



Support for the State Economic Development Executives (SEDE) Network CREC Work Plan, CY 2026

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.

The SEDE Network, created in 2015, that engages in 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 other events are occasionally 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 will 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 members identify topics of interest that guide the network's outreach, education, research, and technical assistance. The following are among the topics identified by SEDE members that will drive the network's agenda during the coming year:

- Enhance the conversation and potential collaboration between SEDE members and economic developers working at universities including leveraging the University Economic Development Association (UEDA).



- Explore the job numbers produced by the states and the Bureau of Labor Statistics to better understand methodology and revision process.
- Recognize best approaches and metrics to evaluate incentives and identify those incentives that are least effective.
- Understand the economic development and workforce development implications of AI, quantum computing, and other digital initiatives
- Identify new and successful initiatives in child care, affordable housing, and rural development.
- Highlight rural workforce engagement and state initiatives to increase workforce participation including such initiatives as apprenticeships and loosening of degree requirements.
- Distribute information explaining federal initiatives like Opportunity Zones.

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, 2026 and December 31, 2026 with an expected budget of about \$135,000 from state contributions.

This budget includes a proposed management fee for CREC of \$105,000, a 4 percent increase from 2025, to account for the level of services CREC is providing to support the Network. With these resources, CREC will implement the following activities (assuming the relevant level of effort):

Outreach and Information Website Tools for SEDE Members (Log-In required)

(Estimated 200 hours of staff time)

1. Maintain and improve the SEDE member pages of the state economic development website (stateeconomicdevelopment.org).
2. Update and maintain SEDE member salary data and economic development organizational profiles.
3. Ensure SEDE members have access to key information sources:
 - a. SEDE's list of network members.
 - b. SEDE's database of State economic development strategies. and
 - c. C2ER's State Incentives database.

Networking & Educational Activities

(Estimated 380 hours of staff time)

1. Organize and facilitate two in-person convenings to engage SEDE members or their deputies for information sharing on priority topics, current trends, and policy considerations. To the extent possible, one convening should be held in the spring in conjunction with the SelectUSA event in Washington, DC and another in the fall/winter hosted by a member of the network.
2. Create and administer working groups for SEDE members to discuss the topics noted above with an emphasis on incentives, labor statistics, and university connections. Use webinars, blogs, and networking to support the working groups.
3. Prepare SEDE member resources that highlight issues and strategies aimed at addressing priority topics or challenges as noted above. Products may include webinars and one-page quarterly blogs.
4. Assist SEDE member requests for information and analysis related to priority state issues.
5. Identify and engage intermediaries that align with the SEDE's purpose and with which SEDE might partner and collaborate.



General Management and Support

(Estimated 150 hours of staff time)

1. Provide appropriate staff support to SEDE leadership, Steering Committee, and any Subcommittees.
 - a. Provide staff services and other appropriate personnel to implement SEDE Network activities.
 - b. Manage communications with the SEDE Chair, Vice-Chair, and Steering Committee members (“Leadership”).
 - c. Provide periodic updates to Leadership and respond to special requests.
 - 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 along with telephone service and e-mail access to administrative staff.
 - b. Provide access to in-house equipment, computer services, and supplies as needed for general office maintenance.
 - c. Procure special supplies or services on a cost-reimbursable basis to meet program requirements.
 - d. Collect membership investments and fees for non-members who wish to participate in events.
3. Administer contracts on behalf of SEDE.
 - a. Negotiate, prepare, supervise, and manage contracts for services.
 - b. Identify and obtain appropriate insurance, as appropriate.
4. Provide financial management for SEDE.
 - a. Administer day-to-day financial management of SEDE financial assets.
 - b. Retain a bank account in the name of the SEDE.
 - c. Maintain financial records and provide regular financial reports to Leadership.
 - d. Serve as a liaison as necessary for any audits or related actions.
 - e. Disburse SEDE funds according to the budgeted work program and achieve a balanced budget.

Costs and Other Business Terms

The budgeted expenses 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 CY26 work program beginning on January 1, 2026:



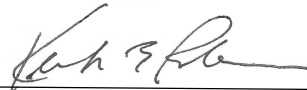
Proposed SEDE Budget for CY25 (January 1, 2026 – December 31, 2026)				
Task	Staffing	Travel	Meeting/Other Expenses	Total Budget
Outreach and Information Tools	\$30,000	\$0	\$0	\$30,000
Education and Networking	\$45,000	\$10,000	\$20,000	\$75,000
General Management and Support	\$30,000	\$0	\$0	\$30,000
CY26 SEDE Budget:	\$105,000	\$10,000	\$20,000	\$135,000



Signature

Date: 1/6/2026

Sandra Watson, SEDE Chair



Signature

Date: 1/6/2026

Kenneth E. Poole, President/CEO, CREC