define criteria to serve on EDC Board.
  - Define board terms.
  - Define roles and responsibilities for board members, such as fundraising, monitoring organizational performance, etc.
- ➡ Create Executive Committee of three to seven members.
  - Define additional roles and responsibilities for Executive Committee members, such as managing contract for the EDC President & CEO, monitoring financials, etc.

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<sup>17</sup> Nationally, Economic Development Corporations are typically recognized by the IRS as 501(c) 3 non-profit organizations or 501(c) 6 business league organizations.



- Establish and conduct Board Member Orientation to review roles, responsibilities and protocols for confidentiality and conflicts of interest.
  - Create and adopt ethics policy for board members, staff and partners.<sup>18</sup>
- Organize Fundraising Committee to oversee hiring of fundraising consultant and manage campaign.

### c) Funding

The initial funding goal for the EDC is \$500,000, with 40% (\$200,000) from public sources and the remaining 60% from private sources (\$300,000). This level will put the EDC on par with peer organizations in Oregon, such as the Southern Oregon Economic Development Inc. (SOREDI) and the EDC for Central Oregon (EDCO). After initial start-up and the EDC earns credibility for performance, the funding goals should align to national best practices of \$5 to \$7 per capita, equivalent to approximately \$1,775,000 to \$2,500,000 for Lane County's population.

- Secure formal commitment from Lane County and the Cities of Eugene and Springfield for base \$200,000 public-sector funding.
- Hire fundraising consulting firm with a proven track record for fundraising success for economic development organizations. Define expectations, roles and timeline.
  - Identify private-sector candidate investors<sup>19</sup> for the EDC.
  - Identify partner organizations as candidate investors for the EDC, such as utilities and other service providers.
  - Identify other public agencies (i.e. rural cities) as candidate investors as for the EDC.
  - Define investment tiers.
  - Utilize the Big Look Strategic Plan as fundraising tool to communicate for what the funds will be applied. Consider putting other economic development programs, such as local business outreach programs, into the fundraising campaign to strengthen the appeal to investors.
  - Secure three to 5-year pledges for fundraising.
- Pursue grant opportunities that align to the EDC's mission and strategy fulfillment. For example, grants from the United States Department of Agriculture (USDA) Rural Development and the US Economic Development Administration (EDA) may support technical assistance for enhancing competitiveness, especially in rural, under-funded areas that have opportunity to serve the region as significant employment centers.

### d) Staffing

The search for EDC President & CEO should begin after the fundraising campaign is underway to provide confidence for candidates to see that the EDC is a well-funded enterprise.

<sup>18</sup> Example EDC ethics policies provided in the Implementation Resource Guide.

<sup>19</sup> The term "investor" infers investment in the future of the region versus the term "member" which connotes that a member will receive personal benefits as a result of membership.

### ➡ Hire President & CEO

- Organize Search Committee. The Executive Committee could serve as the Search Committee.
- Define position description<sup>20</sup> and compensation package.<sup>21</sup> A Certified Economic Developer<sup>22</sup> (CEcD) in good standing with IEDC should be given preference for hiring. An economic development professional that has earned this certification provides broad knowledge and experience in this specialized field. Experience with regional-level economic development organizations should also be of consideration because it is an essential ingredient to the success in this region considering local politics.
- Market opening on the IEDC and Oregon Economic Development Association (OEDA) websites.
- Post opening on LinkedIn groups: IEDC, CEcD, Economic Development 2.0, state association groups, such as OEDA, Washington Economic Development Association (WEDA), California Association for Local Economic Development (CALED), Texas Economic Development Council (TEDC), Southern Economic Development Council (SEDC), Mid-America EDC (MAEDC), etc.
- Receive applications.
- Conduct phone and in-person interviews.
- Conduct background checks and reference interviews.
- Negotiate contract.

The President & CEO will hire additional staff to build his/her team as the budget grows with fundraising. Other recommended positions to perform the work of the strategic plan include:

- ➡ Marketing/Research Director<sup>23</sup> (or Vice President)
- ➡ Office Manager – administrative support
- ➡ Student interns

## 2) Metrics

**Goal:** Monitor strategy implementation and track achievements.

Metrics help economic development organizations stay on track to desired objectives. Regular review of progress on initiatives enables reflection to adjust strategy. Clear documentation of work completed and accomplishments is also a high priority for investors to see that their money is utilized wisely.

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<sup>20</sup> A sample position description is included in the Implementation Resource Guide.

<sup>21</sup> The International Economic Development Council (IEDC) conducts a survey of wages and benefits for economic development professionals about every 4 years. This study can be purchased for \$175 for IEDC members and \$245 for non-members.

<sup>22</sup> Refer to “What Employers Need to Know about the IEDC’s Certified Economic Developer Program” in the Implementation Resource Guide.

<sup>23</sup> A sample position description is presented in the Implementation Resource Guide.

### Strategic Initiatives Metrics

Initiative	Implementation Metrics	Outcome Metrics
<b>Regional Marketer</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Documentation of data and economic development services/resources.</li> <li><input type="checkbox"/> Establishment and consistent use of regional message platform.</li> <li><input type="checkbox"/> Development and consistent utilization of regional brand.</li> <li><input type="checkbox"/> Business cases completed for all target industries.</li> <li><input type="checkbox"/> Launch of new EDC website.</li> <li><input type="checkbox"/> Updates of data and other information to EDC website.</li> <li><input type="checkbox"/> Website traffic (# visitors, average duration of visit, website inquiries).</li> <li><input type="checkbox"/> Social media – # followers and active messaging.</li> <li><input type="checkbox"/> Quality leads generated from each tradeshow and conference.</li> <li><input type="checkbox"/> # outbound meetings with companies &amp; key influencers.</li> <li><input type="checkbox"/> # proposals.</li> <li><input type="checkbox"/> # prospect site visits.</li> <li><input type="checkbox"/> # exit surveys completed.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Lead/Prospect Pipeline                             <ul style="list-style-type: none"> <li>▪ # companies</li> <li>▪ # jobs they represent</li> <li>▪ Average wage</li> <li>▪ Capital investment they represent</li> </ul> </li> <li><input type="checkbox"/> Company Attractions                             <ul style="list-style-type: none"> <li>▪ # jobs</li> <li>▪ Average wage</li> <li>▪ Capital investment</li> <li>▪ Square feet leased</li> <li>▪ Square feet constructed</li> </ul> </li> <li><input type="checkbox"/> Economic impact to:                             <ul style="list-style-type: none"> <li>▪ Region</li> <li>▪ Community with location</li> <li>▪ Other communities in region that did not have location.</li> </ul> </li> <li><input type="checkbox"/> Client satisfaction survey results.</li> </ul>
<b>Industry Convener</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number &amp; regularity of Industry Roundtable Meetings.</li> <li><input type="checkbox"/> Level of engagement from local businesses in Industry Roundtables.</li> <li><input type="checkbox"/> Issues identified.</li> <li><input type="checkbox"/> Documented industry value chains.</li> <li><input type="checkbox"/> Identification of recruitment prospects that fit in value chain.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Achievements to address issues and industry needs.</li> <li><input type="checkbox"/> Local employer satisfaction survey results.</li> </ul>
<b>Partner Convener</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number and regularity of Partner Roundtable meetings.</li> <li><input type="checkbox"/> Adopted confidentiality protocols.</li> <li><input type="checkbox"/> Implementation of regional CRM database.</li> <li><input type="checkbox"/> Identification of common business issues through shared CRM database.</li> <li><input type="checkbox"/> Number of BRE referrals to partners.</li> <li><input type="checkbox"/> Professional development offerings.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Retained Companies (if threat of leaving)                             <ul style="list-style-type: none"> <li>▪ # jobs saved</li> <li>▪ Economic impact if company lost</li> </ul> </li> <li><input type="checkbox"/> Start-up &amp; Expanded Companies                             <ul style="list-style-type: none"> <li>▪ # jobs</li> <li>▪ Average wage</li> <li>▪ Capital investment</li> <li>▪ Square feet leased</li> <li>▪ Square feet constructed</li> <li>▪ Economic impact</li> </ul> </li> </ul>

### Building & Managing The Organization Metrics

Initiative	Implementation Metrics	Outcome Metrics
<b>Organizational Readiness</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> By-laws updated and registered with state and IRS.</li> <li><input type="checkbox"/> Full Board and Executive Committee seated.</li> <li><input type="checkbox"/> Established and adopted ethics policy.</li> <li><input type="checkbox"/> Board member orientation completed.</li> <li><input type="checkbox"/> Progress to fundraising goal.</li> <li><input type="checkbox"/> Job announcements, interviewees and offer made to President &amp; CEO.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Active Board that holds staff and themselves accountable for strategy implementation.</li> <li><input type="checkbox"/> Total amount of fundraising pledges.</li> <li><input type="checkbox"/> President &amp; CEO hired.</li> </ul>
<b>Metrics</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Quarterly review.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Documentation of quarterly review presented to Board.</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed quarterly update reports.</li> <li><input type="checkbox"/> Number of meeting presentations to jurisdictions.</li> <li><input type="checkbox"/> Completed annual satisfaction survey of investors.</li> <li><input type="checkbox"/> Annual report published.</li> <li><input type="checkbox"/> Number of positive articles in The Register Guard and other local media outlets.</li> <li><input type="checkbox"/> Successful Annual Event Celebration.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Level of investor satisfaction.</li> </ul>






### 3) Communications

**Goal:** Communicate what the EDC is doing and celebrate successes in a way that establishes the EDC as an effective resource for economic development initiatives.

Limited communication was one of the downfalls of the Lane Metro Partnership. As a result, one of the top requests from interviewed stakeholders was for more communication from the regional economic development organization. There are two main audiences for communications beyond marketing to business and key influencer prospects: investors in the organization and the community at-large.

#### a) EDC Investors

The objective for communicating with investors is to demonstrate high-value utilization. It will be important to update on strategy implementation metrics as well as outcomes achieved, especially return-on-investment analysis.

-  Prepare quarterly update reports and distribute to investors via e-newsletter.
-  Make regular (quarterly) presentations to County Commission and City Council meetings.
-  Host regular “Coffee with the President & CEO” group sessions for investors to hear updates and ask questions (i.e. first Friday of each month).
-  Conduct annual satisfaction survey with investors, and a separate survey of clients. Report results to board and investors. There are many variables in economic development that an EDC cannot directly impact. The quality of service is one thing that the EDC can directly improve.
-  Publish annual report of accomplishments and feature case studies on businesses served.

**b) Community At-large**

The objective for communicating with the community at-large is to foster understanding of economic development and raise awareness of the EDC's positive impact on regional economic growth.

- ➔ Pursue opportunities for working with The Register Guard, such as regular meetings with the Editorial Board and offering to write a monthly guest column. Best practice EDCs have good working relationships with local media outlets. The President & CEO should also be accessible to locally-based television news.
- ➔ Celebrate “wins” with public announcements that recognize all partners involved.
  - News releases.
  - Groundbreaking and ribbon cutting events.
- ➔ Host Annual Event Celebration to honor employer growth and other accomplishments.
  - Hold in unique location that represents accomplishments of year, such as a tent on lawn of manufacturing facility that expanded or located during the year or a reception inside a new speculative building.
  - Ask new/expanding employers to talk about their company.
  - Invite community – donation/registration to cover meal.

# About TadZo

TadZo is an economic development and site selection firm led by Allison Larsen. Businesses and communities essentially want the same things: economic vitality, wealth creation, quality place and environment. TadZo works with communities to achieve these outcomes. TadZo also assists companies to identify communities with these attributes that support business strategy and competitive advantages.



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# Tadzo

The Intersection of Site Selection & Economic Development