

## **PROSPERITY 2012**

Comprehensive Economic Development Strategy

Community Engagement &  
Planning Process Overview

**Sponsoring Boards**

**Action Topics**

**Industry leader Council**

**Infrastructure Prioritization Committee**

**Process Map**

2012-2013

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# Prosperity 2012

## **Purpose of updating the Comprehensive Economic Development Strategy (CEDS)**

The purpose of updating the economic development strategy includes:

1. To update the Comprehensive Economic Development Strategy (CEDS) for the County so that it reflects the current economic conditions and outlook for the next 5 years.
2. To engage the business community, jurisdictions and the public in refining the economic development strategy and in identifying meaningful, measurable actions.
3. To build a focused work-plan of specific actions, including a prioritized list of infrastructure projects.
4. To identify private, governmental and non-profit resources that can be applied to implementation.
5. To define a methodology for measuring and evaluating impact of economic development projects and programs.

## **Deliverables from Prosperity 2012 Planning Process**

The process will produce the following documents...

1. An updated and adopted Comprehensive Economic Development Strategy (CEDS), which includes...
  2. A prioritized infrastructure list.
  3. An action plan that implements the strategy.
  4. A measurement and evaluation methodology.
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# Prosperity 2012

## Desired Outcomes

By the completion of the planning process, Prosperity 2012, the County hopes to have achieved the following outcomes.

1. The community understands the economy and industries that are driving our economy.
    - The industries and occupations with the greatest opportunity
    - Economic assets of Humboldt County
    - The data that best describes our economic
    - How everyone can participate in economic development
  2. The sponsoring Boards and jurisdictions understand:
    - The community's priorities for economic development;
    - The proposed strategies and how they can participate;
    - What each group of players—individual citizens, business, government and non-profits—can do to advance the economy; and
    - How the value to the community can be evaluated.
  3. The sponsoring Boards and jurisdictions will be positioned to integrate the strategy into their policy and programmatic decisions. Ideally, this will include:
    - The Headwaters Fund Board grant and loan decisions;
    - Jurisdictions land use and programmatic investments;
    - The Workforce Investment Boards local strategic plan, grant and programmatic focus.
  4. Local business and non-profit organizations will be able to apply the strategy in their policy and programmatic decisions.
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# Prosperity 2012

## Process Principles

The process used to develop ideas and recommendations and to update the economic development strategy will have the following characteristics.

**Participatory**—It engages a broad spectrum of people, in meaningful ways through a variety of methods including face-to-face meetings, in various locations and with on-line vehicles.

**Business Led**—It engages business leaders to apply their knowledge of the industries driving our economy and design a strategy that makes the most of our opportunities for generating community wealth.

**Open and fair**—The community understands the decision-making process and their role in it. They understand the issues and are committed to participating in the planning process.

**Efficient and time bound**—Participants see it as a good use of their time.

**Educative**—People understand the issues and challenges and are able to engage as informed participants.

**Respectful**—Participants listen to one another and consider each other's points of view, even when they disagree.

**Clear**—Participants understand the process and the potential legal constraints that affect the Board's decisions.

# Prosperity 2012

## Ground Rules for each group and all participating in the process

The following ground rules are proposed for all participants and steps in the process:

- Listen carefully — try to understand, **first**
- Ask questions to increase your understanding of others' points of view
- Keep inner dialogues, disagreements in the open
- Speak from the heart
- Agree only if it makes sense to you to do so
- Be open to divergent views
- Keep the "good of the whole" in mind at all times
- Help group stay on track
- Share the "air time."
- One speaker at a time (Avoid interrupting each other)
- End group meetings with an evaluation of how you are doing as a committee
- Have fun!!!

## IDEO Brainstorming Rules

- Defer judgment
- Encourage wild ideas
- Build on ideas of others
- Stay focused on topic
- One conversation at a time
- Be visual
- Go for quality

## IDEO on Developing an idea

- Make a prototype...
- Touching and feeling a thing is very helpful
- Super simple: do it with \$10 and 10 minutes
- Role play it out
- Get feedback from people who are familiar AND from people who have no background on your idea or design challenge
- Observe in analogous situations
- Work on your ideas frequently in a concentrated period of time
- Keep up a visual board of ideas, so they can evolve as they occur to you

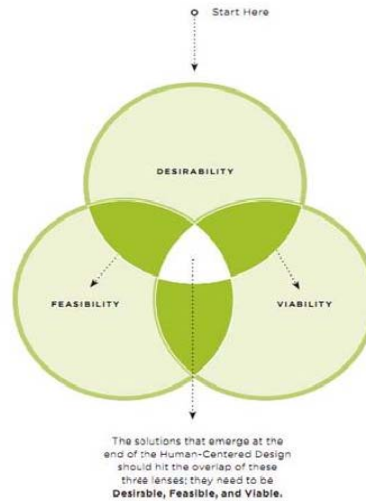
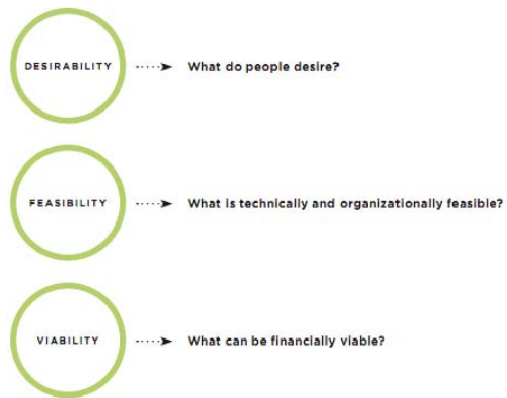
The solutions that emerge at the end of the Human-Centered Design should hit the overlap of these three lenses; they need to be **Desirable, Feasible, and Viable.**

## THE THREE LENSES OF HUMAN-CENTERED DESIGN

Human-Centered Design (HCD) is a process and a set of techniques used to create new solutions for the world. Solutions include products, services, environments, organizations, and modes of interaction.

The reason this process is called "human-centered" is because it starts with the people we are designing for. The HCD process begins by examining the needs, dreams, and behaviors of the people we want to affect with our solutions. We seek to listen to and understand what they want. We call this the Desirability lens. We view the world through this lens throughout the design process.

Once we have identified a range of what is Desirable, we begin to view our solutions through the lenses of Feasibility and Viability. We carefully bring in these lenses during the later phases of the process.



## Sponsoring Boards

- ❖ Redwood Region Economic Development Commission
- ❖ Headwaters Fund Board
- ❖ Workforce Investment Board

### Role of the Boards

The role of the Sponsoring Boards is to:

1. **Co-host public meetings** to review and discuss drafts for the strategy, action plan, infrastructure list and evaluation methodology.
2. Provide **staff** to develop the draft ideas and facilitate the process.
3. **Educate** the public regarding the Prosperity 2012 process, data, industries and recommendations.
4. Gather **input** and **feedback** from the public regarding recommendations.
5. **Review** and **recommend** the strategy to the cities and county for adoption.
6. **Apply** the strategy to policy and programmatic decisions within each board's purview.
7. The WIB will serve as the official **CEDS Strategy Committee for EDA**.

### Board Member's Role

- Participate actively and fully in meetings
  - Share leadership responsibilities
  - Surface issues and work to resolve them collaboratively
  - Take responsibility for assignments between meetings and preparing for meetings
  - Share insights and learnings with other Board members
  - Actively challenge themselves to pursue fresh approaches and perspectives; explore new pathways
  - Seek meaningful input and feedback from stakeholders and "the public" and fairly consider it
  - Commit to follow-through on this charter until it is completed
  - Attend all agreed-upon meetings
  - Contribute to development of meeting agendas
  - Communicate with and engage the public in the discussions
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## Action Participants

### Role of the Action Participants

The role of Action Participants is to take on a specific issue or “design challenge” for our industries or in developing our economy, and to generate ideas, get feedback and ultimately make recommendations for actions that would be solutions and potentially included in the CEDS. To serve as an Action Participant, community members will pick a topic on which they are motivated to work. The role of the Action Participants is to:

1. **Register** as a member through the on-line forum (Basecamp).
2. **Understand** the industries and economic data.
3. **Investigate** and study their topic of focus.
4. Approach your topic area as a “**design challenge**”.
5. **Seek innovation...Generate** ideas and solutions, even “crazy” ones.
6. **Develop recommendations** for specific actions (e.g. projects, programs, strategies) to address your topic of focus.
7. **Consider** what action could be taken by each resource or role in the community—government, business, non-profits, individual residents.
8. **Participate** in the **discussions** on-line and during joint-public meetings.

### Delivery of Recommendations

- Select 3 priority recommendations, out of all your ideas.
- Ask the following questions in selecting recommendations:
  - *Is it desirable?*
  - *Is it feasible?* (Technically do-able)
  - *Is it viable?* (Can we fiscally afford it and sustain it?)
- Identify how each sector could take the action to support your recommendations or desired outcome:
  - ◆ Business
  - ◆ Government
  - ◆ Non-profit
  - ◆ Residents
- Provide recommendations through on-line format (Basecamp) and in joint-public meetings.
- Understand and support that recommendations will be vetted by staff with the Industry Leader Council, and the members of the three boards in Joint-Public Meetings before being included in the final recommended CEDS.

## Action Topics

An initial list of design challenges for the Action Participants has been pulled from the Humboldt 100 interviews. During the first Joint-Public Meeting, community members will determine the final list of challenges. Sample challenges for Action Participants include:

- How could we create a system to **mentor entrepreneurs** that is valuable to both the mentor and mentee, and financially sustainable?
- How could we **incubate businesses** and jobs in the high tech sector? How could it be structured so that the “incubator” is financially sustainable?
- How can we plug leaks in the economy through “**localization**”?
- What is the key common theme for **marketing Humboldt**? How could multiple agencies cooperate to communicate a common marketing message?

## Roles Participants May Carry Out

- Call and arrange for meetings among interested participants regarding specific challenges
- Prepare and publish meeting agendas
- Facilitate meetings
- Take notes on meeting discussions
- Write up notes from meeting
- Post notes and information for meetings on Basecamp
- Continue dialogue in meetings on line through Basecamp.
- Research particular topics and pieces of information
- Write draft recommendations
- Gather feedback on ideas
- Represent ideas at Joint-Public Meetings

## Meetings

- Meet 3-5 times during course of process.
- Plan outcomes and agenda for each meeting beforehand.
- Review and agree on outcomes and agenda at start of each meeting.
- Close each meeting by summarizing agreements, action items and evaluating team functioning.
- Distribute meeting notes within seven days after meetings.
- Distribute meeting agendas prior to the meetings.
- Identify facilitator, recorder.
- Work with Prosperity Network liaison.

## Prosperity Network Liaison

The work of Action Participants will not be staffed; however, an economic development staff person from one of the Prosperity Network partners will liaise with each Action Participants. The role of the staff person will be limited to:

- Set up the Basecamp, and facilitate communications through the on-line system.

- Listen to your dialogue and report back to Prosperity Network
  - Answer questions about the Prosperity 2012 process
  - Connect any Participant group with known resources on their topic
  - Help the group to apply the ground rules
  - Help the group to develop recommendations
  - Help the group to reach consensus on recommendations
  - Help the group to communicate their recommendations in the process
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# Industry Leader Council (ILC)

## Role of the ILC

The role of the ILC is to:

**Advise** staff development of the strategy, action plan, and infrastructure list and evaluation methodology.

**Review** recommendations from Action Teams.

**Participate** in deliberations at joint-public meetings.

**Communicate** with business community during process to bring in greater business perspective on directions for the CEDS.

**Apply business acumen** and knowledge of industries to help staff **focus** the strategy and action plan.

**Define** actions that can be taken by business, government and non-profit sectors.

**Advocate** for final recommendations and how they will help the economy.

## Membership of the ILC

- Business leaders from each Target industry, plus four from other key sectors of the economy (8-12 persons)
- Members touch multiple aspects of the community in addition to being business leaders (e.g. serve on HFB, WIB, chambers, service clubs, youth, etc.)

## Decision-Making Process

Agree on the recommendations to staff by consensus. In other words, every ILC member:

- Understands the decision;
- Has had a chance to express his or her concerns; and
- States that he or she is willing to actively support the decision(s).

Every effort will be made to reach consensus. When consensus on any recommendation cannot be reached in a timely fashion and there is significant disagreement over direction, the decision will "fallback to" and be made by a super majority (two-thirds) of the full Council.

Quorum to conduct business is 75% (three quarters) of Council membership.

Note: This Council is advisory in nature and shall have no final decision-making authority. Any activity or recommendation from this Council requiring policy direction or action shall be presented to each sponsoring Board and the Board of Supervisors for their consideration.

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## Industry Leader Council (continued)

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- Individual ILC Member's Role**
- Participate actively and fully in committee work to achieve the charter
  - Share committee and subcommittee leadership responsibilities
  - Surface issues and work to resolve them collaboratively
  - Take responsibility for assignments between meetings and preparing for meetings
  - Share insights and learnings with other committee members
  - Actively challenge themselves to pursue fresh approaches and perspectives; explore new pathways
  - Seek meaningful input and feedback from stakeholders and "the public" and fairly consider it
  - Commit to follow-through on the role until it is completed
  - Attend all agreed-upon meetings. If an ILC member is unable to participate fully and has frequent absences, that member may be replaced.
  - Contribute to development of meeting agendas

- Meeting Procedures**
- Plan outcomes and agenda for each meeting beforehand
  - Review and agree on outcomes and agenda at start of each meeting
  - Close each meeting by summarizing agreements, action items and evaluating team functioning
  - Distribute meeting notes within seven days after meetings.
  - Distribute meeting agendas prior to the meetings.
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# Charter of the Infrastructure Prioritization Committee (IPC)

## Role of the IPC

**Participate** in IPC meetings.

**Characterize** infrastructure projects that will advance economic development.

**Assign** a score to each project according to the scoring worksheet.

**Prioritize** economic development infrastructure projects of all jurisdictions into one list, utilizing the scoring worksheet.

**Present** prioritized list of infrastructure projects for the CEDS in joint-public meetings.

**Recommend** prioritized list of infrastructure projects for the CEDS for adoption.

## Membership of the IPC

Staff of incorporated cities, county and community service districts (CSDs) within Humboldt County. Lead by RREDC.

## Scoring Criteria for Infrastructure Projects

This set of criteria has been used in prioritizing past lists of economic development infrastructure projects. They reflect typical granting agency funding criteria, and the industry focus of the strategy. The IPC will review the criteria and use a scoring worksheet to evaluate each project.

- Distressed Community (poverty, unemployment, health & safety)
- Readiness (site-control, characterization studies, permits)
- Funding secured
- Job creation/retention
- Regional wealth generation (exports, wages above average, reduce economic leakage, impact to other businesses)
- Industry cluster benefit

## Decision-Making Process

Agree on the prioritization by consensus. In other words, every IPC member:

- Understands the decision;
- Has had a chance to express his or her concerns; and
- States that he or she is willing to actively support the decision(s).

Every effort will be made to reach consensus. When consensus on any recommendation cannot be reached in a timely fashion and there is significant disagreement over direction, the decision will "fallback to" and be made by a majority (two-thirds) of the full Committee.

Quorum to conduct business is 51% of Committee membership.

Note: This Committee is advisory in nature and shall have no final decision-making authority. Any activity or recommendation from this Committee requiring policy direction or action shall be presented to each sponsoring Board and the Board of Supervisors for their consideration.

# Staff Role in Prosperity 2012

## Staff

Executive Director of RREDC: *Gregg Foster*

Headwaters Fund Coordinator: *Dawn Elsbree*

Executive Director of WIB and Economic Development Coordinator:  
*Jacqueline Debets*

## Staff Role

- Provide history, input and analysis on economic development strategies, programs, projects, evaluation methods
- Liaison (along with other members of the Prosperity Network) with Action Teams to bring their input forward into consideration
- Seek resources to support process
- Request content advice and expertise from the experts, attorney, etc.
- Prepare drafts
- Research questions and analyze data and information
- Design and disseminate public information
- Provide logistical support for meetings
- Facilitate and record meetings
- Support public access and engagement with the process
- Recruit and select ILC members

## Staff Facilitation Role

- Contribute process knowledge and advocate for fair and effective process
- Plan and facilitate committee meetings
- Encourage participation and help create a civil, collaborative environment
- Help group stay focused on task and build agreements
- Remain neutral and make sure each committee members' thoughts and ideas are heard and that input and feedback from stakeholders and interested members of the public is fairly considered
- As needed, orient small group facilitators for large meetings

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## Staff Recorder Role

- Capture committee members' ideas on flip chart paper during meetings
  - Document meeting notes
  - Remain neutral and capture each person's ideas as accurately as possible
  - Help capture thoughts and ideas during meetings with stakeholder groups and interested members of the public
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Timeline for earlier phase						
Jan-Mar 2010	Apr-June 2010	July-Sept 2010	Oct-Dec 2010	Jan-Mar 2011	Apr-June 2011	July-Sept 2011
<i>Planning</i>	<i>Engage &amp; Listen, Collect Data, Expert Input</i>					
Initial design and Fundraising	Prep industry cluster convening	Convening clusters and building work-plans				Designing next phase, \$
Convene cities, CSD's, county re: prioritized infrastructure list						
		Preparation for Summit, Andrew Davis		Summit: Andrew Davis & Rebecca Ryan, Youth	Rebecca Ryan	
		Humboldt 100 Interviews				
		Collecting and analyzing data on industries and economy				
Initial Timeline for this Phase						
Oct-Dec 2011	Jan-Mar 2012	Apr-June 2012	July-Sept 2012	Oct-Dec 2012	Jan-Mar 2013	
<i>Inform</i>	<i>Engage &amp; Listen; Gather Input</i>			<i>Deliberate; Draft</i>	<i>Adopt</i>	
Inform process & generate interest	Feb Arts Alive: Gallery walk of ED projects					
	Business Leader Luncheons: <b>March</b> -Niche Manufacturing & Building <b>April</b> -Forest Products & Specialty Ag <b>May</b> -Management & Innovation Services & Financial Support Services <b>June</b> -Tourism & Diversified Health Care					
	Data and stories released on line					
	Action Teams meeting					
Staff planning and set up ILC	Staff and ILC defines <ul style="list-style-type: none"> <li>• Components strategy</li> <li>• Review infrastructure list</li> <li>• Review evaluation methods</li> </ul>		ILC advises on <ul style="list-style-type: none"> <li>• FG recom'ns</li> <li>• Refine strategy</li> <li>• Select eval'n method</li> </ul>	Staff presents <ul style="list-style-type: none"> <li>• Draft for feedback</li> <li>• Refine draft for final</li> </ul>	Staff presents final for adoption	
Boards adopt process	February 17: Joint meeting, launch FGs	April 20: Joint meeting	June 15: Joint meeting	October 19: Joint meeting	Boards review for adoption	

# Overview of the Comprehensive Economic Development Strategy Development Process

