



Support for the State Economic Development Executives (SEDE) Network CREC Work Plan, CY 2025

Purpose

The State Economic Development Executives (SEDE) Network is a forum for state economic development and commerce agency CEOs, executive directors, commissioners and their deputies to exchange information, learn from one another, and advance the practice and impact of economic development across the nation. This work plan articulates the operational support provided by CREC to ensure the network meets its objectives.

SEDE is a network, created in 2015, that engages in regular activities and events throughout the year to support state economic development leaders, including:

- In-Person and Virtual Meetings
- Webinars
- Blogs
- White Papers
- Policy Proposals and
- Federal Policies Impact.

Selected events are limited to the chief state economic development leaders and their deputies while others are offered to support a broader network of federal, state, regional, and local economic development stakeholders engaged in state economic development policymaking and program implementation. SEDE has a charter that outlines leadership and committee responsibilities as well as general operational guidelines.

The SEDE Network selected the Center for Regional Economic Competitiveness (CREC) in 2018 to manage the Network's operations. CREC was created in 2000 as a not-for-profit technical assistance and research support organization focused on improving the tools available to decision makers to make informed regional economic policy. As part of that effort, CREC works on behalf of the SEDE Network to collect, organize, and share topics of importance among state economic development agency leaders through a variety of media, including in-person events, virtual meetings, blogs, and white papers.

Operating Structure and Activities

This memorandum of agreement establishes the SEDE Network as a high-profile program operated by CREC. CREC would manage SEDE operations, revenues, and expenses with its own identity using CREC's 501(c)3 legal status. CREC is subject to an annual Single Audit from the federal government and its records are a matter of public information.

At each of its meetings, the SEDE Network identifies topics of interest that guide the organization's outreach, education, research, and technical assistance. The following are among the issues that will drive the network's agenda during the coming year:

- Refining the role of economic development in ensuring companies have talent including a growing interest in apprenticeships to prepare workers.



- Addressing the opportunities and challenges created by federal investments in key industrial sectors (e.g., semiconductors, electric vehicles, renewable energy, battery storage, etc.).
- Understanding regional differences and leveraging unique regional assets in place-based economic development initiatives.
- Exploring emerging issues impacting state economic growth, including increasing access to childcare and affordable housing as well as expanding capacity for local economic development.
- Tapping into new metrics to measure economic development success.
- Discussing ways to organize more effectively and to respond to political change.
- Engaging federal partners to help state leaders integrate federal programs into state initiatives.

To address these topics and other new issues emerging throughout the year, CREC will initiate several activities at an appropriate level to support SEDE between January 1, 2025 and December 31, 2025 with an expected budget of about \$134,000 from state contributions. The following are the activities and the relevant level of effort:

Outreach and Information Tools (\$29,000; 264 hours of staff time)

1. Prepare resources that highlight issues and strategies aimed at addressing priority topics or challenges.
 - a. Develop 12 monthly bulletins including a highlight of specific SEDE member state.
 - b. Create two (2) blogs detailing important issues and SEDE efforts.
 - c. Assist requests for information related to priority state issues.
2. Maintain the SEDE website and improve content. (stateeconomicdevelopment.org)
 - a. Provide content for the Network and restricted content for leaders and deputies.
 - b. Update 25 organizational profiles for state economic development agencies.
 - c. Update state strategic plans included in the State and Local Economic Development Strategies database.
3. Maintain key databases for SEDE membership.
 - a. Annually update a database of state incentives.
 - b. Begin updating State Expenditures Database with focus on key economic development spending priorities.
 - c. Update the SEDE Network database of state economic development executives and begin developing plans for member accessibility exclusively to Network members.
 - d. Begin planning for state research catalog similar to the Statewide Planning Grants database.
 - e. Explore the feasibility of salary survey of state economic development positions.

Networking & Educational Activities (\$75,000; 276 hours of staff time including \$33,500 in meeting/travel costs)

1. Conduct at least two (2) virtual presentations to key audiences about SEDE priority issues as identified by Leadership.
2. Facilitate two in-person convenings to engage leaders or their deputies through peer-to-peer discussions and information sharing on priority topics, current trends, and policy considerations.



General Management and Support (\$30,000; 189 hours of staff time)

1. Provide appropriate staff support to SEDE leadership and Steering Committee.
 - a. Provide staff services and other appropriate personnel to implement SEDE Network activities.
 - b. Manage communications with SEDE Chair, Vice-Chair, and Steering Committee (“Leadership”) and respond to special requests.
 - c. Provide periodic updates to Leadership.
 - d. Develop and maintain governance documents and policies, including the charter outlining SEDE’s basic governance elements
2. Provide administrative management services in support of SEDE.
 - a. Maintain a central administrative office in Arlington, VA.
 - b. Provide telephone service and e-mail access to administrative staff.
 - c. Provide access to in-house equipment, computer services, and supplies as needed for general office maintenance.
 - d. Procure special supplies or services on a cost-reimbursable basis to meet specialized program requirements.
 - e. Collect FY25 financial contributions and establish a fee structure for eligible non-members who wish to participate in events; create FY26 membership fee structure.
3. Administer contracts on behalf of the SEDE Network
 - a. Negotiate, prepare, supervise, and manage contracts for services.
 - b. Identify and obtain appropriate insurance, as appropriate.
4. Provide financial management for SEDE
 - a. Retain a bank account in the name of the SEDE.
 - b. Maintain financial records and provide regular financial reports to Leadership.
 - c. Serve as a liaison as necessary for any audits or related actions.
 - d. Administer day-to-day financial management of SEDE financial assets.
 - e. Disburse SEDE funds according to the budgeted work program and achieve a balanced budget.
5. Identify and engage intermediaries that align with the SEDE’s purpose and with which SEDE might partner and collaborate.

Costs and Other Business Terms

The costs described above reflect all costs and overhead associated with providing stated services including such direct fees as travel, meeting expenses, and miscellaneous office costs. The management team will invoice SEDE for all costs actually incurred for travel, meetings, and direct administrative expenses related to programs and projects in accordance with the Steering Committee’s approved budget or subject to the Chair’s approval.

SEDE will reimburse expenses only if the expenses were directly attributable to a specific identifiable SEDE activity described in this operating plan or approved by the Chair. The following is a summary of time/costs for each of the elements of the 12-month CY25 work program beginning on January 1, 2025:



Proposed SEDE Budget for CY25 (January 1, 2025 – December 31, 2025)				
Task	Staffing	Travel	Meeting Expenses	Total Budget
Outreach and Information Tools	\$29,095	\$0	\$0	\$29,095
Education and Networking	\$41,580	\$8,500	\$25,000	\$75,080
General Management and Support	\$30,195	\$0	\$0	\$30,195
CY25 SEDE Budget:	\$100,870	\$8,500	\$25,000	\$134,370

Sandra Watson

Signature

Date: 1/28/2025

Sandra Watson, SEDE Chair

Ken Poole

Signature

Date: 1/29/2025

Ken Poole, President and CEO