

MONTEREY COUNTY

2022 CEDS UPDATE - TECHNICAL PROPOSAL

Qualifications and Experience

The proposed project team includes National Development Council (NDC) and CVL Economics, which includes team members who led the development of the 2021 County of Monterey Comprehensive Economic Development Strategy (CEDS).

Established in 1969, at the beginning of the community development movement, the **National Development Council (NDC)** has for over five decades played an integral role in shaping the strategies and methodologies that have set the standards of excellence in the practice of economic development, affordable housing, and community development. NDC's mission is to direct capital to support the development and preservation of affordable housing, create jobs and wealth through small business lending, advance livable communities with social infrastructure investment, and build capacity with hands-on technical assistance to local governments. NDC's experienced staff has worked with every economic development financing tool available, including but not limited to New Markets Tax Credits, Low-income Housing Tax Credits, Historic Rehabilitation Tax Credits, Renewable Energy Tax Credits, tax exempt and taxable bond financing, HUD Section 108, Community Development Block Grant (CDBG), and Economic Development Administration (EDA) funds.

CVL Economics is an economic research and planning firm committed to rethinking, reframing, and redefining the future of equitable development. Founded in 2021 in response to a rapidly shifting economic landscape, CVL (pronounced "civil") recognizes that communities, institutions, and organizations are facing unprecedented challenges as they navigate uncertainty. Partnering with clients dedicated to sustainable and resilient growth, CVL employs a tailored mix of advanced data analytics and rigorous qualitative methods to guide regional strategy, program, and policy development. This holistic approach – developed and continuously refined by CVL's team of economists, planners, and industry analysts – lies at the heart of the firm's work with state, regional, and local jurisdictions; research universities and community college districts; nonprofit and philanthropic organizations; and community-based organizations.

Scope of Work

In 2021, Monterey County updated their CEDS for EDA acceptance. The update engaged many new stakeholders to an economic development strategy but was limited in developing more detailed strategies and projects. The CEDS was adopted by Monterey County and ratified by every jurisdiction in the County, a rare achievement. In establishing yearly updates, the County can engage stakeholders in further detailing those priority strategies and using the work for EDA funding applications as well as California economic development resources.

The National Development Council and CVL Economics are excited to partner again with the County to produce these annual updates. The approach described here is designed to address the rich diversity of populations, communities, and geographies across the region. Special attention would be placed on anticipated employer needs (especially among high-growth

industries) and improving the region's workforce development infrastructure. Indeed, the extent to which industry flourishes tomorrow is dependent upon how well the region expands, diversifies, and nurtures the local talent pipeline today. These priorities lay at the forefront of the CEDS development process.

The CEDS update process spans five phases, each with its own set of deliverables and stakeholder engagement elements. We understand that the County will re-establish an Economic Development Committee to advise on broader economic development issues. This new update will require re-establishment of the previous CEDS Executive Committee – comprising representatives from industry, government, academia, and other key groups from across the Region. There will likely be some overlap between these groups, and both will play a critical role in shaping the CEDS, and the activities described in each of the phases below will provide them with the knowledge, insights, and tools to do so effectively.

PHASE 1: ANALYSIS

The project opens with a focus on updating current economic conditions, identify emerging trends, and forecast growth, which collectively lay the groundwork for subsequent phases. A combination of quantitative and qualitative methods will be employed across three sets of tasks:

- **Data Analysis:** **(1)** industry, labor market, and demographic analyses at regional and sub-regional levels using proprietary and publicly available datasets;¹ **(2)** economic impact analyses for the region's four target industries (as well as for each county overall) using IMPLAN input-output models to determine regional output, labor income, and tax revenue.
- **Limited Documentation Review:** **(3)** review of regional planning documents to align the CEDS with existing and proposed policies, programs, and initiatives, **(4)** mapping of regional infrastructure and economic assets, and **(5)** inventory of recently completed, in-process, and future capital projects.

PHASE 2: PLANNING

The analysis and assessment conducted in the previous two phases feeds into what is considered the most important part the CEDS process: strategic planning. Over the course of Phase 3, the consultant will convene no more than three (3) Committee sessions to: **(1)** define regional economic development principles, goals, and objectives, and **(2)** identify targets and determine action items. In addition, consultant may invite guest presenters (such as specialists on equity and resilience planning) to facilitate planning discussions as well as EDA representatives to provide general guidance.

¹ Which include but are not limited to the U.S. Census (American Community Survey, County Business Patterns, Nonemployer Statistics, American Housing Survey), U.S. Bureau of Labor Statistics (Quarterly Census on Employment and Wages, Current Population Survey, Current Employer Statistics), U.S. Bureau of Economic Analysis, and the California Economic Development Department as well as data collected by the County of Monterey

PHASE 3: PRODUCTION

The production phase of the project is a collaborative and iterative process among the consultant, client, and Committee. The consultant will prepare draft sections of the CEDS update and periodically convene the Committee to review and discuss content. Chapters will be submitted on a schedule to be jointly set by the client and consultant with the expectation of timely written feedback by Committee members.

PHASE 4: ROLLOUT

Following the 30-day public review period, the Consultant will revise the CEDS update accordingly and prepare the draft for review by the county's Board of Supervisors. The consultant will also participate in public presentations as needed to expediently shepherd the CEDS through local review processes before ultimately submitting the draft for a review by the local regional EDA office.

Project Timeline

	MONTH 1				MONTH 2				MONTH 3				MONTH 4				MONTH 5				MONTH 6				MONTH 7			
Phase 1: Data Collection and Analysis																												
Task 1.1: Review existing regional development plans	■	■	■	■																								
Task 1.2: Conduct industry, labor, demographic analysis			■	■	■	■	■	■	■	■																		
Task 1.3: Catalog regional assets and infrastructure			■	■	■	■	■	■	■	■	■	■	■															
Task 1.4: Establish and convene CEDS Committee				■									■			■				■			■				■	
Phase 2: Planning																												
Task 2.1: Develop vision, goals, objectives													■	■	■													
Task 2.2: Establish action plan with targets and metrics														■	■	■	■											
Phase 3: Production																												
Task 3.1: Draft Plan Update																■	■	■	■									
Task 3.2: Review plan with CEDS Committee																		■	■									
Task 3.3: Finalize draft plan																			■	■								
Phase 4: Rollout																												
Task 4.1: Submit draft plan for public comment																					■							
Task 4.2: Submit revised draft plan for Board review																				■	■	■	■	■	■	■		
Task 4.3: File CEDS Update with EDA																										■		

Note: Yellow boxes indicate project milestones, deliverable submission dates, and/or meeting

Proposed Budget

NDC is proposing the hourly rates listed below for all services in an amount not to exceed \$75,000 to restart the CEDS group. That amount is inclusive of NDC and for CVL Economics' time, supplies, postage, telephone, and other similar expenses. I would imagine that following years would be less based on work completed.

Project Team Member	Role	Hourly Rate
Chuck Depew	Project Advisor	\$325
Melissa Lafayette	Project Advisor	\$250
Uday Ram	Technical Expert	\$250
Adam Fowler	Technical Expert	\$250