

Economic Development Infrastructure, Change, and Alabama Economic Vitality



GOVERNMENT & ECONOMIC
DEVELOPMENT INSTITUTE

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Executive Director



- ❑ Economic development is found at the intersection of the public and private sectors.
 - ✓ Involves government efforts to facilitate increased private sector growth and investment.
- ❑ Depends on effective government investment and decision-making (education, infrastructure, incentives, and agency support).

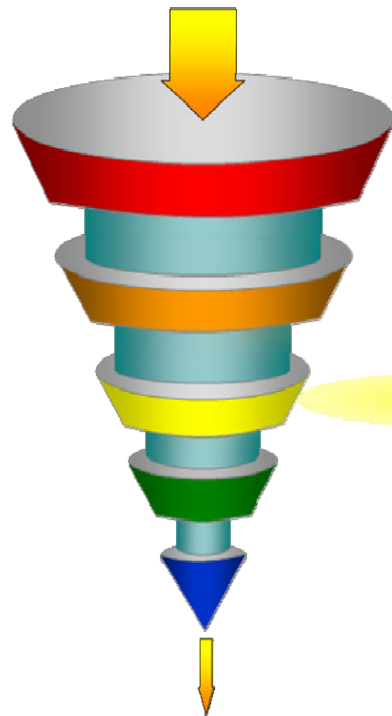
Why should we care about economic development?

- Higher levels of economic activity can lead to:
 - ✓ additional tax revenues
 - ✓ increased property values
 - ✓ greater retail sales
 - ✓ higher personal and household incomes
 - ✓ increased business profits
 - ✓ increased likelihood that young people can find good jobs locally and remain in the community
 - ✓ better schools, health care, amenities, etc.

Business & Industry Recruitment

The Site Selection Process

Candidate Locations



Site Decision

Competitive Site Selection Screening Process

← → **Define Search Region**

← - - - → **Regional Screening based on
Project Criteria**

← - - - - - → **RFP & Proposal Screening**

← - - - - - → **Site Visits / Comparative Assessment**

← - - - - - → **Cost Modeling / Incentives**

← - - - - - → **Risk Analysis**

Source: McCallum Sweeney Consulting.

Business Site Selection (Elimination)



-
- ❑ Clients/consultants seek to *eliminate* sites & buildings based on project requirements
 - ❑ Ultimately, projects locate based upon an optimum, risk adverse, *business decision!*

Site Selection Factors

Area Development Magazine (2014 Corporate Executive Survey)

1. Highway Accessibility	98.6
2. Availability of Skilled Labor	97.3
3. Labor Costs	97.3
4. Expedited or "Fast-Track" Permitting	97.2
5. Available Land	95.8
6. State and Local Incentives	95.8
7. Energy Availability and Costs	91.6
8. Proximity to Major Markets	91.5
9. Occupancy or Construction Costs	90.2
10. Tax Exemptions	90.2
11. Available Buildings	88.8
12. Corporate Tax Rate	86.1
13. Accessibility to Major Airport	86.1
14. Proximity to Suppliers	85.9
15. Training Programs	83.3
16. Low Union Profile	82.2
17. Environmental Regulations	78.9
18. Inbound/Outbound Shipping Costs	77.4
19. Right-to-Work State	74.0
20. Railroad Service	69.0

Site Selection Factors – Physical Infrastructure

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2. Availability of Skilled Labor	97.3
3. Labor Costs	97.3
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Site Selection Factors – Human Infrastructure

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3. Labor Costs	97.3
4. Expedited or “Fast-Track” Permitting	97.2
5. Available Land	95.8
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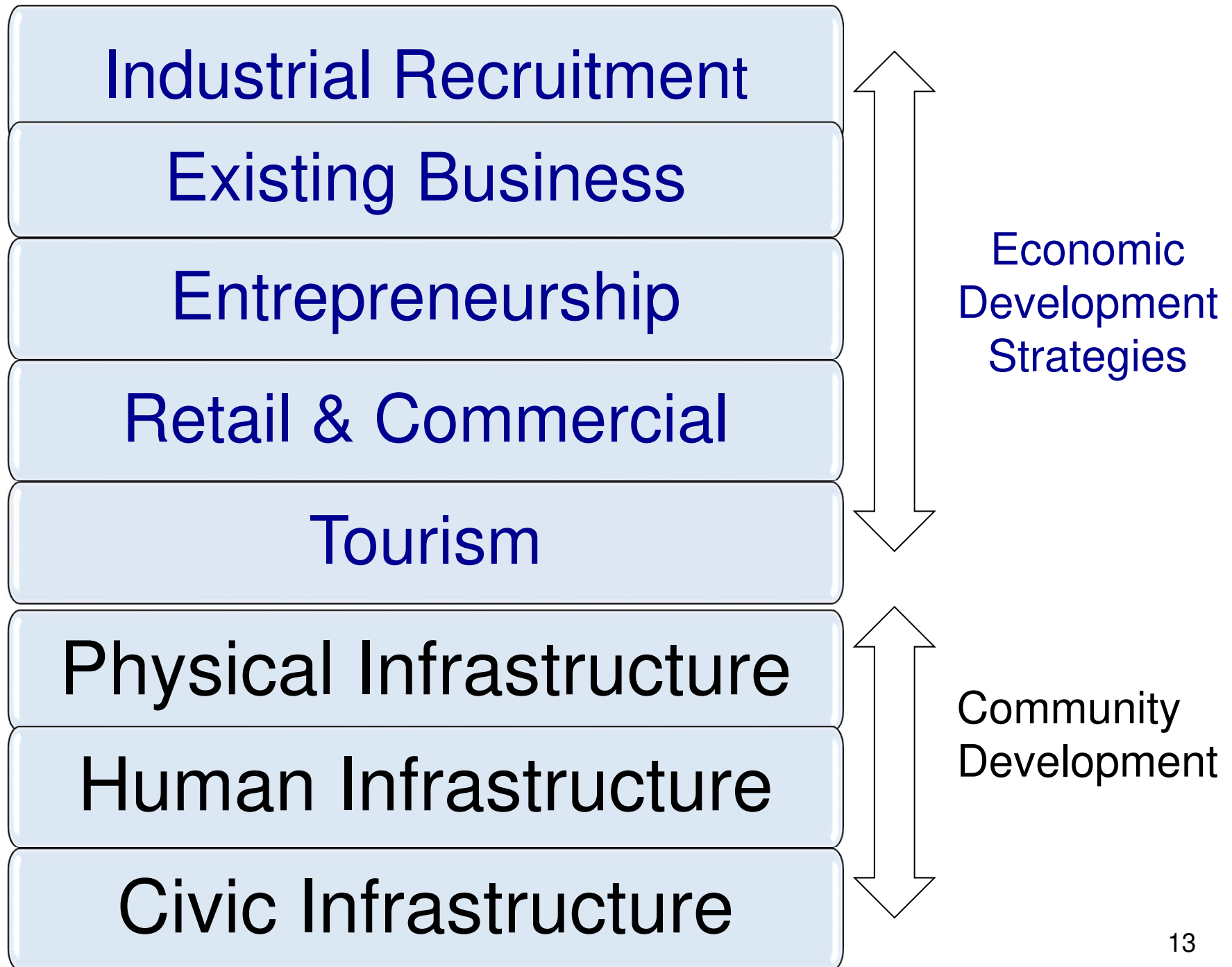
Site Selection Factors – Incentives and Finance

1. Highway Accessibility	98.6
2. Availability of Skilled Labor	97.3
3. Labor Costs	97.3
4. Expedited or “Fast-Track” Permitting	97.2
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Core Economic Development Activities

- ❑ Business recruitment and attraction
- ❑ Business retention & expansion
- ❑ Entrepreneurship & small business development
- ❑ Commercial & retail development
- ❑ Tourism & retiree attraction
- ❑ Community development

Building a strong community infrastructure



Alabama Rural Roundtable

June 16, 2006, Auburn University

“Priorities for Strengthening the Future of Rural Alabama”

1. Leadership & Citizen Participation
(civic infrastructure)
2. Workforce Development & Education
(human infrastructure)
3. Infrastructure & Communications
Technology
(physical infrastructure)

Physical Infrastructure

physical infrastructure

- ❑ “Product” – developed (or developable) buildings and sites.
- ❑ Roads, water, gas, electricity, sewers, and telecommunications are necessary for economic growth.
- ❑ Broadband – has become a core infrastructure for the New Economy.



Human Infrastructure



Workforce Development

- ❑ The number one issue in economic development today is the quality of a community's workforce.
- ❑ Companies will choose not to expand or locate in a community if they do not feel they can find the workers they need.
- ❑ Strengthening the workforce development system through the business community, public school systems, and community colleges must be a top priority for local economic development.

Civic Infrastructure

Citizen Engagement
Collaborative Leadership



- Margaret Mead

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Public Space



- ❑ Communities need an active civic life with public space for citizen engagement and multiple opportunities for citizen involvement:
 - ✓ Town meetings
 - ✓ Deliberative forums
 - ✓ Roundtable discussions
 - ✓ Concerts and festivals
 - ✓ Community improvement projects



“What stands out in the high-achieving community is not so much the characteristics of the leaders as their number . . . The high-achieving community had ten times more people providing leadership than communities of comparable size. . . And its leaders function, not as gatekeepers, but as door-openers, bent on widening participation.”

- Dr. David Mathews, president of the Kettering Foundation

Connecting Stakeholders



- ❑ Prosperous communities recognize the value of local and regional cooperation and collaboration.
- ❑ County and city governments, chambers of commerce, schools, civic organizations, and private sector groups **WORK TOGETHER!**
- ❑ Public-private partnerships and collaborations, communication, cooperation, and planning are essential.

Economic Development Leadership, structure, and planning

Structured and professional economic development program ensures that:

- ❑ Decisions are based on current, relevant information
- ❑ Action plans are developed and implemented
- ❑ Information is shared with external and local audiences
- ❑ Local sites are marketed and sold
- ❑ Actors in the local economic development system are working together

Diverse Strategies



- ❑ There is no “one size fits all” approach to economic development.
- ❑ The key is to match particular strategies with the assets of the community.
- ❑ The economic development plan should address a wide variety of strategies, such as business retention and expansion, tourism, commercial and retail development, technology parks, agribusiness, retiree attraction, and entrepreneurial support.

Strategic Planning

1. Where are we now?

- Realistic appraisal of available resources, constraints, and opportunities

2. Where do we want to be?

- Vision, strategic issues, goals, objectives

3. How do we get there?

- Implementation action plan

4. How do we measure our progress?

- Indicators/metrics for success

Strategic Planning: Benefits



1. The Product

- ❑ A plan for the community's economic future (identify priorities and targets).
- ❑ Basis for strategic management.

2. The Process.

- ❑ Provides wealth of knowledge, expertise, and perspective.
- ❑ More united and cohesive community (commitment to common vision of the future).

GEDI Community Assessment Tool

GEDI - Assessing Current Condition

Unless otherwise indicated, check any statement that describes the current condition in your community.

1. PHYSICAL INFRASTRUCTURE

- ☐ The community has an up-to-date comprehensive plan that includes policies and strategies for land use, transportation, and community facilities.
- ☐ The community has specific plans for zoning, development regulation, and design/appearance review that are actively enforced.
- ☐ Local infrastructure (roads, utilities, etc.) is adequate to support selected business targets.
- ☐ The community has adequate water and sewer capacity to meet residential and commercial needs.
- ☐ The community's network of highways, roads, and streets is adequate.
- ☐ The community has adequate transportation/shipping services, including rail, trucking, air, etc.
- ☐ The community has access to high-speed Internet.
- ☐ The community has at least one quality industrial site that is suitable for desired business targets, served by infrastructure and free of easements and/or encumbrances.
- ☐ Public property and buildings are well maintained.
- ☐ Attractive gateways are present and maintained at city entrances.
- ☐ The community supports downtown enhancements and preservation of historic buildings.
- ☐ Traffic controls and street lighting are adequate.
- ☐ The community is served by a local or regional airport.
- ☐ The community has access to public transportation.

2. HUMAN INFRASTRUCTURE

School Outcomes

- ☐ All schools in the community consistently achieve "academically clear" status.
- ☐ Student standardized test scores (math, reading) are at or above the state average.
- ☐ All schools/school systems are Southern Association of Colleges and Schools (SACS) accredited.
- ☐ High school drop-out rates are low.
- ☐ The labor force is sufficient to support significant economic growth.

GEDI Planning Tool: Assessing Economic Development Priorities and Strategies

GEDI - Assessing Economic Development Priorities and Strategies											
1. ECONOMIC DEVELOPMENT PRIORITIES											
For the following 15 possible economic/community development goals, select and rank your top 10. For your top priority select "1", for your second priority, select "2", etc. For policies not selected in your top 10, leave blank.											
	1 - Top Priority	2	3	4	5	6	7	8	9	10	N/A
Support new retail development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the transportation infrastructure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the water and sewer infrastructure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruit new industries and jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the workforce training system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strengthen sports programs and recreation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve public education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promote and strengthen hospitals and health care system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand broadband access and improve communications technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance community leadership and citizen engagement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitate cooperation among government, education, business, and other stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Economic Development: Essentials



Know:

1. Why economic development matters
2. What economic development can and cannot do
3. ED is more than industrial recruitment

Develop:

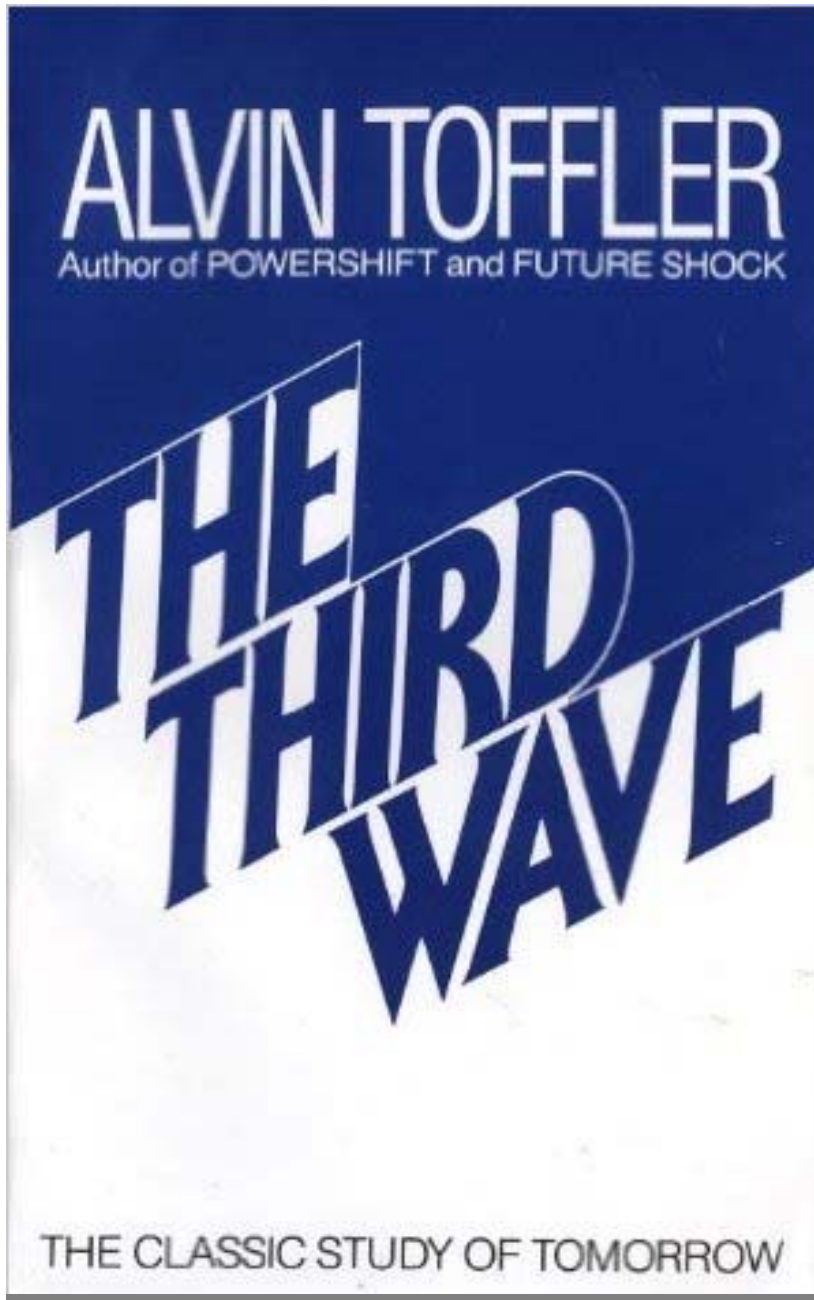
1. A strong community infrastructure
 - ✓ Physical
 - ✓ Human
 - ✓ Civic
2. Professional leadership, structure, and planning

Mega Trends that Impact our Economy and Workforce

Mega Trends that Impact our Economy & Workforce

1. The Knowledge Economy
2. Globalization
3. Technology
4. Demographic Change
5. Urbanization

Knowledge Economy



1980

Evolution of Economy

1st Wave: **Agriculture Economy**

2nd Wave: **Manufacturing Economy**

3rd Wave: **Information-based Economy**



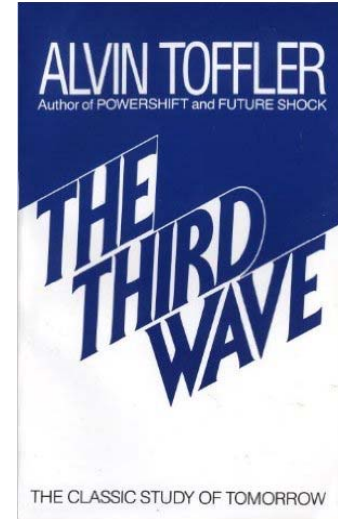
Alabama Governor William C. Oates, 1894

“It is not the duty, nor is it to the interest of the State, to educate its entire population beyond the primaries. Universal experience teaches that if a boy, without regard to his color, be educated beyond this point, he declines ever to work another day in the sun.”

Alabama per pupil expenditures on education as a percentage of the national average:

1890	28%
1900	17%
1910	33%
1920	39%
1930	43%
1940	37%
2008	81%
2013	82%

THIRD WAVE: THE “NEW” ECONOMY

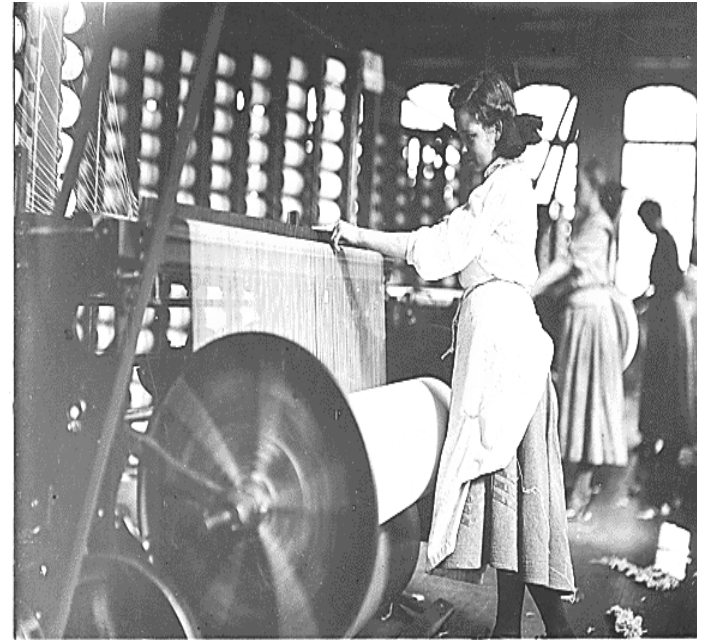


- ❑ Throughout the 20th Century, Alabama’s economic development strategy was built on low taxes and unskilled, low-cost labor.
- ❑ But by the late 20th Century, the U.S. began to export low wage, polluting industries; there was a new focus on advanced technology.
- ❑ Companies looking for unorganized labor, low taxes, and a favorable business climate discovered the Dominican Republic, Mexico, Korea, the Philippines, China, and India.
- ❑ Alabama was poorly positioned to compete when the question became not “what does labor cost,” but “what does labor know.”

Goodbye Old Economy Jobs

Projected fastest declining occupations by 2018:

(Alabama Department of Industrial Relations)



- ❑ Sewing machine operators
- ❑ Textile machine setters, operators & tenders
- ❑ File clerks
- ❑ Order clerks
- ❑ Computer operators
- ❑ Mail clerks & mail machine operators

Alabama's New Economy

Projected fast-growing occupations by 2018:

(Alabama Department of Industrial Relations)

- ❑ Pharmacists
- ❑ Physical Therapists
- ❑ Registered Nurses
- ❑ Computer software engineers
- ❑ Network systems and data communications analysts
- ❑ Physician assistants
- ❑ Home health aides
- ❑ Aircraft assemblers, mechanics and service technicians
- ❑ Welders

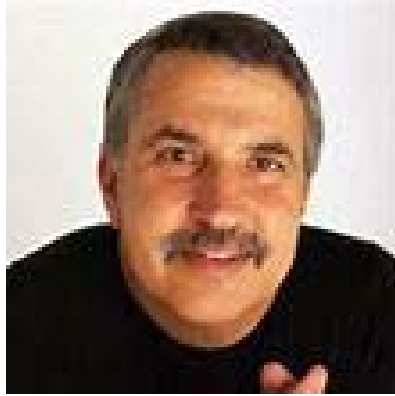


Growing Need for a Skilled Workforce

	Professional	Skilled	Unskilled
1950	20%	20%	60%
1990	20%	45%	35%
2000	20%	65%	15%

Source: U.S Bureau of Labor Statistics

Globalization



Thomas Friedman, The Lexus and the Olive Tree, 1999

Globalization is the “integration of markets, nation-states and technologies to a degree never witnessed before—in a way that is enabling individuals, corporations and nation-states to reach around the world farther, faster, deeper, and cheaper than ever before.”

Globalization



Foxconn (the Chinese factory where most iPhones are made):

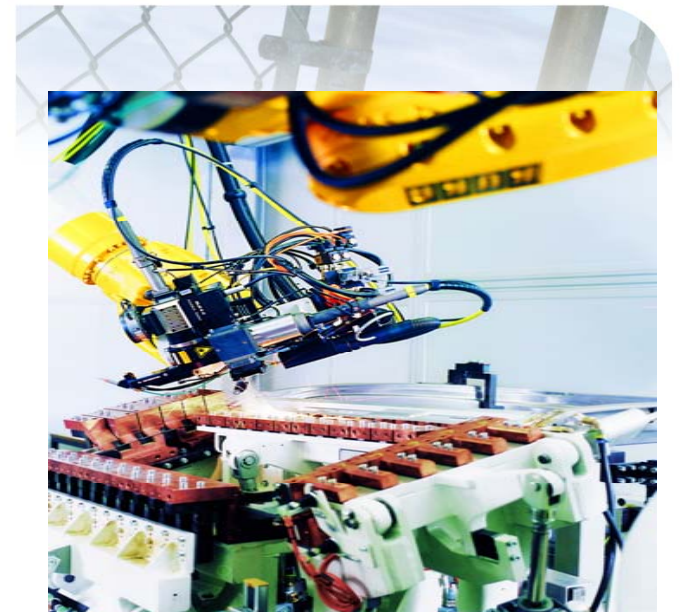
- ❑ Employs 230,000 workers
- ❑ Average wage for production workers is \$17 per day
- ❑ Employees work 6 days a week and 12 hours a day

Technology

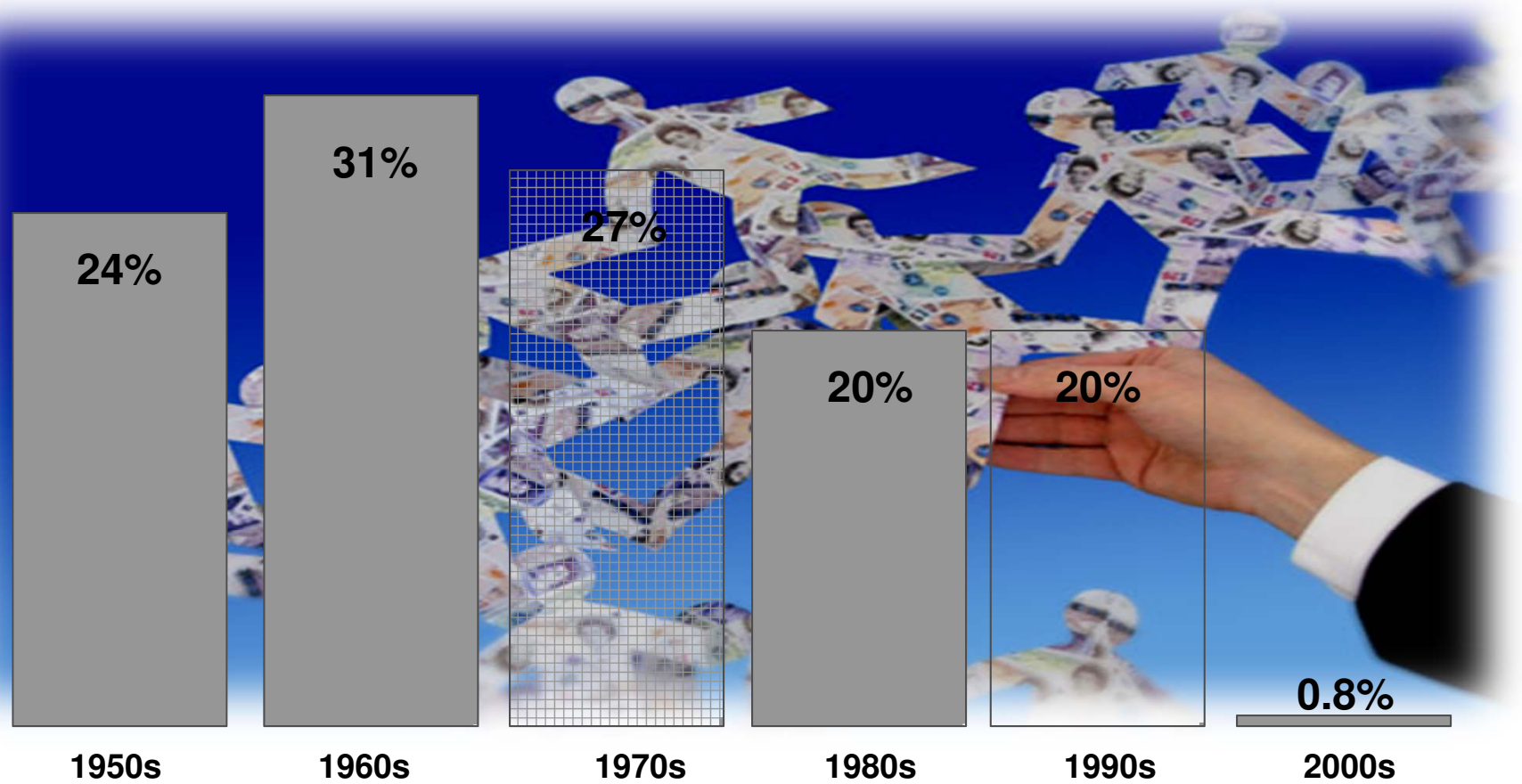
Globalization and Technology

“National recovery won’t bring jobs back to the rural South. Production has moved to other countries with lower wages, or plants have substituted technologically advanced machines for people. Tens of thousands of jobs are not coming back.”

“The State of the South 2002: Shadows in the Sunbelt Revisited” (MDC, Inc.)



US Employment Change



Source: US Commerce Department: Labor Department

“Our economy is bigger than it was before the start of the Great Recession. Corporate profits are back. Business investment in hardware and software is back -- higher than it's ever been. What's not back is the jobs.”

- Andrew McAfee, MIT



Source: CBS 60 Minutes Interview 1-13-13

Technology



The percentage of Americans with jobs is at a 20-year low. Just a few years ago if you traveled by air you would have interacted with a human ticket agent. Today, those jobs are being replaced by robotic kiosks. Bank tellers have given way to ATMs, sales clerks are surrendering to e-commerce and switchboard operators and secretaries to voice recognition technology.

Technology

- ❑ The U.S. has led the world in its ability to apply new methods and techniques to solve fundamental problems.
- ❑ With a population of 300 million, the U.S. has cleaner air and water now than 40 years ago (when the population was 200 million).
- ❑ Between 1960 and 1999, manufacturing's share of American total employment roughly halved (to about 15%). **Yet in those same 40 years manufacturing's physical output nearly tripled.**
- ❑ Today manufacturing accounts for about 9% of total U.S. employment.

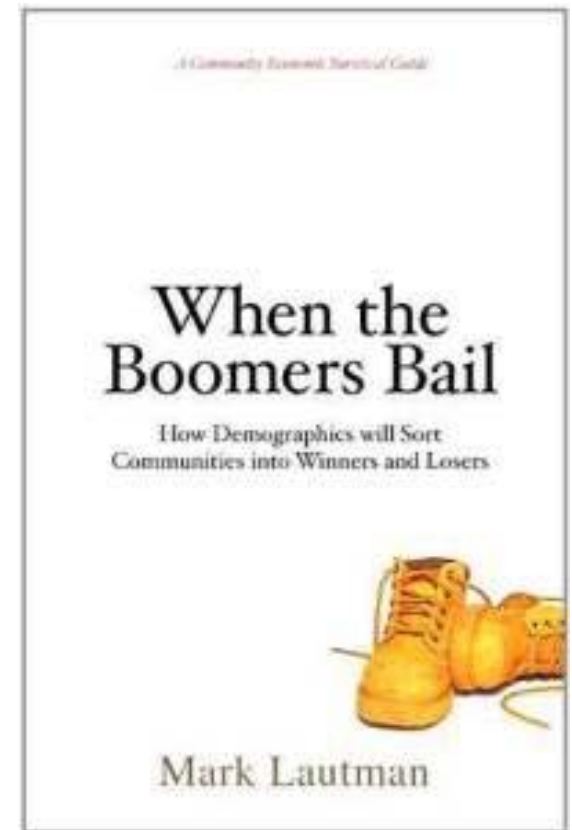
Demographic Change

The U.S. Population is Getting OLDER

- ❑ The proportion of the population that is currently over 65 years old (13%) is expected to reach 20% by 2050.
- ❑ As Baby Boomers move into retirement, the workforce faces huge losses, both in terms of numbers and talent.
- ❑ Dependency ratio issue:
$$\frac{\text{dependents}}{\text{workers}}$$

The Coming Worker Shortage

“The problem – actually there are four of them – is simple. We Baby Boomers didn’t have enough kids, our birth rate isn’t high enough, we’re living longer, and our educational system is dropping half our kids in the academic dirt. As 78 million of us retire, there won’t be enough qualified workers behind us to fill the jobs and grow the economy that’s necessary to support all of us new dependents.”



Annual Rates of Labor Force Growth: 1950-2025

1950-60	1960-70	1970-80	1980-90	1990-00	2000-15	2015-25
1.1%	1.7%	2.6%	1.6%	1.2%	1.0%	0.2%

1970-80

- ❑ Baby boomers reach working age
- ❑ More women and minorities join the workforce

2015-25

- ❑ Baby boomers retire
- ❑ They are replaced by a much smaller generation
- ❑ **Critical labor shortages**

Source: U.S. Bureau of Labor Statistics

The World's Population is getting older

- ❑ Over the next 40 years, the rest of the developed world will get really old.
 - ✓ A third or more of their populations will be over 65.
- ❑ By 2050, 31% of China's population will be older than 60; more than 41% of Japanese will be that old.
- ❑ The US fertility rate is 50% higher than that of Russia, Germany and Japan and well above all of Europe, China, Singapore, and South Korea.

U.S Workers versus the World

- ❑ Between 2000 and 2050, the U.S. 15-64 age group is expected to **grow 42%**.

- ❑ The number of young and working age people is expected to decline in other developed nations.
 - ✓ China - **10% decline**
 - ✓ Europe - **25% decline**
 - ✓ South Korea - **30% decline**
 - ✓ Japan - **40% decline**

The U.S. population is becoming more **diverse**

- ❑ Over 1 million legal immigrants enter the U.S. each year.
- ❑ In 2000, the U.S. was home to 12.5 million skilled immigrants – equal to the combined total for Germany, France, the United Kingdom, Australia, Canada, and Japan.
- ❑ Between 1990 and 2005, immigrants started one out of four venture-backed public companies.
- ❑ In 2007, 15 of the Fortune 100 CEOs had roots in foreign countries.
- ❑ “In 2010, foreign students received more than 50% of all Ph.D.’s awarded in every subject in the U.S. In the sciences, that figure is closer to 75%.” (Fareed Zakaria, The Post-American World, Release 2.0, Norton, 2011).



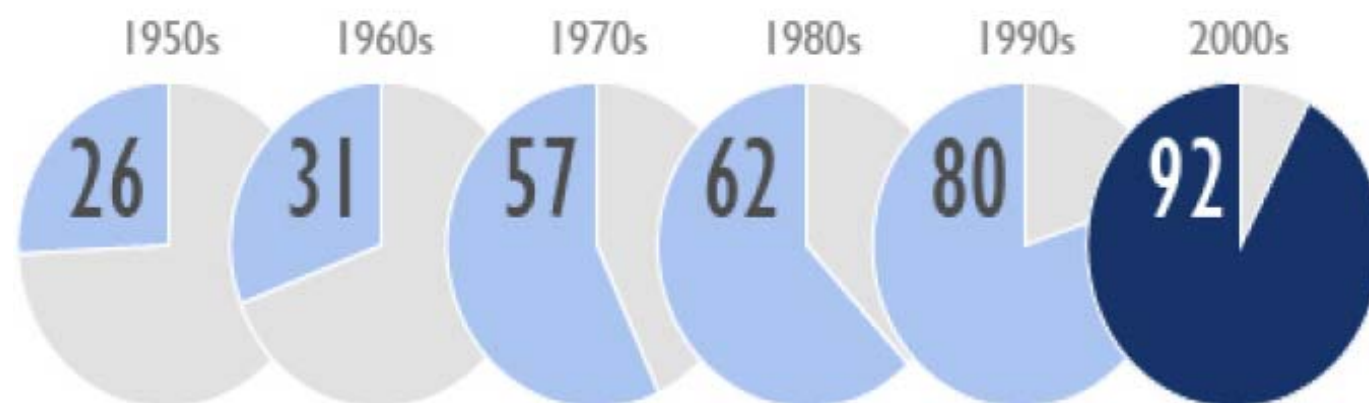
Peter Drucker, *The Next Society*, 2001

“America’s experience of immigration should give it a lead on the developed world for several decades to come. . . . But it is not the numbers alone that will give America an advantage. Even more important, the country is culturally attuned to immigration, and long ago learned to integrate immigrants into its society and economy.”

III. Minorities are driving growth, replenishing America's youth

Non-whites accounted for the overwhelming majority (92 percent) of U.S. population growth in the 2000s.

Minority share (%) of U.S. population growth, by decade, 1950s – 2000s



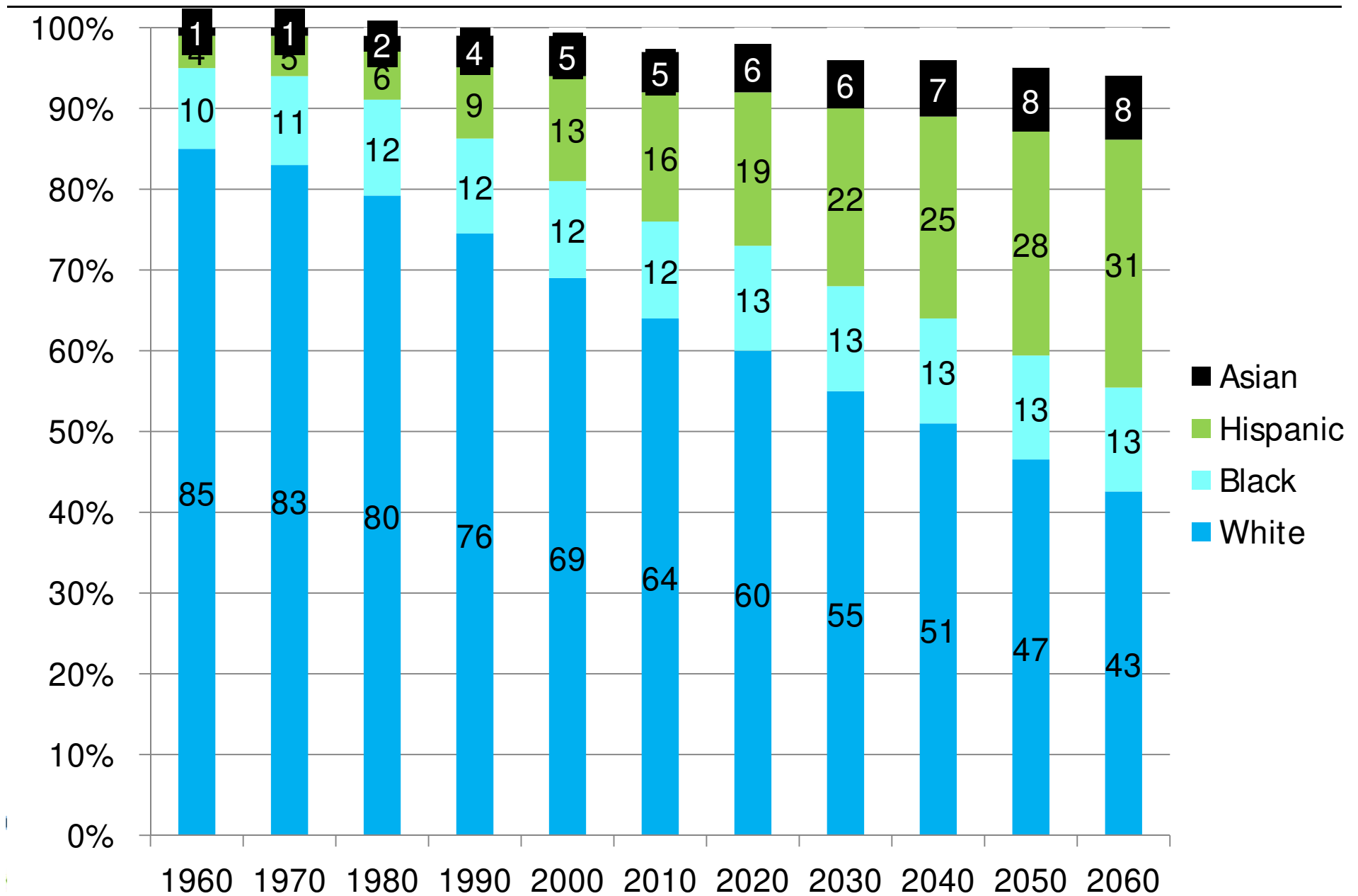
Between 2010-2020 3 out of every 4 new workers in the USA will be Latino

Source:
US Decennial Censuses and IPUMS,
University of Minnesota

BROOKINGS

The Changing Face of America - 1960-2060

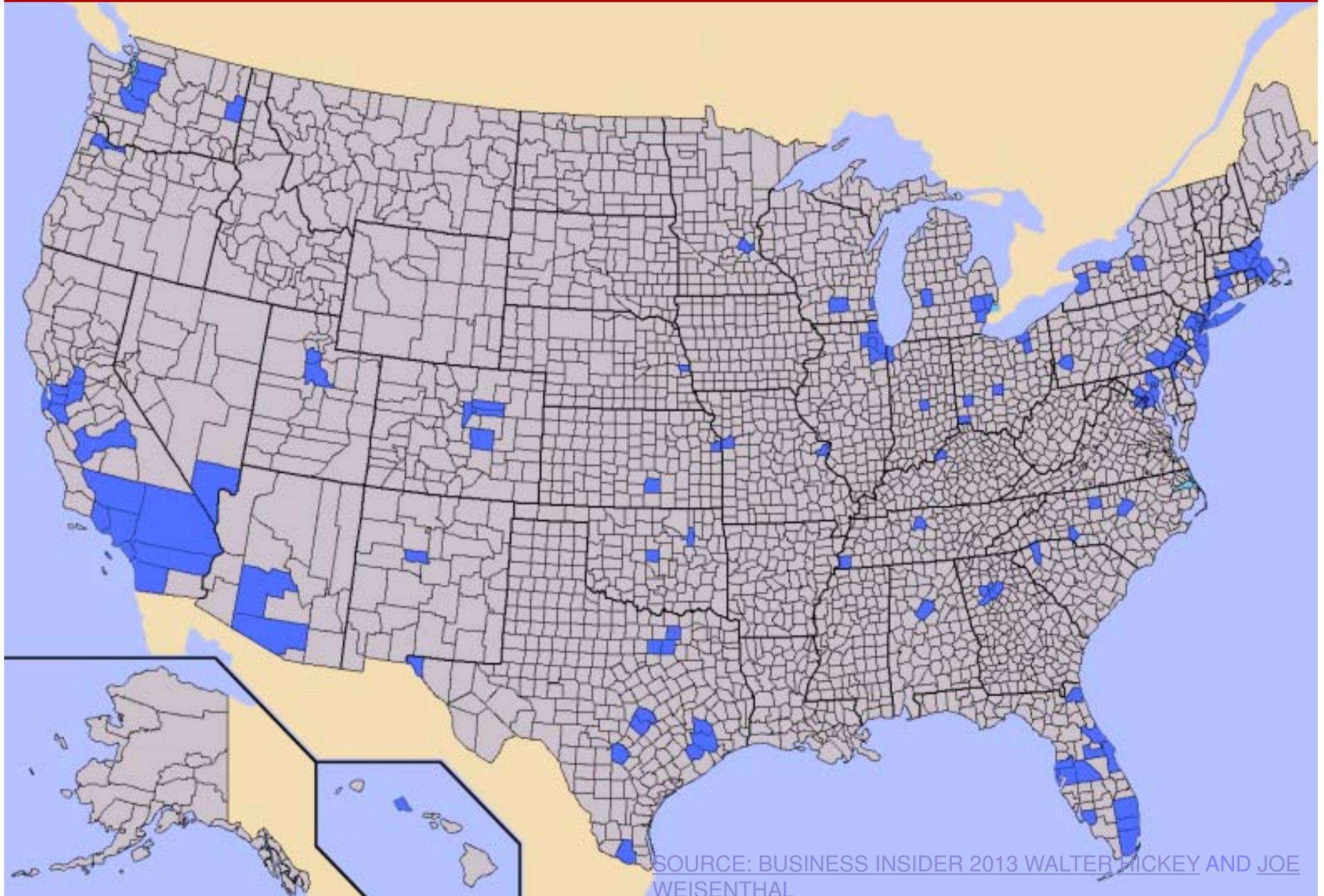
(Source; *The Next America*, Paul Taylor)



Urbanization



Half of the US Population Lives in these 146 counties



Alabama Counties by Population Size



ECONOMIC VITALITY INDEX (2014)

RANKING ALABAMA COUNTIES

(population change, educational attainment, income, and employment)

1. Shelby (metro)	16. Blount (large)	31. Jackson (large)
2. Madison (metro)	17. Colbert (large)	32. Calhoun (metro)
3. Baldwin (metro)	18. Mobile (metro)	33. Bibb (small)
4. Elmore (large)	19. Cullman (large)	34. Franklin (medium)
5. St. Clair (large)	20. Cherokee (medium)	35. Talladega (large)
6. Autauga (large)	21. Chilton (medium)	36. Washington (small)
7. Lee (metro)	22. Montgomery (metro)	37. Tallapoosa (medium)
8. Limestone (large)	23. Pike (medium)	38. Cleburne (small)
9. Coffee (large)	24. Russell (large)	39. Walker (large)
10. Tuscaloosa (metro)	25. Marshall (large)	40. Geneva (medium)
11. Houston (metro)	26. Henry (small)	41. DeKalb (large)
12. Jefferson (metro)	27. Etowah (metro)	42. Marengo (small)
13. Morgan (metro)	28. Crenshaw (small)	43. Escambia (medium)
14. Dale (large)	29. Lawrence (medium)	44. Fayette (small)
15. Lauderdale (large)	30. Covington (medium)	45. Randolph (small)
		46. Marion (medium)

ALABAMA COUNTY ECONOMIC VITALITY INDEX 2014

(population change, educational attainment, income, and employment)

- | | |
|-----------------------|---------------------|
| 47. Macon (small) | 58. Clay (small) |
| 48. Lamar (small) | 59. Bullock (small) |
| 49. Butler (small) | 60. Lowndes (small) |
| 50. Coosa (small) | 61. Hale (small) |
| 51. Chambers (medium) | 62. Dallas (medium) |
| 52. Clarke (medium) | 63. Monroe (small) |
| 53. Pickens (small) | 64. Greene (small) |
| 54. Winston (small) | 65. Conecuh (small) |
| 55. Choctaw (small) | 66. Perry (small) |
| 56. Barbour (medium) | 67. Wilcox (small) |
| 57. Sumter (small) | |



COUNTY ECONOMIC VITALITY: POPULATION CHANGE

	2000-2013	2010-2013
Alabama	8.7%	1.1%
Metro	16.2%	2.2%
Large	12.2%	1.75
Medium	-0.2%	-0.8%
Small	-7.5%	-2.9%

POPULATION CHANGE

Between 2000 and 2013,

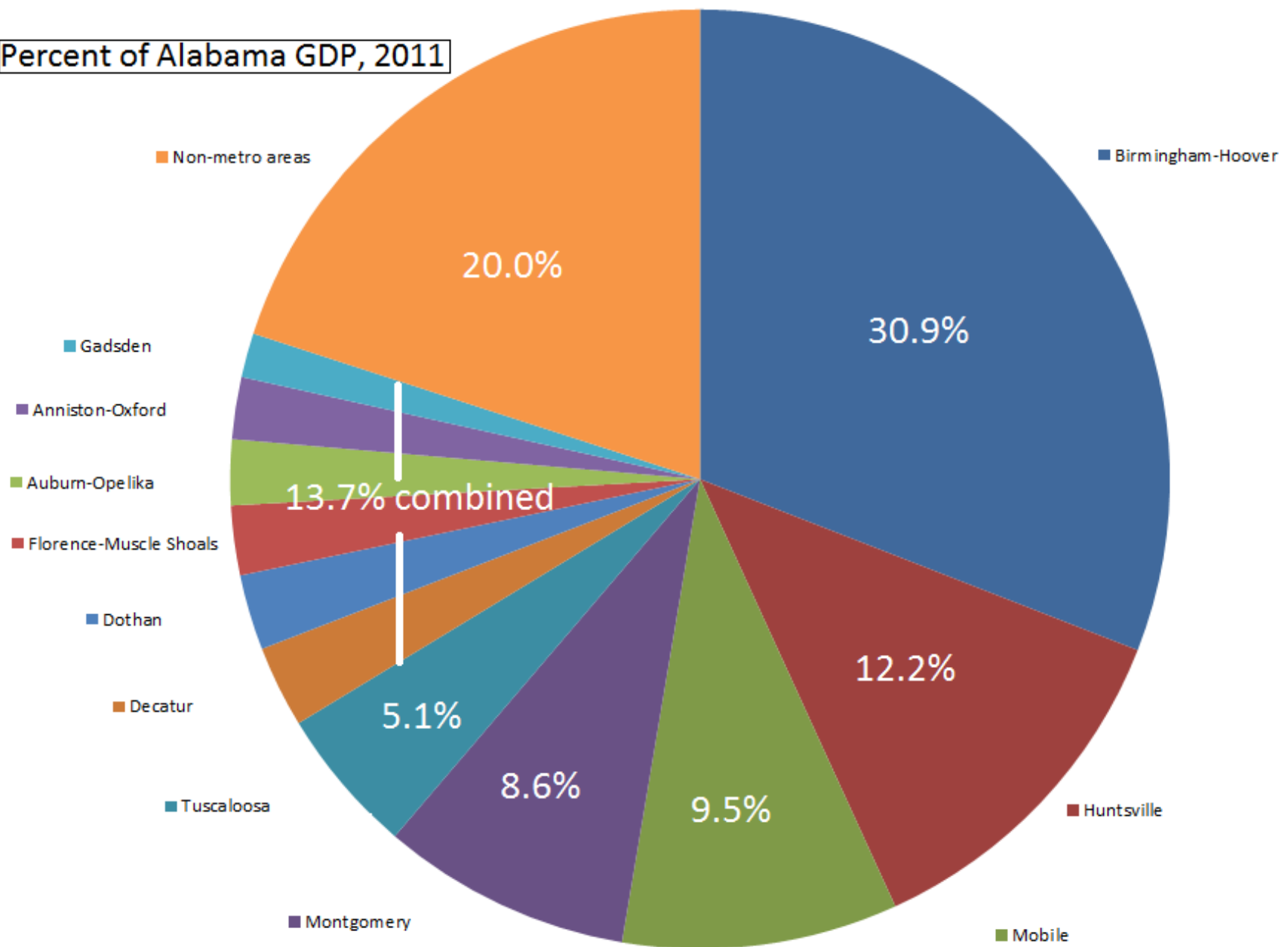
- ❑ 18 counties had greater growth than state average (8.7%)
 - ✓ Shelby - 42.5%
 - ✓ Baldwin - 39.3%
 - ✓ Limestone - 35.3%
 - ✓ St. Clair - 33.3%
 - ✓ Lee - 31.1%
- ❑ 1 (of 12) metro county lost population:
 - ✓ Jefferson (-0.4)
- ❑ 20 (of 25) small counties lost population
 - ✓ Lowndes (-20.6%)
 - ✓ Macon (-18.3%)
 - ✓ Choctaw (-15.7%)
 - ✓ Perry (-15.5%)
- ❑ Between 2010 and 2013, 41 counties lost population
 - ✓ (23 of 25 small counties)

Population Projections, 2015-2020 (EMSI)

	Under 25K	25-100K	Over 100K	Total
Overall	-1.7%	1.5%	2.3%	1.7%
Under age 20	-2.8%	2.4%	3.4%	2.7%
Age 20-64	-5.4%	-1.8%	-1.2%	-1.7%
Age 65 and over	11.0%	11.5%	15.2%	13.5%

U.S. 2.5% growth

Percent of Alabama GDP, 2011



Mega Trends (Knowledge Economy, Globalization, Technology, Demographic Change, Urbanization): **Implications**



1. Need fewer people to be productive
(more capital-intensive, less labor-intensive)
2. Fewer low-skilled jobs (outsourced)
3. Talent bar is much higher
 - ❑ Need for higher skilled, educated workers
 - ❑ Critical need for improved K-12 education and workforce training system
4. Intense competition for talent (local, state, global)
5. Huge challenge for rural communities

Implications for communities

Information, ideas, and technology are the driving forces in today's economy.

Strategies:

- ❑ Leadership
- ❑ Strategic planning
- ❑ Effective government policy & management
- ❑ Excellent K-12 school
- ❑ Access to community college and workforce training
- ❑ Modern technology and telecommunications infrastructure
- ❑ Superior quality of life; amenities



Government Managers have an important role in economic development (broadly defined)

- ❑ Successful economic development depends upon strong public sector decision-making, engagement, investment and management, along with effective community development.
- ❑ “Product development” is much more important for economic development than “marketing and sales” (industrial recruitment).
- ❑ Professional public managers make important contributions to **quality of place**; you help produce a good “product” to sell.



“Every morning in Africa, a gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed. Every morning a lion wakes up. It knows it must outrun the slowest gazelle or it will starve to death. It doesn't matter whether you are a lion or a gazelle. When the sun comes up, you better start running.”

- African proverb
(Friedman, *The World is Flat*, 2005)





Theodore Roosevelt

“Do what you can,
with what you have,
where you are.”



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