The State of the EDA Statewide Planning Grants

Center for Regional Economic Competitiveness (CREC)

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Introduction

Following the enactment of the American Rescue Plan in 2021 (ARPA), the Economic Development Administration (EDA) initiated a series of new programs, including the Statewide Planning Grants (SPG) Program. The program awarded $1 million each to 59 states, territories, federally recognized areas, and the District of Columbia ("states"). The program was designed to help the 59 states recover from the economic impact of the pandemic and begin planning future economic development activities.

In 2022, EDA awarded funds to CREC to better understand the activities undertaken by states. The initiative aimed to generate a deeper recognition of the SPG project successes, challenges, leveraged funds, and alignment between states and economic development districts (EDDs). This funding complemented another CREC project funded by EDA to strengthen state-EDD alignment and preliminary SPG work done by CREC for the State Economic Development Executive (SEDE) network.

Key Takeaways from Survey and Interviews

- The grant enabled the funding of projects that would not have been possible without EDA support.
- Strategic planning emerged as the most frequently noted activity in the projects.
- For states that had partners in the planning phase, EDDs were the single most common partner identified.
- EDDS were most often consulted during the implementation stage of the project to leverage their local expertise or CEDS.
- States who worked with EDDs found it to be a meaningful relationship that led to project success.
- Barriers to project implementation were often linked to staffing shortages or availability of other federal funding.
- An EDD's level of capacity was critical to the success of the state-EDD collaboration.

To gather SPG data, the CREC project included a survey as well as interviews with states and other stakeholders. The project also involved several reports and the creation of a data tool summarizing the projects and the full spectrum of state-EDD alignment along with other key metrics. The survey was administered in May and June 2023 which was early in the performance periods for most projects. The results offered a knowledge base and insights for the one-on-one interviews with state grant managers while also providing project context as the project implementation began in earnest.

Building on the insights from the nationwide survey that reached all 59 SPG recipients, the CREC team initiated a series of comprehensive one-on-one interviews during the summer of 2023, concluding in January 2024. These interviews were instrumental in reinforcing much of the information obtained from the surveys, widening the scope of discussion to include project updates since survey completion, and have detailed narratives on the relationships between states and EDDs.

The interview protocol featured 10 strategic questions, exploring project specifics, the nuances of EDD relationships, collaborations with other stakeholders, and lessons learned. Moreover, the questions were designed to be adaptable to each state's circumstances, including reasons why states did or did not partner with EDDs.

Table 1 shows the timeframe of data collection conducted by CREC. The data included in this report reflects information collected through surveys and interviews completed in 2023 and early 2024. Given the time since data collection, states likely have experienced additional progress on their projects from the information shared in this report. In fact, conversations with selected states during site visits confirmed projects had advanced since the data collection concluded. Although states have continued project activity since the surveys and interviews, this report share key perspectives and findings that remain useful.

Table 1: Timeline of Statewide Planning Grant (SPG) Data Collection

Timeframe	Activity
Early 2022	CREC conducted an exploratory survey for the State Economic Development Executives (SEDE) Network to understand how states were using SPG funds.
Mid-2022	EDA awarded funds to CREC to further investigate SPG efforts.
May – June 2023	CREC conducted a follow-up survey with SPG grantees.
June 2023 – January 2024	CREC completed interviews with SPG grantees.

CREC has developed subsequent analyses, reports, and webinars that showcase updated project information. These products include:

- Profiles of all 59 projects
- Six case studies
- Best practices and metrics report
- SPG Database
- Six regional webinars and
- Five national topical webinars.

Many of these and related products can be found on the SEDE website

Background

Funded by ARPA, the EDA awarded $1 million economic development planning grants to each of 59 states through its Statewide Planning, Research and Networks Notice of Funding Opportunity (NOFO). The NOFO indicated that the purpose of the funding was to "help develop coordinated state-wide plans for economic development and data, tools, and institutional capacity to evaluate and scale evidence-based economic development efforts." Given CREC's past work for EDA on raising awareness of the benefits of state-EDD alignment, EDA determined there was an opportunity to not only identify the impacts of the state projects, but also obtain a deeper understanding of the state-EDD alignment occurring among state projects.

Expenditures

As shown in Figure 1 and Table 2, states had varying levels of project expenditures as of June 2023, an expected finding since states were early in project implementation. Among the 59 states, four indicated they had spent all of their grant funds at that time with most indicating some grant funds had been expended:

4	**7**	**39**	**9**
Spent **all** of their grant	Spent **most** of their grant	Spent **some** of their grant	Spent **none** of their grant

Figure 1: State Planning Grant Expenditure During Initial Implementation
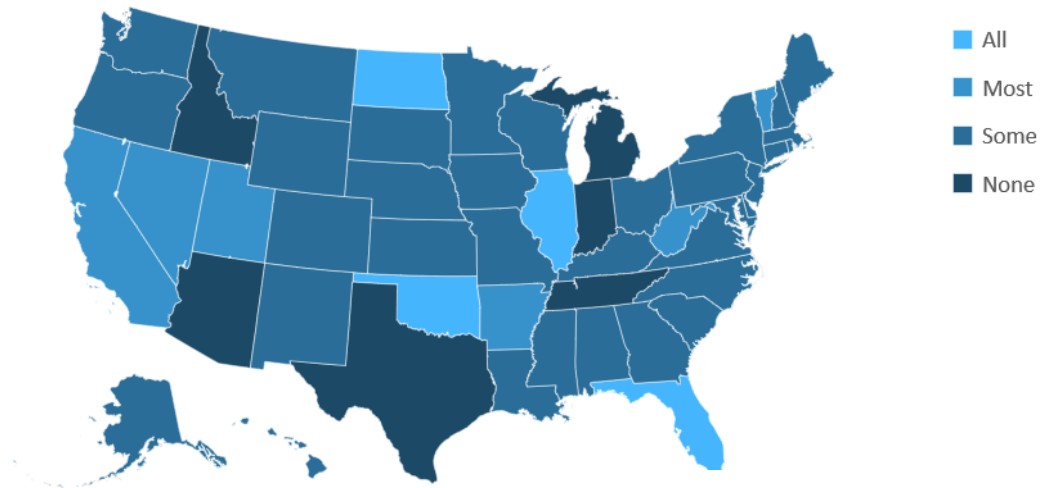
Table 2: Other States Not Shown in Figure 1

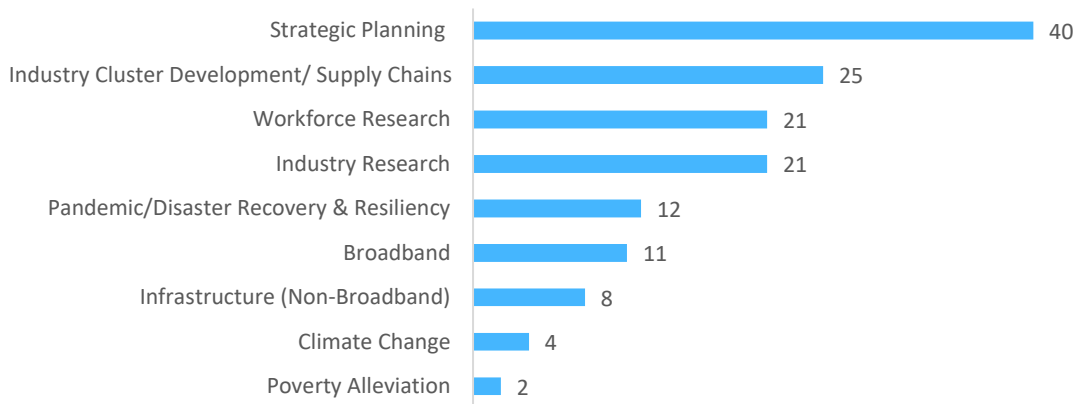| State	Grant Spending Progress
American Samoa	Some
District of Columbia	Most
Federated States of Micronesia	None
Guam	Some
Marshall Islands	Some
Northern Mariana Islands	None
Puerto Rico	Some
Republic of Palau	Some
Virgin Islands	None

Planned Activities

States reported utilizing funds from the SPG for a wide variety of activities, often undertaking multiple initiatives simultaneously. The most frequently cited activity was strategic planning, which includes tasks such as asset mapping, sector development, and the integration of tribal and local plans.

More than 21 states directed resources toward activities like industry cluster development/supply chain analysis, workforce research, and industry research. Additional key activities included planning for recovery and resilience, broadband and infrastructure projects, climate change mitigation efforts, and poverty alleviation strategies.

CREC's interviews allowed states to offer detailed insights into their projects and to clarify the specific aspects of their research, planning, technical assistance, or program implementation efforts at that time. The graph below illustrates the number of states engaged in each type of activity, as identified through the survey. Notably, most states participated in multiple activities:

Figure 3: Project Activities Funded by the Statewide Planning Grant

| Activity	States
Strategic Planning	40
Industry Cluster Development/ Supply Chains	25
Workforce Research	21
Industry Research	21
Pandemic/Disaster Recovery & Resiliency	12
Broadband	11
Infrastructure (Non-Broadband)	8
Climate Change	4
Poverty Alleviation	2

There were also noticeable geographic differences in the deployment of funds when examining the funded activities by EDA Region. Although broad national trends generally aligned with regional outcomes, some differences emerged. For example, states within the Philadelphia and Settle regions were more inclined to focus on Industry Cluster Development/ Supply Chains (8 states each) compared to other regions. Project activities undertaken by states in the Austin Region varied widely as Strategic Planning was the only common project activity between states. See Appendix A for the activities most frequently funded by EDA Region, and Appendix B for a comprehensive list of activities by EDA Region.

Filling in Programming Gaps

The projects conducted by states were often made possible only through the Statewide Planning Grant. Figure 2 illustrates the programming gaps that the states managed to address using the Statewide Planning Grant. For a significant number of states (26), the funding supported studies that otherwise would have not been feasible, covering diverse topics such as broadband mapping, innovation cluster identification, semiconductor research, and electrification/EV research. Additionally, seven states utilized the funds to launch new state programs, and six applied them towards developing a statewide CEDS. The planning grant was least frequently used for establishing best practices and circumventing the state funding process to achieve objectives.

Figure 2: Primary Programming Gaps Filled Using Statewide Planning Grant

- Helps fund studies (18)
- Helps develop statewide CEDS (10)
- Helps launch new program(s) (9)
- Helps build capacity (5)
- Helps fund existing program(s) (1)
- Helps create best practices (1)
- Does not have to go through state funding process (1)
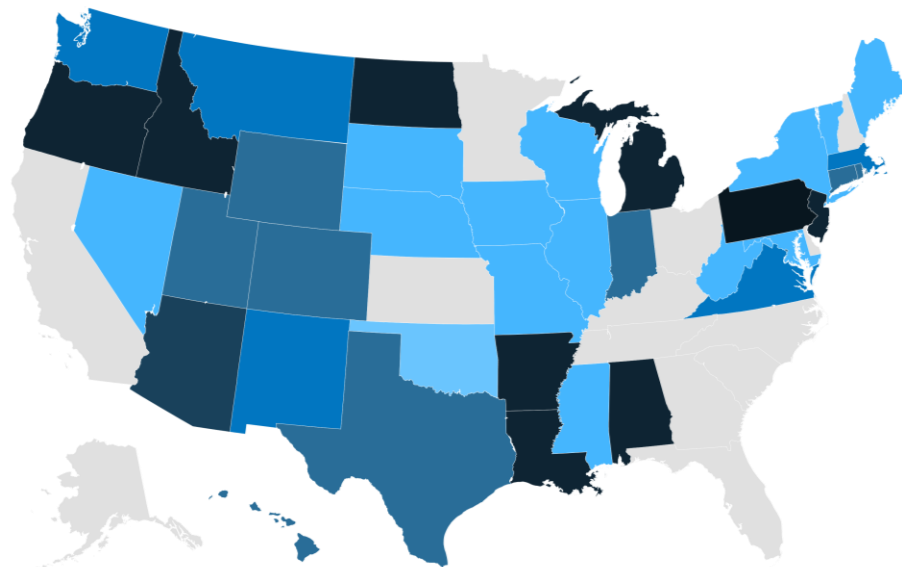
Table 3: Other States Not Shown in Figure 2

States Not Displayed Above	Primary Programming Gaps Filled
Marshall Islands	Funds studies, Builds capacity, Launches new program(s)
Federated States of Micronesia	Funds studies, Helps coordinate with partners
Puerto Rico	Launches new program(s)
District of Columbia	Develops statewide CEDS, Funds studies
U.S. Virgin Islands	Helps fund studies, Helps build capacity
Northern Mariana Islands	Helps fund studies
American Samoa	Helps develop statewide CEDS, Helps fund studies
Guam	N/A
Palau	Helps fund studies, Helps build capacity

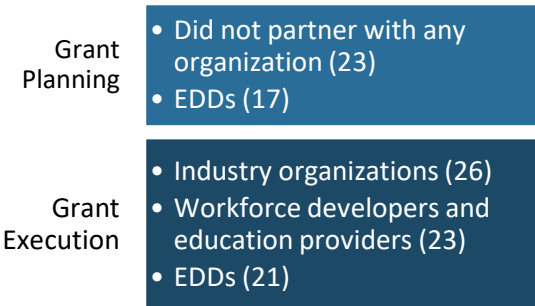For a full list of programming gaps filled, see Appendix E

Collaboration

Many grant recipients reported high levels of collaboration in planning and executing their grants. Among the most common partners working with the states (Figure 4) are industry organization, workforce development organizations, education providers, and Economic Development Districts (EDDs).

EDDs are crucial because they possess localized knowledge of economic needs, stemming from their role in leading Comprehensive Economic Development Strategies (CEDS) development. Their reach extends beyond a single locality, encompassing regional and local interests, making them a key partner in directing regional economic development assistance. The relationship between grant recipients and EDDs can be vital in coordinating resources to effectively address local economic challenges. By collaborating closely with EDDs, recipients can gain valuable local insights about the communities they seek to serve, enabling states to better align economic development strategies, collaborate on activities, and identify and prioritize EDA funding opportunities.

Figure 4: State Planning Grant Partners

Grant Planning	• Did not partner with any organization (23) • EDDs (17)
Grant Execution	• Industry organizations (26) • Workforce developers and education providers (23) • EDDs (21)

Interestingly, many states said they did not partner with any organization when developing their grant plans (Figure 4). However, when a state indicated that it was partnering with a group to develop the grant, EDDs were identified as the most popular partner (Figure 5). Partnerships were more common on grant execution or implementation.

Figure 5: Partners In Statewide Planning Grants

Legend: ■ Develop Plan   ■ Implement Plan

Partner	Develop Plan	Implement Plan
None	23	10
Industry or Industry-Related Organizations	16	26
EDA-designated Economic Development Districts	17	21
Community Development Organizations	13	19
Workforce Developers and Education Providers	12	23
Entrepreneurship and Innovation Organizations	10	20
Local Chambers of Commerce	8	16

The connections between states and EDDs in the statewide planning grant process varied widely across the nation. Figure 6 below illustrates state interview responses to the question: 'Did you consider EDA-designated Economic Development Districts a key partner in the development of your grant application or project implementation?'. Delaware, Hawaii,, Rhode Island, and Wyoming, along with areas shown in Table 4, do not have any EDDs.

Figure 6: EDD Involvement in Project
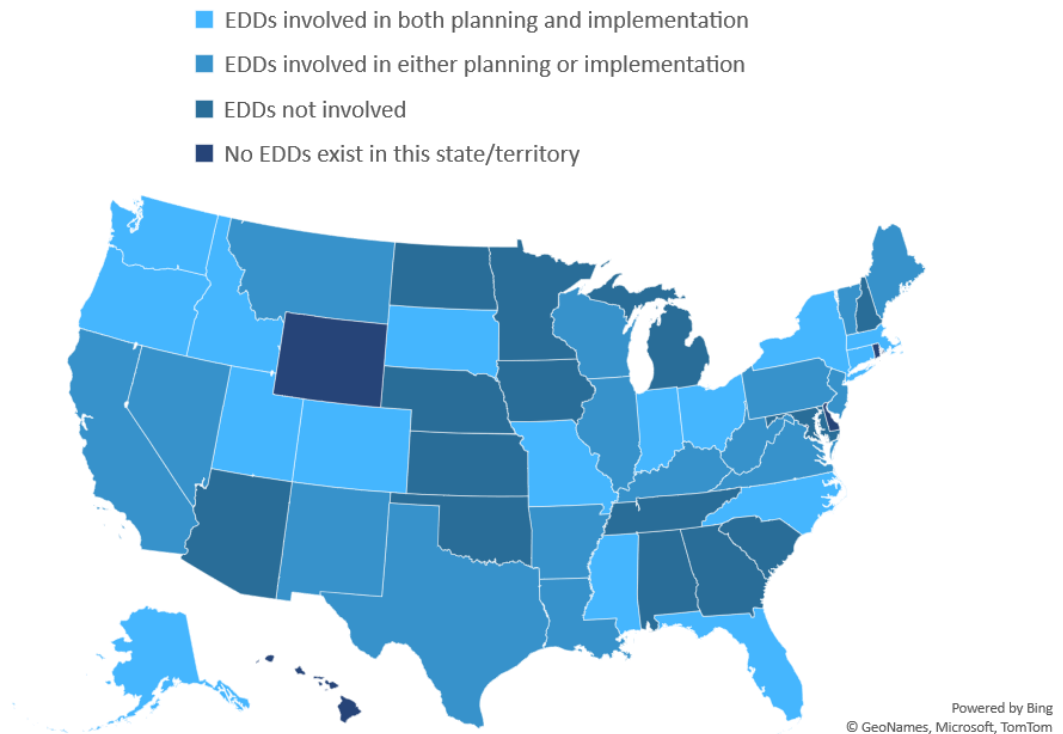
Table 4: Other States Not Shown in Figure 6

State	EDD Involvement
American Samoa	No EDDs exist in this state/territory
District of Columbia	No EDDs exist in this state/territory
Federated States of Micronesia	No EDDs exist in this state/territory
Guam	No EDDs exist in this state/territory
Marshall Islands	No EDDs exist in this state/territory
Northern Mariana Islands	No EDDs exist in this state/territory
Puerto Rico	EDDs not involved
Republic of Palau	No EDDs exist in this state/territory
Virgin Islands	No EDDs exist in this state/territory

EDD Involvement in Project Planning

In this report, the planning process is defined as the work done by states and regions to build a proposal and project work plan to be submitted to EDA. Out of the 59 states, 39 indicated that EDDs were not involved in the grant planning process – seven of which do not have EDDs. States provided several reasons for lack of EDD involvement, as shown in Table 5.

The most common response during the interviews was that EDD priorities do not match those of the Statewide Planning Grant project. There was no discernible pattern among the project topics of these eight states. The preponderance of "No" responses among territories outside of the 50 states can be

**Table 5: Reasons for Not Involving EDDs in Planning**

Why were EDDs not involved in planning?	Count
Typical EDD projects don't match the SPG project objectives	8
EDDs and state do not have a close relationship	6
The state does not have enough EDDs	4
EDDs do not have the capacity for this project	4
Timeline challenges	3
EDDs do not represent local interests	2

attributed to the absence of EDDs in those areas. For instance, one territory indicated their population was small, and there was no need for regional development organizations. The interview process involved discussions with selected EDDs to better understand the relationship between states and EDDs in state planning grants. These conversations helped the team grasp state-EDD dynamics from a different perspective.

In general, these results represent an improvement over the findings from the summer 2023 survey, where 42 states indicated EDDs were not included in planning. This discrepancy is likely due to a misunderstanding of terms while responding to the survey. Many states, once interviewed, indicated that they had in fact cooperated with EDDs but were unfamiliar with the term "EDD" or did not believe their actions constituted "cooperation." However, these same states often included EDDs in planning meetings and consulted with them on their planning grant proposals. In about half of projects where EDDs were included in planning (8 projects), the EDDs offered key information which contributed to the project proposal. The other half (9 projects) not only contributed to the proposal but also offered further comments once the draft proposal was finished.

At the regional level, state sentiment toward the role of EDDs in the Statewide Planning Grant project varies across the country (as seen in Figure 7). However, overall, a slight majority of survey respondents (31) indicated that they do consider EDDs to be key partners in this effort. It is worth noting that the Atlanta region is an outlier, with a greater number of "No" than "Yes" responses.

Figure 7: States Reporting EDDs as Key Partners

	Atlanta	Austin	Chicago	Denver*	Philadelphia*	Seattle*
Yes	3	4	4	6	8	6
No	5	1	2	3	4	2
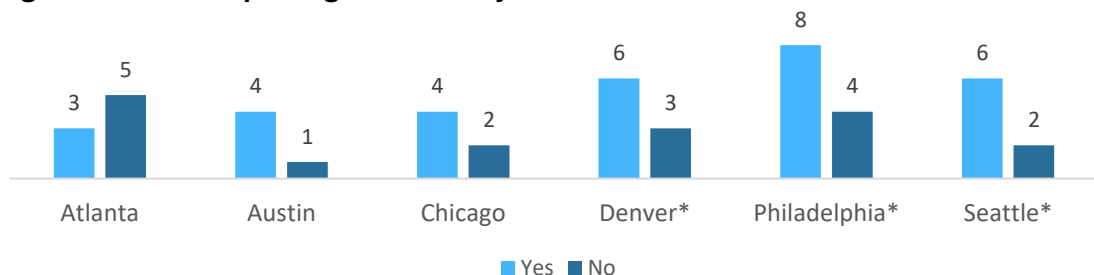
Six territories and Hawaii in the Seattle Region, DC, Rhode Island, and Delaware in the Philadelphia Region, and Wyoming in the Denver Region do not have EDDs as of August 2023. These areas have been removed from their regions' totals.

EDD Involvement in Project Implementation

Here, implementation refers to activities that occurred after the planning phase and contributed to the completion of the grant project. Approximately half (30) of the states indicated that EDDs played a crucial role in implementing their grant projects. CREC categorized responses into four variables: 1) hosting meetings and/or bringing other organizations on board, 2) networking and relationship building, 3) offering local expertise or information about local CEDS, and 4) serving as a subrecipient(s) of project funding for delegated tasks. Table 6 is a breakdown of the 33 total responses (some EDDs did multiple tasks on a single project).

Table 6: EDD Activities in Project Implementation

Task	Count
Offered local expertise or information about local CEDS	19
Hosted meetings and/or brought other organizations on board	7
Subrecipient(s) of project funding for delegated tasks	7
Networking and relationship building	3

Figure 8 provides a national breakdown of the tasks EDDs assisted with during the implementation process. There was no apparent pattern in the tasks undertaken by EDDs across EDA regions. However, states located east of the Mississippi River appear more inclined to enlist EDDs to host meetings and convene partner organizations. As mentioned earlier, the most significant role played by EDDs was as CEDS experts. Many states utilized the grant to either update their statewide CEDS or incorporate CEDS information to offer a regional perspective, aiding in achieving project goals. Given that CEDS development is a crucial activity for EDDs, leveraging this expertise in statewide projects proved beneficial for those states.
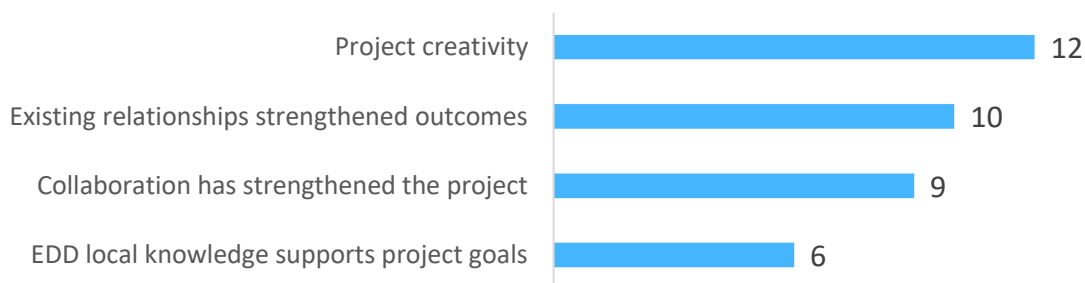
Figure 8: EDD-Assisted Tasks

Figure 8: Colored circles indicate additional gap not mentioned above but also filled by Statewide Planning Grant

Successes Working with EDDs

States stated that working with EDDs often enhanced the creativity of their project, as seen below in Figure 9. Many also found that working with EDDs enabled them to enhance capacity and tap into local knowledge. Another common success was the strengthening of project outcomes through existing relationships between the state and EDDs, with 10 states indicating that this led to greater success. For instance, South Dakota's close relationships and previous collaborations with its planning districts made involving them a logical choice. Collaborating with EDDs strengthens projects. States can lean on EDDs' local knowledge and capacity to administer locally conscious and effective programs.

Figure 9: Success Through Working with EDDs

Category	Value
Project creativity	12
Existing relationships strengthened outcomes	10
Collaboration has strengthened the project	9
EDD local knowledge supports project goals	6

Some states noted that the local knowledge of EDDs helps support their project goals. Access to these local insights, which the state may not be aware of, can help the state gain a deeper understanding of local needs. For example:

- Missouri's project involved conducting an industry cluster analysis; the cluster study consultant asked EDDs about identified clusters in their regional CEDS to understand existing clusters better.

- A major component of Connecticut's project was interviewing all EDDs in the state to incorporate their perspectives in the statewide strategy.

- Louisiana's project encouraged EDDs to establish Memorandum of Understandings and collaborate with each other and the state on broader strategic goals.

- Alaska noted that EDDs played a significant role in the project and that their assistance was necessary to accomplish project objectives.

- Florida stated that EDDs are an important resource and assisted with providing insights and aligning goals to develop the state's broadband strategic plan.

Major Roadblocks to Grant Expenditures

Respondents often encountered challenges or roadblocks in administering their grant or completing their project. In fact, of the 59 survey respondents, 33 indicated facing roadblocks in spending their grant at the time of interviews, with several states citing more than one obstacle.

Respondents highlighted the two most frequent roadblocks: 1) non-staffing state internal issues, such as delays with legislative approvals (to spend federal funds), gubernatorial transitions, or lack of alignment between state and local entities, and 2) staff shortages and lack of capacity. Seven respondents reported struggling with the EDA compliance processes, either due to EDA grant requirements or issues with the online state portal. Additionally, five respondents mentioned difficulty focusing on the Planning Grant because of other available federal funds that occupied their time — mostly from ARPA. Four respondents respectively felt the timing of the grant came too late to align local efforts or that they struggled to find consultants to complete their projects.

Figure 10: Expenditure Challenges
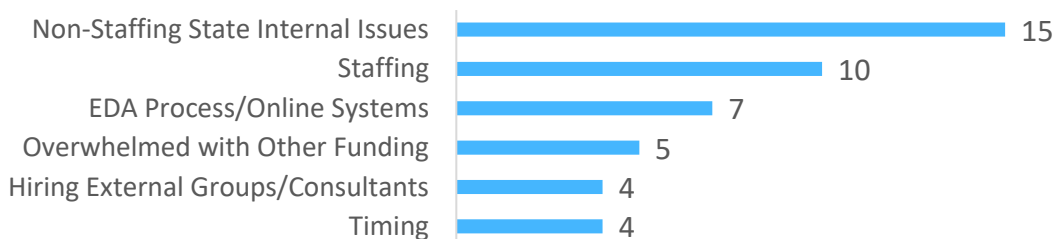
The number of respondents facing roadblocks in their grant expenditures varied by EDA Region. Appendix C shows the number of roadblocks by EDA region and Appendix D highlights the roadblocks reported by percentage of all respondents.

Challenges Working with EDDs

Importantly, the results highlighted an inverse relationship between the degree of EDD involvement and the nature of planning grant roadblocks faced by states. For example, respondents who included EDDs in both planning and implementation were less likely to report being overwhelmed by other federal funding. It is possible that this is a result of collaboration between states and EDDs, bolstering funding management capabilities as EDDs have direct experience with EDA and federal funding requirements.

On the other hand, respondents who only included EDDs as partners in grant planning or implementation were slightly more likely to encounter misalignments due to the timing of the grant relative to other ongoing planning activities. It also appears that states working with EDDs in implementation but not in planning were more likely to struggle with hiring external groups and consultants.

As one can see in Figure 11, the most cited challenge in working with EDDs during interviews was lack of capacity or time, with 15 states indicating this as a problem. Many states mentioned that EDDs were already overwhelmed with standard duties and struggled to accommodate an additional project in their portfolio. For some states, like Maine, the central issue was a lack of synergy between the state project objectives and the expertise of the EDDs. In Washington, West Virginia, and Colorado, EDDs were involved as subrecipients in the grant implementation process, but they also faced time constraints and other capacity challenges.

Figure 11: Challenges with Working with EDDs

Six states said that internal timing at the state level posed challenges to EDD implementation. The reasons for timing challenges varied:

Virginia's project began at the end of one governor's term and the beginning of another	Maryland's project was caught up in the legislative approval process
Maine struggled to put together an RFP due to the complexity of their shoreline project	Minnesota's project was hindered by internal communication challenges, leading to a time crunch

Michigan's state government needed to approve the project before spending could begin, and as a result had to wait for a project extension from EDA

Other challenges included funding concerns and a lack of collaboration with EDDs, or insufficient EDD knowledge about technical project topics.

Lessons Learned

Because many of the states were new to the EDA grant process, the interviews included a discussion of the process and suggestions for improvement. As noted in Table 7, the most frequent response (15) was that EDA performed well in managing the grant process. Couple that with the 13 states who had no suggestions, this indicates that nearly half (28) of the states offered no suggested improvements to the grant administration process.

Table 7: EDA Improvements to the Grant Process

How Could EDA Improve the Grant Process?	Count
EDA did a good job with the grant process	15
Grant application website was cumbersome or difficult to navigate/understand	12
More guidance on EDA wants and needs from projects	10
Extend the timeline	5
Broaden the scope of acceptable project objectives/funding targets	4
Improved clarity on deadlines and semi-annual report guidelines	3
Assess state ability to use funds	3

The second most frequent response was that the grant application website, at the time called Grants Online and has since been replaced in 2024 to the EDGE Portal, was cumbersome or difficult to understand.

One state mentioned that while EDA was very helpful, the reimbursement process was opaque, and accessing funds was complicated by state staff turnover. Overall, states seemed pleased with EDA's assistance but expressed confusion or frustration with the online system used to obtain funding. Some suggestions included having more regular meetings with EDA staff to review the portal navigation process.

Ten states expressed a desire for more guidance from EDA on project requirements, particularly for project approval. One state mentioned struggling to understand some components of the administration plan and expressed a need for examples of "Outcomes and Outputs" to guide their draft reports. Another state mentioned that the reporting process was overly burdensome, especially because the grant coincided with many other federal programs. They indicated that more guidance from EDA may have helped them start the project sooner.

Final Thoughts

The survey and interview results provide significant insights into project activities and state perspectives regarding the Statewide Planning Grants:

1. State alignment with EDDs was more pronounced in the [follow-up 2023]survey than the initial 2022 survey suggested, with many states working directly with EDDs both in planning and implementation of their grant.

2. Many states used the funds to [fill gaps]or implement programs that would not have been otherwise possible: 26 states used the grant to fund studies, 7 initiated new programs, and 6 developed a statewide CEDS.

3. Twenty states indicated that EDDs helped in the [planning process], with over half indicating that EDDs provided feedback during project development. Thirty-one states indicated that EDDs helped with implementation, mostly by offering information on local CEDS (19).

4. Twenty-nine states said that [working with EDDs]greatly improved the quality of their project, citing benefits like added creativity and enhanced knowledge of local economic conditions.

5. Many states faced [roadblocks] to implementation that were often tied to staffing shortages or distractions from efforts to execute other federal stimulus grants. These findings were further confirmed and elaborated upon by interviews.

6. Overall, 28 states were pleased or at least satisfied with the [EDA grant administration process]. Those facing challenges mentioned difficulties in navigating the online portal, comprehending the grant requirements established by the EDA, or feeling that the timeline was too tight to fully achieve their project's objectives.

Through the survey and one-on-one interviews, it became clear that, regardless of project goals or challenges, the Statewide Planning Grant program had achieved its objective of developing coordinated statewide plans for economic development, as well as the data, tools, and institutional capacity to evaluate and scale evidence-based economic development efforts.

In many cases, these grants fostered greater alignment and enabled states to access partners or funding that would have been unattainable otherwise. CREC is developing an interactive database to document these findings and to further illustrate the alignment ecosystem created by this EDA funding opportunity.

Appendix A

Most Common Statewide Planning Grant Activities by EDA Region

Denver Region
- Workforce Research: 6
- Strategic Planning: 6

Chicago Region
- Strategic Planning: 6
- Industry Research: 3
- Industry Cluster Development/Supply Chains: 3

Philadelphia Region
- Strategic Planning: 11
- Industry Cluster Development/Supply Chains: 8

Seattle Region
- Strategic Planning: 9
- Industry Cluster Development/Supply Chains: 8

Atlanta Region
- Strategic Planning: 5
- Broadband: 3
- Workforce Research: 3

Austin Region
- Strategic Planning: 3

Values represent frequency of a roadblock being reported as a portion of total states in the category.

Appendix B

Statewide Planning Grant Activities by EDA Region

Atlanta - Activities	Number of Respondents
Strategic Planning	5
Broadband	3
Workforce Research	3
Industry Research	1
Industry Cluster Development/ Supply Chains	1
Infrastructure (Non-Broadband)	1
Pandemic/Disaster Recovery & Resiliency	1
Poverty Alleviation	0
Climate Change	0

Austin - Activities	Number of Respondents
Strategic Planning	3
Industry Research	1
Industry Cluster Development/ Supply Chains	1
Infrastructure (Non-Broadband)	1
Workforce Research	1
Climate Change	1
Broadband	0
Poverty Alleviation	0
Pandemic/Disaster Recovery & Resiliency	0

Chicago - Activities	Number of Respondents
Strategic Planning	6
Industry Research	3
Industry Cluster Development/ Supply Chains	3
Broadband	2
Workforce Research	2
Infrastructure (Non-Broadband)	1
Pandemic/Disaster Recovery & Resiliency	1
Climate Change	1
Poverty Alleviation	0

Denver - Activities	Number of Respondents
Workforce Research	6
Strategic Planning	6
Industry Research	4
Industry Cluster Development/ Supply Chains	4
Infrastructure (Non-Broadband)	2
Pandemic/Disaster Recovery & Resiliency	1
Broadband	0
Poverty Alleviation	0
Climate Change	0

Philadelphia - Activities	Number of Respondents
Strategic Planning	11
Industry Cluster Development/ Supply Chains	8
Industry Research	7
Workforce Research	4
Broadband	3
Infrastructure (Non-Broadband)	2
Poverty Alleviation	1
Pandemic/Disaster Recovery & Resiliency	1
Climate Change	1

Seattle - Activities	Number of Respondents
Strategic Planning	9
Industry Cluster Development/ Supply Chains	8
Pandemic/Disaster Recovery & Resiliency	7
Industry Research	5
Workforce Research	5
Broadband	3
Infrastructure (Non-Broadband)	1
Poverty Alleviation	1
Climate Change	1

Appendix C

Roadblocks by EDA Region

Atlanta Roadblocks	Count
Using the online portal	3
Timing of the grant with other funding	2
Challenges with contractors/partners	1
Change of project scope	1
Internal challenges (personnel or administrative issues)	1
Narrowing the focus of the project	1
Procurement process	1
Timeline challenges	1
Austin Roadblocks	**Count**
Internal challenges (personnel or administrative issues)	3
Procurement process	1
Timeline challenges	1
Chicago Roadblocks	**Count**
Procurement process	3
Internal challenges (personnel or administrative issues)	2
Narrowing the focus of the project	2
Timeline challenges	2
Using the online portal	2
Difficulties communicating with EDA	1
Spending all of the funds	1
Denver Roadblocks	**Count**
Internal challenges (personnel or administrative issues)	4
Using the online portal	2
Procurement process	1
Spending all of the funds	1
Timeline challenges	1
Philadelphia Roadblocks	**Count**
Timeline challenges	6
Internal challenges (personnel or administrative issues)	4
Challenges with contractors/partners	3
Procurement process	2
Using the online portal	2
Change of project scope	1
Difficulties communicating with EDA	1
Smaller state requires careful spending	1
Spending all of the funds	1
Timing of the grant with other funding	1
Seattle Roadblocks	**Count**
Timeline challenges	7
Procurement process	5
Internal challenges (personnel or administrative issues)	4
Change of project scope	2
Narrowing the focus of the project	2
Smaller state requires careful spending	1
Timing of the grant with other funding	1

Appendix D

Roadblocks by EDD Involvement

Share of total states noting given roadblock/challenge and had partnership attribute.

Challenges	Partnered with EDDs in Planning	Partnered with EDDs in Implementation	Did not Partner with EDDs in Planning	Did not Partner with EDDs in Implementation	Did Not Partner with EDDs
Using the online portal	17%	19%	18%	16%	43%
Timeline challenges	28%	33%	38%	36%	86%
Procurement process	22%	22%	26%	28%	62%
Internal challenges (personnel or administrative issues)	17%	19%	44%	52%	86%
Spending all of the funds	6%	4%	6%	8%	14%
Difficulties communicating with EDA	0%	0%	6%	8%	10%
Timing of the grant with other funding	6%	7%	9%	8%	19%
Challenges with contractors/partners	6%	11%	9%	4%	19%
Narrowing the focus of the project	6%	4%	12%	16%	24%
Sustaining the project once the money runs out	0%	0%	0%	0%	0%
Change of project scope	6%	4%	9%	12%	19%
Smaller state requires careful spending	0%	4%	6%	4%	10%

Appendix E

Common Process-Driven Metrics Used in Projects

Metric	Type of Variable	Example Values
Adherence to project timeline	Categorical	• Project is ahead of schedule • Project is on schedule • Project is behind schedule
Number of extensions requested	Numerical	• 1 extension requested
Percentage of planning grant allocation expended	Numerical	• Jurisdiction expended 95% of grant
Difficulty in procurement of qualified contractor(s)	Binary (yes/no)	• Yes: State experienced difficulty or delay in procuring qualified contractor(s) • No: State did not experience difficulty or delay in procuring qualified contractors or consultant(s)
Inclusion of EDDs in project planning and/or implementation	Binary (yes/no)	• Yes: EDDs were involved in the planning/implementing the project • No: EDDs were not involved in planning/implementing the project
Investment from state	Binary (yes/no)	• Yes: State made investments in the project • No: State did not make investments in the project
Investment from regional and/or local partners	Binary (yes/no)	• Yes: Regional and/or local partners made investments in the project • No: Regional and/or local partners made investments in the project
Alignment with existing state-driven planning initiatives and cycles	Binary (yes/no)	• Yes: Project complemented timing of existing statewide planning initiatives and cycles • No: Project did not complement timing of existing statewide planning initiatives and cycles
Presence and degree of staff turnover	Binary (yes/no)	• Yes: Staff turnover negatively affected the project • No: Staff turnover did not negatively affect the project (or the project team did not experience staff turnover)

Appendix F

All Gaps Filled by Statewide Planning Grants, by State

State/Territory	Gaps Filled
Alabama	Helps launch new program(s)
American Samoa	Helps develop statewide CEDS, Helps fund studies
Arizona	Helps fund existing program(s), Helps build capacity
Arkansas	Helps launch new program(s), Helps fund studies
Colorado	Helps develop statewide CEDS, Helps build capacity
Connecticut	Helps develop statewide CEDS
District of Columbia	Helps develop statewide CEDS, Helps fund studies
Federated States of Micronesia	Helps fund studies, Helps coordinate with partners
Hawaii	Helps develop statewide CEDS
Idaho	Helps launch new program(s), Does not have to go through state funding process
Illinois	Helps fund studies
Indiana	Helps develop statewide CEDS, Helps fund studies
Iowa	Helps fund studies
Louisiana	Helps launch new program(s), Helps fund studies, Helps coordinate with partners
Maine	Helps fund studies
Marshall Islands	Helps fund studies, Helps build capacity, Helps launch new program(s)
Maryland	Helps fund studies
Massachusetts	Helps build capacity
Michigan	Helps launch new program(s)
Mississippi	Helps fund studies
Missouri	Helps fund studies
Montana	Helps build capacity
Nebraska	Helps fund studies
Nevada	Helps fund studies, Helps coordinate with partners
New Jersey	Helps launch new program(s), Helps fund studies
New Mexico	Helps build capacity
New York	Helps fund studies
North Dakota	Helps launch new program(s), Helps create best practices
Northern Mariana Islands	Helps fund studies
Oklahoma	Does not have to go through state funding process, Helps launch new program(s)
Oregon	Helps launch new program(s)
Palau	Helps fund studies, Helps build capacity
Pennsylvania	Helps create best practices, Helps launch new program(s)
Puerto Rico	Helps launch new program(s)
Rhode Island	Helps develop statewide CEDS
South Dakota	Helps fund studies
Texas	Helps develop statewide CEDS, Helps fund studies
U.S. Virgin Islands	Helps fund studies, Helps build capacity
Utah	Helps develop statewide CEDS
Vermont	Helps fund studies
Virginia	Helps build capacity
Washington	Helps build capacity
West Virginia	Helps fund studies
Wisconsin	Helps fund studies
Wyoming	Helps develop statewide CEDS, Helps fund studies