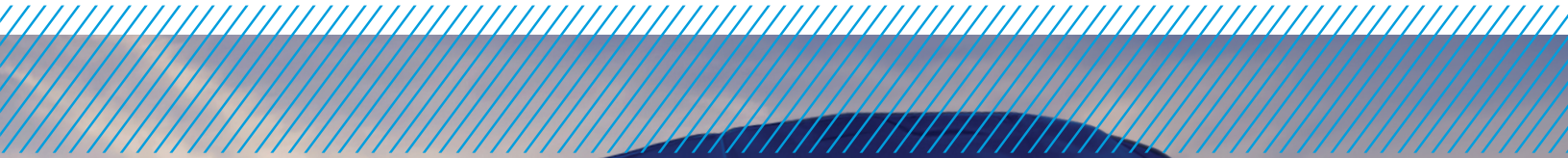




CAPEDD

CAPITAL AREA ECONOMIC DEVELOPMENT DISTRICT OF OKLAHOMA



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2021 UPDATE

JANUARY 2021

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acog



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EXECUTIVE SUMMARY

With the onslaught of the COVID-19 pandemic, we are facing a defining and pivotal moment in our nation's history that will shape the future of our communities. The decisions and resulting actions of our leaders will set the course for either resilience and recovery or economic decline.

The Association of Central Oklahoma Governments (ACOG) partnered with Thomas P. Miller & Associates to update the Capital Area Economic Development District (CAPEDD) of Oklahoma's 2019 Comprehensive Economic Development Strategy (CEDS) with new priorities based on the pandemic's impact to date. Building on the strong foundation of the 2019 CEDS, this update views its strategies through a new critical lens.

While maintaining the format and structure of the 2019 CEDS, the update is presented as a preface to that document. It considers each outlined goal within the strategic framework. While new strategies and actions have been added, current strategies and actions have also been amended with increased emphasis on priority.

While this blueprint may appear simple at first glance, implementation of the plan and its associated activities is a complex and challenging undertaking. It is important that local leaders act swiftly and maintain focus on the task at hand to execute the necessary incremental changes. Moving swiftly will require focusing on action, not words, and avoiding that projects be lost from sight in committee meetings. Swift and focused design requires leadership committed to seeing projects through from beginning to end, working collaboratively with partners who have a shared vision, passion, and creative mindset.

An implementation roadmap has been developed to assist local leaders in applying the updated strategies. The tools included in this matrix will provide the impetus needed for civic leaders to tackle the work at hand while improving leadership skills. This valuable resource outlines the key goals of the project, research to support and inform the advancement of those goals, suggestions for potential in-kind and financial resources

to leverage, and recommendations of key partnerships for achieving the goals.

It is also crucial that local leaders engage the community and energetically communicate the actions that are being initiated. Starting with programs like the [Community Economic Resiliency Initiative](#) (CERI) can help garner support and enthusiasm for the work ahead. CERI is a program in partnership among ACOG, the Oklahoma Main Street Center, and the University of Oklahoma Institute for Quality Communities (IQC) which will allow municipalities to develop planning demonstration projects that model resiliency-building and sustainable community investment. Public and private investment happens when a compelling engagement strategy is deployed. Effective communication and engagement of the community will be essential in launching successful projects.

FIGURE 1: THE UPDATED CEDS GOALS AT A GLANCE

GOAL 1. INFRASTRUCTURE

Enhance the region's transportation and telecommunications systems.

GOAL 2. RESILIENCY

Build a resilient economy through business development and attraction, diversification of the economic base, and adoption of policies to address economic and weather-related disruptions.

GOAL 3. INNOVATION

Grow the region's startup, entrepreneurship, and business innovation ecosystem by providing the support and tools needed for businesses to thrive.

GOAL 4: HEALTHY COMMUNITIES

Encourage and incentivize wellness for citizens throughout the region.

GOAL 5: GOVERNMENT AGILITY

Provide tools for local governments to remain agile to the quickly changing needs of communities.

UPDATE TO STRATEGIC ACTION PLAN

GOAL 1. INFRASTRUCTURE

Enhance the region's transportation and telecommunications systems.

1.1 Transit-Oriented Development. The 2019 CEDS prioritizes transit-oriented development (TOD), including “a mixture of housing, office, retail, and other amenities integrated into a walkable neighborhood concentrated within a quarter mile of quality public transportation.” A renewed emphasis on this goal is particularly important to communities as a result of the COVID-19 pandemic. Infrastructure that allows citizens access to all necessities within a 15-minute walk/bike ride increases self-sufficiency and long-term resiliency.

CASE STUDY

In July 2020, a new C40 Cities report echoed the importance of the Paris Model for cities. The Paris Model emphasizes close walking or biking proximity as a means for economic development. According to the Paris Model, residents should be able to meet their shopping, work, recreational, and cultural needs within a 15-minute walk or bicycle ride. 15-minute cities are intended to provide equitable access to jobs and city services.

(For 1.1.1, see 2019 CEDS Framework)

- 1.1.2** Improve connection between land use and transportation to enable citizens to live healthier lives and reduce environmental impact.
- 1.1.3** Identify and/or create grants and subsidies for public transportation development and use programs.
- 1.1.4** Activate current and future walking/biking and public transportation infrastructure by incentivizing usage.
- 1.1.5** Accelerate efforts to provide equitable distribution of transit-oriented development within underserved communities.

(For 1.2 and 1.3, see 2019 CEDS Framework)

1.4 Broadband and 5G. The 2019 CEDS prioritizes a task force to improve the critical Broadband infrastructure throughout the region. The importance of this objective is emphasized here given the drastic shift toward online work and school as a result of the COVID-19 pandemic.

CASE STUDY

In January 2017, Deloitte created a report to find correlations between wireless connectivity and industry innovation and growth. The study focused on four major industry sectors: energy, health, public safety, and transportation. Deloitte concluded that three stages can fundamentally transform American industries. According to Deloitte, the three stages of wireless innovation are: improvements in efficiency, reduction in failure, and rapid increase in productivity and growth driven by 5G.

(For 1.4.1 and 1.4.2, see 2019 CEDS Framework)

- 1.4.3** Identify and address gaps in stream-able quality service across the entire region.
- 1.4.4** Explore options to offer free Wi-Fi in the region; this objective will enhance public access throughout the region, especially in underserved and rural areas.
- 1.4.5** Participate in broadband programs offered by the State.

INNOVATIVE IDEA

Connected Bus is a company that offers high-speed, unlimited Wi-Fi experience for all students on and off the bus. Their mission is to bridge the digital divide and offer Wi-Fi access to students across the nation.

(For 1.5, see 2019 CEDS Framework)

GOAL 2. RESILIENCY

Build a resilient economy through business development and attraction, diversification of the economic base, and adopting policies to address social, economic, and environmental disruptions.

(For 2.1, see 2019 CEDS Framework)

- 2.2 Business Growth and Recruitment.** The 2019 CEDS prioritizes the support of the region’s business retention and expansion (BRE) and recruitment programs to ensure local businesses have the tools and support they need to thrive. Each action within this strategy is very important.

(For 2.2.1, 2.2.2, 2.2.3, and the complete 2.2.4 action, see the 2019 CEDS Framework)

- 2.2.4** Emphasis should be placed on the development and maintenance of a resource toolkit (action 2.2.4 within the 2019 CEDS), leveraging the stated resources as well as those outlined within the best practices research conducted for the CEDS update.
- 2.2.5** Partnerships and collaborations beyond those outlined in 2.2.2 and 2.2.3 should be prioritized, especially with organizations such as Main Street Programs, chambers of commerce, small business associations, universities and career techs, and minority- and women-owned business organizations which are providing vital resources and support for businesses.

- 2.3 Workforce Development.** The 2019 CEDS prioritizes support for the region’s workforce development partners in strengthening the talent pipeline. Additional emphasis should be placed on innovative partnerships between business and education (action 2.3.2), as well as efforts to cross-train and upskill employees in critical skill sets (action 2.3.3), especially as it relates to modern energy, energy storage, and technology.

(For 2.3.1, 2.3.2, 2.3.3, and 2.3.4, see 2019 CEDS Framework)

- 2.3.5** Support for the Oklahoma Department of Career and Technology Education (Career Tech) “Work Keys” certification program that will prepare high school students for technical jobs. Increased training for data science, engineering, and battery technology would complement current workforce development efforts and help stabilize energy sector industries which have been heavily impacted by the COVID-19 pandemic.
- 2.3.6** Support efforts for equitable access to remote work equipment as well as regional collaboration for teacher attraction and retention to support strong workforce development.
- 2.3.7** Enhance availability and access to training and certification programs for small, minority-owned, and women-owned businesses.
- 2.3.8** Pursue data-driven strategies, including self-sovereign learner records to improve communication between the skills development ecosystem and employers in order to achieve optimal employment for individuals and businesses.

(For 2.4, see 2019 CEDS Framework)

2.5 Placemaking. The 2019 CEDS prioritizes support for unique community assets, specifically a focus on quality of place to ensure the region remains an attractive location for talent and business. A bold vision for those spaces is critical to developing resilient communities, improving quality of life, spurring economic investment, and attracting and retaining talent. Project for Public Spaces defines placemaking as, “Strengthening the connection between people and the places they share; placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.”

(For 2.5.1, 2.5.2, and 2.5.3, see 2019 CEDS Framework)

- 2.5.4** Support CERI planning demonstration sites and similar initiatives.
- 2.5.5** Create healthier communities by supporting and incentivizing innovative placemaking, especially with regard to public gathering spaces, walking paths, public parks and gardens, and events.
- 2.5.6** Engage community business owners, artists, and community members to partner with government and local organizations to implement and maintain projects.
- 2.5.7** Preserve and protect natural areas, historic and cultural districts, and scenic corridors.
- 2.5.8** Ensure equitable access to quality public spaces by providing additional resources and assistance in underserved areas.

(For 2.6, see 2019 CEDS Framework)

2.7 Equity and Diversity.

- 2.7.1** Promote the importance of diversity in business; create the potential for greater innovation and productivity to help realize the business benefits of this approach.
- 2.7.2** Support fair treatment in access, opportunity, and advancement for all individuals by identifying and working to eliminate barriers to fair treatment for disadvantaged groups.

CASE STUDY

A recent Boston Consulting Group study found a strong and statistically significant correlation between the diversity of management teams and overall innovation. Companies that reported above-average diversity on their management teams also reported innovation revenue that was 19 percentage points higher than that of companies with below-average leadership diversity (45% of total revenue versus just 26%).

GOAL 3. INNOVATION

(For 3.1, 3.2, and 3.3 see the 2019 CEDS Framework)

3.4 Business Adaptation. Support businesses to adapt their business models for current and future needs, localization and shortening of supply chain, innovative solutions, e-commerce, etc.

- 3.4.1 Funding.** Support micro-grants for small business owners for outdoor seating/display shelves, etc. Connect businesses with access to capital, with Oklahoma Center for Advancing Science and Technology and Oklahoma City Innovation District; be reflective about the issue of access to funding.
- 3.4.2** Open lines of communication among business and community leaders to affect policy responsiveness (see strategy 5.2).
- 3.4.3** Provide support for cooperative competitiveness and networking groups where entrepreneurs can share ideas.
- 3.4.4** Facilitate public forums to discuss ways in which we can mitigate real estate impacts and adapt to changing trends. Many office workers in the downtown and urban centers of the ACOG region are continuing to work from home; as a result, smaller-scale workspaces are in demand. Meanwhile, in the Oklahoma City Innovation District, facilities that house specialized equipment have not been noticeably affected by the COVID-19 pandemic restrictions.
- 3.4.5** Support policy enhancements, infrastructure for, and awareness of electric vehicles.

GOAL 4. HEALTHY COMMUNITIES

Encourage and incentivize wellness for citizens throughout the region.

- 4.1 Mental Health.** Critical to all residents at all stages of life, mental health is often overlooked in economic and workforce development initiatives. To think clearly and make sound strategic decisions, a healthy mind is as important as a healthy body.
 - 4.1.1** Develop public policy which supports mental health awareness and expansion of a mental health ecosystem to bolster self-care in the workplace, schools, aging populations, the homeless, the foster care system, the justice system, etc.

4.1.2 Generate coordination between health providers and the community to continually develop and address gaps in programs which support mental vitality for all ages.

4.2 Physical Health. Physical health and well-being are inextricably linked to exuberant workforce development, efficient adaptation to both economic and environmental stressors, and the region’s ability to attract and retain talent and residents.

4.2.1 Optimize public policy and programs centered around physical health by engaging community leaders, developing educational programs for preventative medicine, identifying and addressing the challenges of food deserts, and collaborating with local agricultural producers and distributors to offer affordable produce to the community.

4.2.2 Design and actively support region-wide programs aiming to develop and maintain healthy, active lifestyles within the community. Activate and incentivize the use of public amenities such as parks and walking/biking trails (see 1.1.3).

CASE STUDY

In 2010, Governor Fallin of the State of Oklahoma signed the Oklahoma Certified Healthy Communities Act. This act founded a community-wide volunteer-based certification program to promote wellness and healthy behaviors by establishing safe and supportive environments.

4.3 Aging in Place.

4.3.1 Structure and cultivate a community-wide ecosystem that actively supports the development of “aging in place” residential neighborhoods.

CASE STUDY

The year 2030 marks a crucial year for US demographics. According the U.S. Census Bureau’s 2017 national Population Projections, by 2030, all baby boomers will be older than the age of 65. It is pertinent now more than ever to plan ahead so that communities can efficiently support this aging population.

GOAL 5. GOVERNMENT AGILITY

CASE STUDY

In 2020, A Strong Town Leadership Toolkit was developed to help towns and cities generate stability and prosperity during the COVID-19 pandemic. This toolkit calls on leaders to shift their way of thinking and engaging with the community. It offers guidance, not only on anticipated major decisions that local leaders will likely face, but also on how to navigate through challenging times.

5.1 Partnerships and Collaboration.

- 5.1.1 Develop a more effective communication system among City/Town Managers, staff, local councils, businesses, and local organizations to cooperate and address challenges in a timely manner. Intentionally include small, minority-owned, and women-owned businesses in the communication stream.
- 5.1.2 Key Partners. A strong partnership with the Oklahoma Main Street Center should constitute a priority for providing the organizational and technical assistance necessary to carry out many initiatives outlined within this CEDS. Similar partnerships with other economic development and community organizations including, but not limited to, chambers of commerce, convention and visitors' bureaus (CVBs), nonprofit organizations, and foundations are also essential in expediting the implementation of the actions outlined herein. These partnerships should be inclusive, interactive, and structured in a way which supports long-term resiliency. ACOG's partnership with Oklahoma Gas & Electric (OG&E) utility should be strengthened as a backstop for organizational leadership resiliency, community assessments, and sharing of tools and methods. Additionally, ACOG should coordinate with the Oklahoma Municipal League to orient newly elected public officials.
- 5.1.3 Engage a variety of community members, including social media influencers, minority leaders, and women leaders.
- 5.1.4 Support collaborative marketing efforts through diverse local partnerships with community organizations, artists, and business owners. Encourage partners to share event and marketing resources and combine print and digital advertising campaigns to attract both residents and visitors.

5.2 Policy Responsiveness. Policy and ordinance flexibility is vital to economic recovery. Governments must remain agile to the changing needs of communities, especially as it relates to business development.

- 5.2.1 Modernize zoning and development regulations with an emphasis on best practices. Strategic land use and regulatory changes along with streamlined permitting procedures encourage investment and quality development of a community.
- 5.2.2 Policy needs to reflect current circumstances and technological advancements, with virtual meetings becoming a consistently acceptable option for public meetings, if not a standard legal practice.

5.3 Funding.

- 5.3.1 Prioritize the identification and creation of grants/subsidies to meet current and future needs. Adopt a forward-thinking approach in anticipation of projected changes technologically, socially, and environmentally. The current focus should be on innovative and experience-oriented projects, especially related to localization of supply chains, business adaptations, and public transit.
- 5.3.2 Prepare for the receipt of emergency funding to efficiently expedite funds according to the priorities outlined within the updated CEDS framework.
- 5.3.4 Access. Support efforts to improve equitable access to funding sources and opportunities.

5.4 Expand on ACOG's role in regional cooperation regarding transportation, emergency services, and community and economic development.

TARGETED INDUSTRY ANALYSIS

The COVID-19 pandemic caused an unprecedented impact on all facets of the regional economy. While the pandemic primarily engendered a health crisis, the economic predicament represents one of its most severe byproducts.¹ As such the updated data analysis aims to paint the picture of the current consequences on ACOG's most prominent industry sectors, and to suggest what the immediate future holds in terms of employment as the most significant economic indicator.

Macroeconomic trends tend to come "late" to Oklahoma. Although aspects of the current economic situation can be attributed to state and locality action towards the pandemic, one can still expect federal trends to make their way west much like it was the case during the Great Recession of 2008. Understanding federal trends at a macro level could suggest what larger, overarching themes in the economy will matriculate into Oklahoma and subsequently thereafter or in some instances concurrently, within the ACOG region. Current projections of federal unemployment into 2022 remain high. The Congressional Research Service (CRS) compared median annual unemployment projections from the Congressional Budget Office (CBO), the Federal Reserve, and The Wall Street Journal. Although CBO unemployment forecasts are often higher than others, there is uncertainty in the economy and differing assumptions about future policy (CBO assumes no future stimulus), so some differences are expected. Nonetheless, CRS suggests consensus from both the public and private sector that the effects of COVID-19 on unemployment will last through 2022, despite the employment gains seen since April 2020.²

It is important to understand this dynamic as a new strategy formulation begins to adapt to the pandemic's economic impacts. Accordingly, recovery will not be a return to a uniform "business as usual" status but will be a measure of how local policymakers adapt considering increased ambiguity and complexity within their communities around the pandemic.

COVID-19 impacted certain industry sectors disproportionately, in particular Oil & Gas, Retail Trade, Arts & Entertainment, and Accommodation & Food Services. As such, TPMA's analysis centered on the performance of these industries for the update.

INDUSTRY UNEMPLOYMENT DATA

Unemployment data is used herein to quantify the scale of economic challenges that ACOG is facing.³ First, this report offers a backdrop of the unemployment picture in the United States; then, a summary of unemployment trends will focus on the State of Oklahoma. Next, data from the ACOG region is evaluated, with special emphasis on each of the 4 counties (Logan, Cleveland, Oklahoma, and Canadian) and the aforementioned, critically impacted industry sectors.

Figure 2 shows the United States critical industry sectors that have been disproportionately impacted by COVID-19. Unemployment across the sectors spiked in April to their peak, before beginning a general trend downward, or an "economic recovery" of sorts. Although the Oil & Gas industry appears to be relatively linear, indicating it has seen less volatility than the others, the industry's peak around 125,000 claims is still far above its pre-pandemic level of around 84,000 claims.

¹ Institute for Research on Labor and Employment, University of California Berkeley (2020) – Workers and the COVID-19 Recession: Trends in UI Claims & Benefits, Jobs and Unemployment. Accessed at: <https://irle.berkeley.edu/workers-and-the-covid-19-recession/>

² Congressional Research Service (2020) – COVID 19: How Quickly Will Unemployment Recover? Accessed at: <https://crsreports.congress.gov/product/pdf/IN/IN11460#:~:text=Further%20illustrative%20of%20the%20uncertainty,2020%20unemployment%20situation%2C%20which%20was>

Figure 3 displays that COVID-19 hit critical industry sectors across the State of Oklahoma. Unemployment spikes across the sectors in April, before Retail Trade begins a slight recovery into May and an even sharper recovery into June and July. Accommodation and Food Services activity essentially parallels Retail Trade from June into September, where both sectors' unemployment levels currently sit atop 10,000, or more than half their pre-pandemic levels. The Oil & Gas sector faced a gradual increase to about 11,000 in April and hovered there before recovery into June, followed by a gradual uptick in unemployment until August. September's data show the Oil & Gas sector is still above its pre-pandemic unemployment levels by about 1,000 claims.

FIGURE 2: UNITED STATES, TARGET SECTOR UNEMPLOYMENT

CHANGE IN UNEMPLOYMENT (2020) - TARGET SECTORS

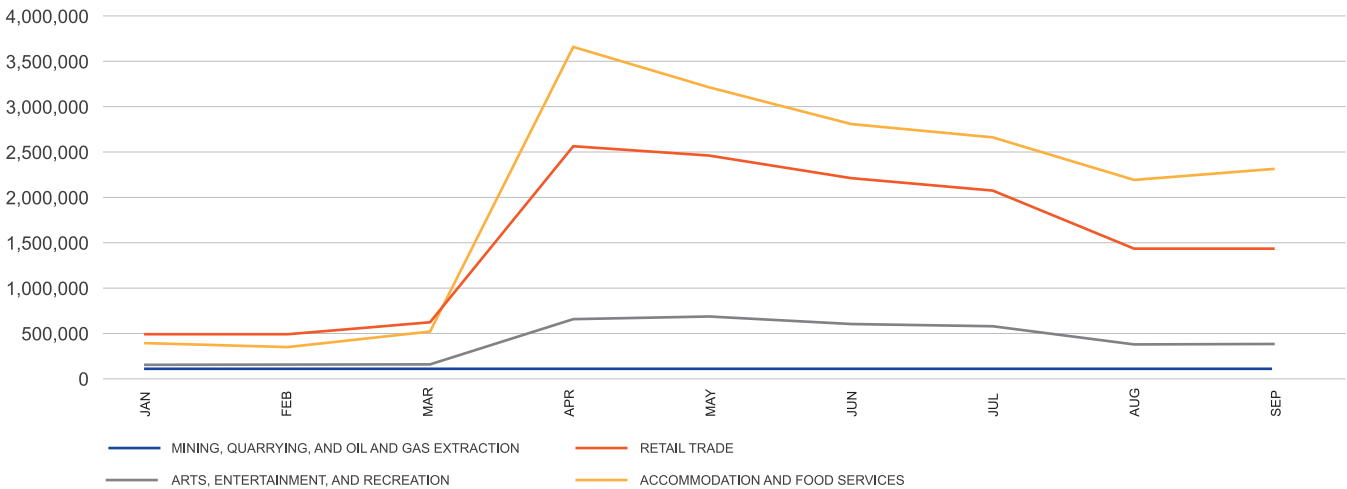
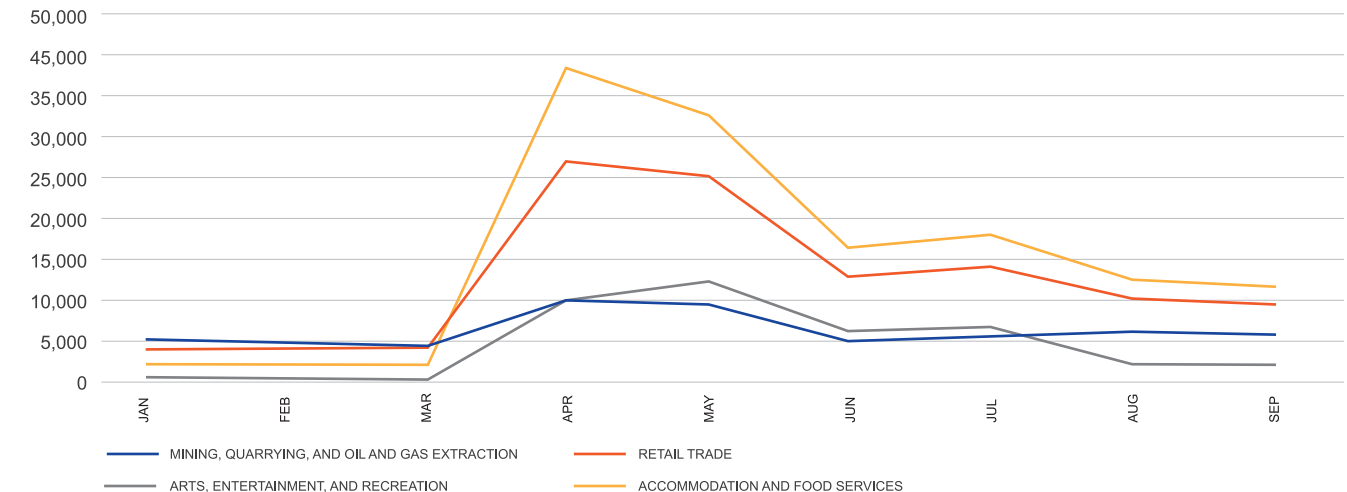


FIGURE 3: OKLAHOMA, TARGET SECTOR UNEMPLOYMENT

CHANGE IN UNEMPLOYMENT (2020) - TARGET SECTORS



³ Emsi Unemployment Data (2020.4) – Characteristics of the Insured Unemployed (CIU), Local Area Unemployment Statistics (LAUS; BLS), Emsi Final Industry/Occupation Data, and Current Population Survey (CPS, Census)

Figure 4 shows the Oil & Gas sector unemployment indexed, across the ACOG counties. All values start at 100 as the pre-pandemic level and fluctuate from that point. Predictably, the unemployment levels spiked in April across the sectors and then started towards recovery into May and June. In June, all the critical sectors experienced unemployment increases into July, with Canadian and Oklahoma counties reaching nearly three times their pre-pandemic unemployment levels. Although sectors began another trend of recovery into August and September, they are currently still notably above pre COVID-19 levels.

Additionally, although it seems that the industry is recovering, what is coming is not rosy according to the earlier section about macroeconomic trends coming late to Oklahoma. If that holds true, one could expect continued decline or sustained levels of unemployment above pre COVID-19 levels. According to Chad Wilkerson at the Oklahoma City branch of the Kansas Federal Reserve, “jobs in Oklahoma’s energy industry likely will continue to be lost through the beginning of next year, and overall employment numbers may not rebound to pre-pandemic levels for the foreseeable future—if at all.” Wilkerson explains that even if the sector sees hiring rebounds and increased profitability, Oklahoma will probably not be the area to experience that rebound. Even as firms in the region began to stabilize over the previous months, jobs were still cut and these are projected to continue, as Oklahoma’s Oil & Gas sector has been shedding jobs before the pandemic. Wilkerson goes on to say, “I would expect if [Oklahoma is] where disinvestment occurred first, that’s probably where new investment at least won’t happen first. We are seeing more of an increase in the Permian and West Texas. So, I would expect the new normal in Oklahoma, at least for a while, to be not nearly of the scale it was just a few years ago.”

Figure 5 shows the unemployment levels indexed across the ACOG counties for the Retail sector. The 100 values indicate pre-pandemic levels of unemployment. As with most sectors Retail experienced a spike in April (all counties at least five times higher unemployment than pre-pandemic levels) but has seen a trend of recovery from May onward. Currently the counties sit between two and three times their pre COVID-19 unemployment levels for the Retail sector. As COVID-19 mitigation measures take place, one can expect more retail activity to ensue and presumably lead to an increase in jobs. However, if the national environment is any indicator on what the future could hold for Oklahoma, there could be sustained levels of amplified unemployment or the current high levels of employment could continue into the first quarter of 2021.

Figure 6 displays the indexed unemployment claims for the Arts & Entertainment sector. Unemployment spiked in April, but contrary to the other critical sectors, kept climbing into May where unemployment was 15 times higher than the pre COVID-19 level for Logan County and staggeringly over 20 times higher for Oklahoma, Canadian, and Cleveland counties. Although this sector made a sharp recovery in June and continued a bit more prolonged into September, all counties still face about four to five times their pre COVID-19 unemployment numbers. Additionally, this sector is heavily reliant on gig workers, and these claims are more than likely missing from the data. About a quarter of young workers (16-24) are employed in this industry (nationwide), exacerbating already high unemployment rates for this cohort of the labor force. The overall unemployment rate for young workers ages 16–24 jumped from 8.4% to 24.4% from spring 2019 to spring 2020, while unemployment for their counterparts ages 25 and older rose from 2.8% to 11.3%. Spring 2020 unemployment rates were even higher for young Black, Hispanic, and Asian American/Pacific Islander (AAPI) workers (29.6%, 27.5%, and 29.7%, respectively).⁴

Figure 7 shows the Accommodation & Food Service unemployment (indexed) for the ACOG counties. The 100 value indicates pre-pandemic unemployment levels as a starting point; from there the Accommodation and Food sector, predictably, goes into April at more than 15 times the pre-pandemic unemployment levels for three ACOG counties. After April’s peak, the sector begins a broad recovery into the summer months before the county levels

⁴ Economic Policy Institute (2020) – Young Workers Hit Hard by the COVID-19 Economy: Workers Ages 16-24 Face High Unemployment and an Uncertain Future. Accessed at: <https://www.epi.org/publication/young-workers-covid-recession/>

FIGURE 4: ACOG REGION, OIL & GAS UNEMPLOYMENT, INDEXED

OIL & GAS UNEMPLOYMENT BY COUNTY (2020)

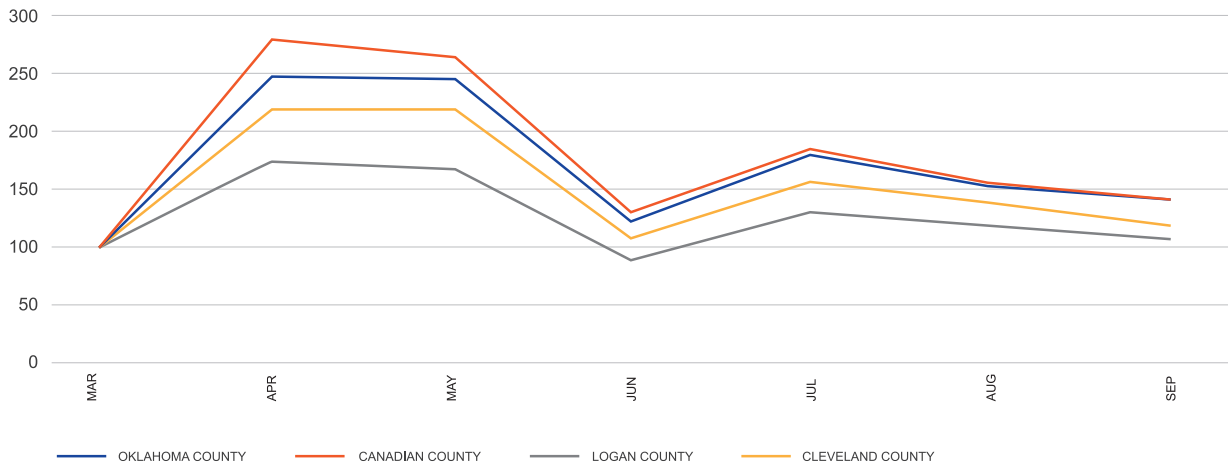


FIGURE 5: ACOG REGION, RETAIL TRADE UNEMPLOYMENT, INDEXED

RETAIL UNEMPLOYMENT BY COUNTY (2020)

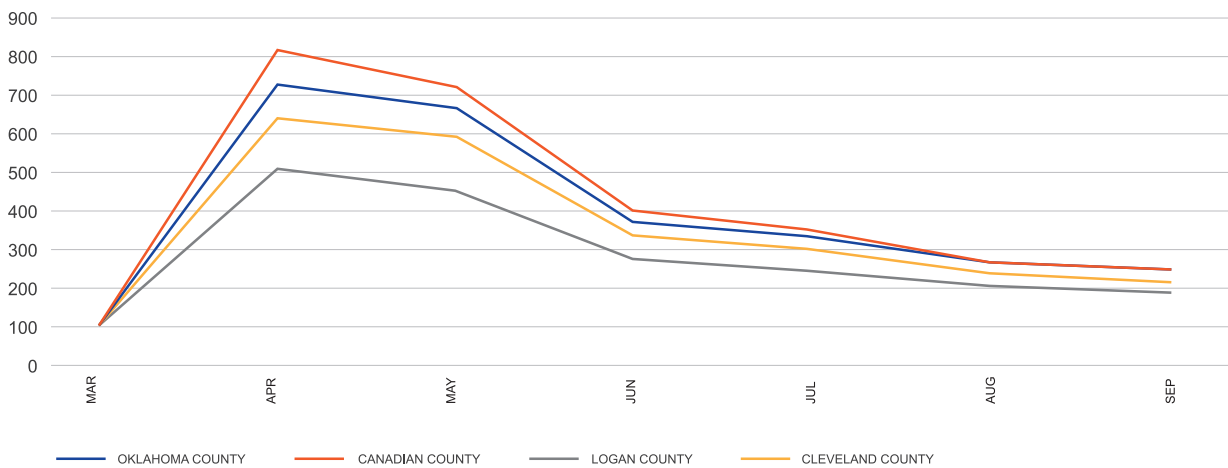
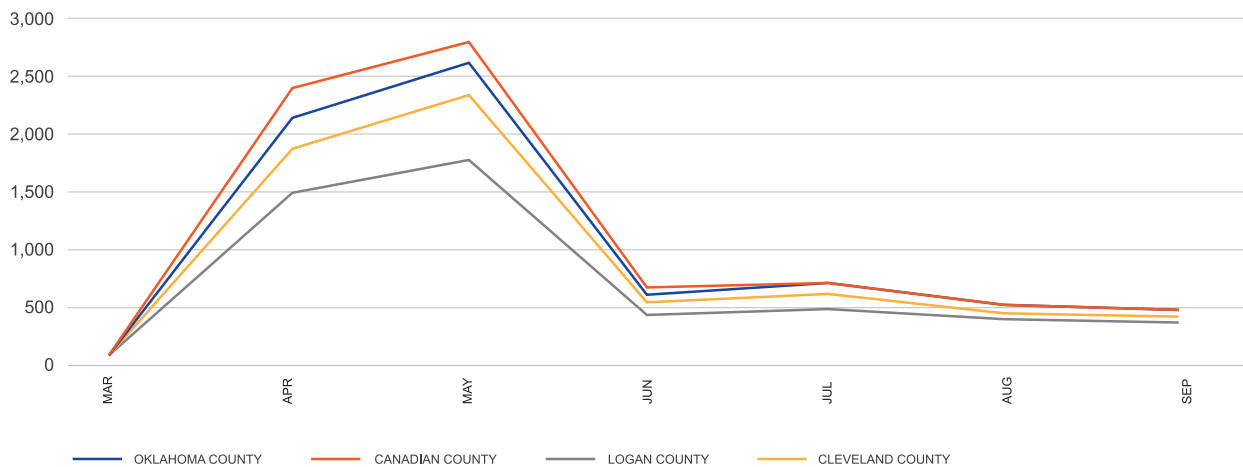


FIGURE 6: ACOG REGION, ARTS & ENTERTAINMENT UNEMPLOYMENT, INDEXED

ARTS & ENTERTAINMENT UNEMPLOYMENT BY COUNTY (2020)



begin to closely coincide into August and September. Although the sector is recovering from April, the current unemployment activity across the ACOG region is nearly five times the pre-pandemic level, with the end of quarter projections varying, dependent upon many external market forces (vaccine, stimulus, etc.).

AEROSPACE AND DEFENSE INDUSTRY

Although there is no unemployment data within the report, Aerospace is an important component of the Central Oklahoma economy and worthy of mention. Oklahoma’s defense concentration has allowed the industry some insulation from the impacts that strictly passenger operations faced.⁵ Commercial aviation’s setback occurred when COVID-19 spread rapidly as numbers of arrivals and departures at the nation’s airports remain fractions of what would be considered normal, Oklahoma has slightly hedged against this with five military installations. As unemployment data has yet to surface for specific industrial activities such as Aerospace manufacturing, it helps to understand the OKC MSA’s outlook and current conditions for the sector considering this. Accordingly, one could understand that the sector has undoubtedly faced setbacks due to COVID-19 and other market forces, but it remains a significant component of the economy and workforce that is poised for robust growth into the future, should current trends hold true.

The aircraft manufacturing industry (NAICS 3364) is comprised of aircraft engine, other auxiliary parts, guided missiles, and other space vehicle manufacturing. Currently, there are 3,347 local jobs in these industries, which is about 49% higher than the national average. Jobs in this sector have also increased from 2015 – 2020 by over 53%, compared to the nation at just 9.5%.⁶ Currently there are more than 1,100 aerospace entities operating in Oklahoma (statewide) that encompass all aspects of the supply chain: manufacturers, MRO, research and development, military, and others.

TABLE 1: OCCUPATIONS IN THE AEROSPACE INDUSTRY ⁷

OCCUPATION IN ABOVE INDUSTRIES	EMPLOYED IN GROUP (2020)	% OF TOTAL JOBS IN GROUP (2020)
Aircraft Mechanics	295	8.8%
Aerospace engineers	233	7.0%
Avionics Technicians	154	4.6%
Software Developers & Quality Assurance Analysts	152	4.5%
Logisticians	134	4.0%

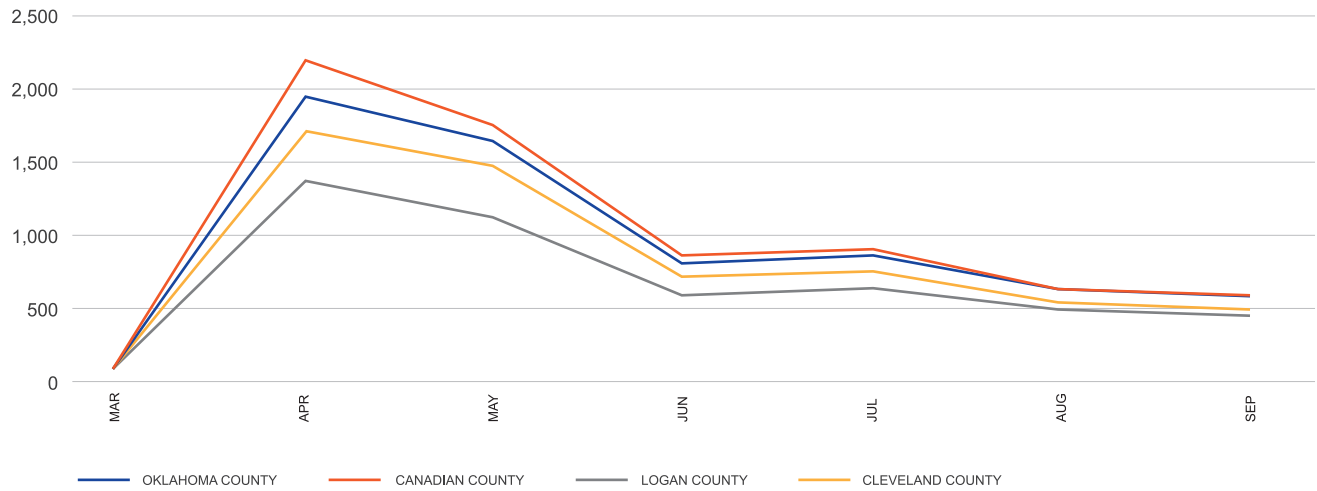
⁵ Oklahoma Commerce (2020) – Despite Virus Setbacks, Aerospace Industry Expects Growth. Accessed at: <https://www.okcommerce.gov/despite-virus-setbacks-aerospace-industry-expects-growth/>

⁶ Emsi Economic Modeling (V2020.4) – Industry Snapshot. Accessed at: <https://www.economicmodeling.com/data/>

⁷ Emsi Economic Modeling (V2020.4) – OKC Metropolitan Statistical Area.

FIGURE 7: ACOG REGION, ACCOMMODATION & FOOD SERVICE UNEMPLOYMENT, INDEXED

ACCOMMODATION & FOOD SERVICE UNEMPLOYMENT BY COUNTY (2020)



CEDS BENCHMARK MSAs

During the CEDS update process, the advisory committee was asked a series of questions to determine what other regions Oklahoma City compares to. This was an effort to determine competitor markets and similar metro areas. Along with a statistical comparison, the chosen comparable metropolitan statistical areas (MSAs) also have recently completed hallmark projects that parallel those of OKC. Using the feedback received and building on the research efforts of the 2019 CEDS, the following benchmark communities were determined:

- Columbus, Ohio
- Louisville, Kentucky
- Dallas - Fort Worth, Texas
- Nashville, Tennessee
- Kansas City, Missouri

Understanding the COVID-19 impact on the peer communities selected is important for the ACOG region. Although there are differences between these areas, ascertaining their industry trends will allow one to adopt the best strategy for the Oklahoma City MSA. They will also be key to monitoring and determining anomalies in the ACOG region or what is part of underlying economic trends, and to continue to compare recovery efforts with model communities.

Figure 8 displays the Oil & Gas sector’s unemployment (indexed from 100) by comparable MSA’s that are laid out in the 2019 CEDS document. As shown, the OKC and Dallas/Ft. Worth MSA have much more reliance on the Oil & Gas sector than the others. Accordingly, those MSAs experienced peaks of unemployment 25 times higher for OKC and 20 times higher for Dallas than their pre-pandemic unemployment levels. OKC saw a sharp recovery in June and then increases after, whereas Dallas went through more of a prolonged recovery across the summer months, before spiking up again in August. The two diverge in August, with OKC looking to stay towards recovery and with Dallas heading in the opposite direction. Currently, all the MSAs except OKC and Dallas have

recovered to pre-pandemic levels in this sector; both MSAs have unemployment nearly two times higher than before COVID-19.

Figure 9 displays unemployment across the Retail sector for the comparable MSAs. All the MSAs experienced peaks in unemployment in April, with Nashville and OKC leading (both were at more than seven times their pre-pandemic unemployment activity). OKC began to recover into the summer months with the largest drop in unemployment occurring from May to June. Since June, OKC has been recovering slowly, and September’s data shows current unemployment in the Retail sector at about 2.5 times the pre-pandemic levels.

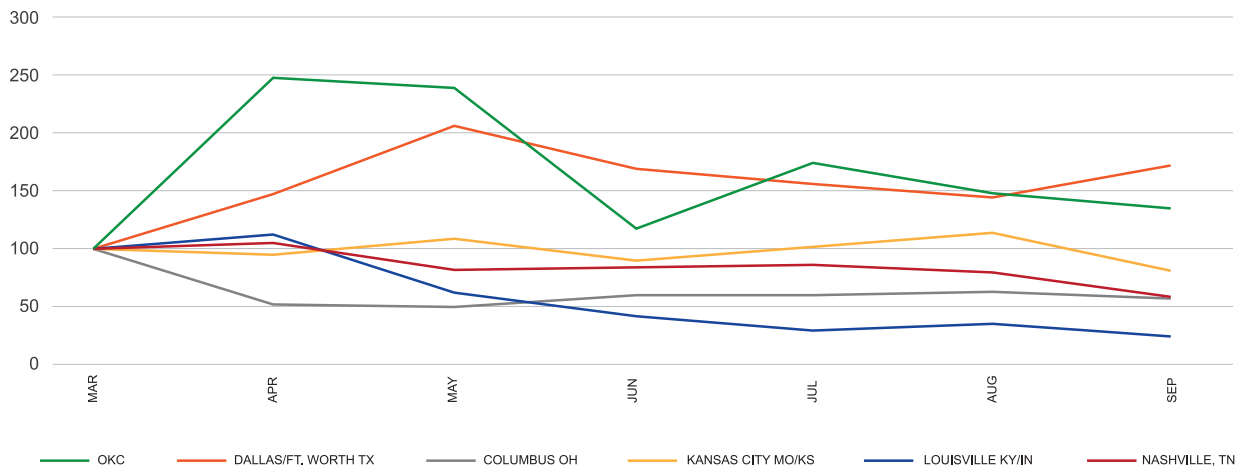
Figure 10 shows the unemployment levels for the Arts, Entertainment, & Recreation Sector indexed, compared with the CEDS identified benchmark MSAs. All the MSAs experienced increases into April, but OKC faced the largest increase by far. OKC’s unemployment at its peak was 25 times higher than the pre-pandemic levels. In this regard, OKC faced much steeper increases than all the other comparable MSAs, with the next closest level being in the Dallas/Ft. Worth MSA.

Between April 1 and July 31, 2020, Oklahoma lost 19,504 creative industry jobs and \$606 million in sales of goods and services. This sector has been one of the hardest hits by the pandemic, with losses disproportionate to other parts of the creative economy. Their losses represent up to 50% of job losses in some cases and 27% of lost sales.⁸ Although the sector now appears to be recovering, it still sits at five times its pre-pandemic unemployment levels, and there is existing concern that the long-term economic effects of COVID-19 will hamper this sector for many months to come.

Figure 11 displays the unemployment activity indexed for the Accommodation & Food Service sector. All MSAs went through spikes in unemployment in April before they all began trending back towards recovery. OKC made a large recovery from May to June and for the most part, continued trending down except for June to July. Currently, for OKC the sector sits at five times its pre-pandemic unemployment levels. It is important to note that although this sector and many before it look to be on a trend towards recovery, the next few months appeared to be filled with an unprecedented amount of uncertainty. Accordingly, this data should serve as the impetus for local government action in doing all they can to salvage these sectors, jobs, and people’s livelihoods as we go into the next stages of the pandemic (widespread inoculation).

FIGURE 8: OIL & GAS BY MSA

MSA UNEMPLOYMENT - OIL & GAS (2020)



⁸ KOSU (2020) – Data Shows How COVID-19 Has Impacted Oklahoma’s Creative Sector. Accessed at: <https://www.kosu.org/post/data-shows-how-COVID-19-has-impacted-oklahomas-creative-sector>

FIGURE 9: RETAIL TRADE BY MSA

MSA Unemployment - Retail (2020)

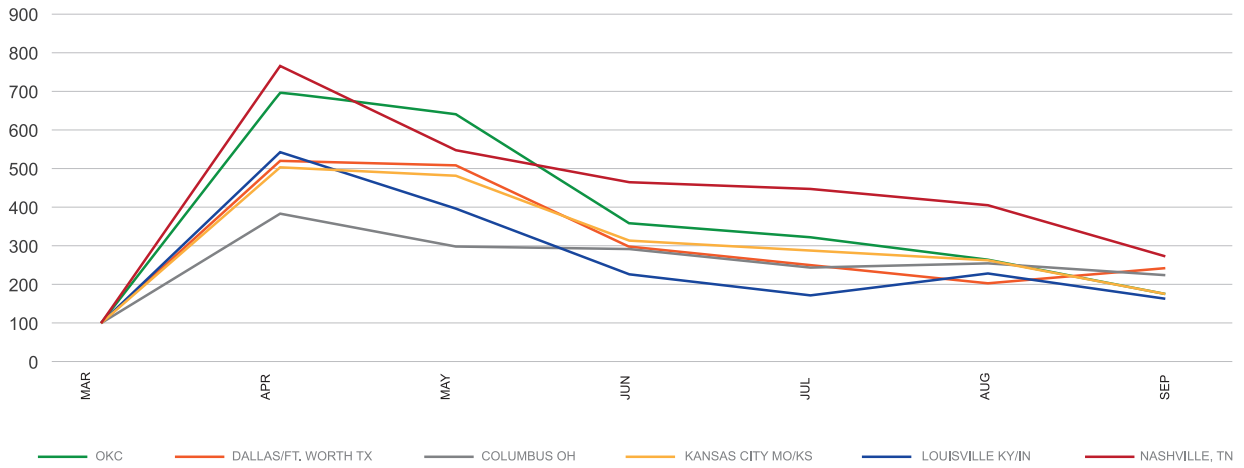


FIGURE 10: ARTS & ENTERTAINMENT BY MSA

MSA UNEMPLOYMENT - ARTS, ENTERTAINMENT & RECREATION (2020)

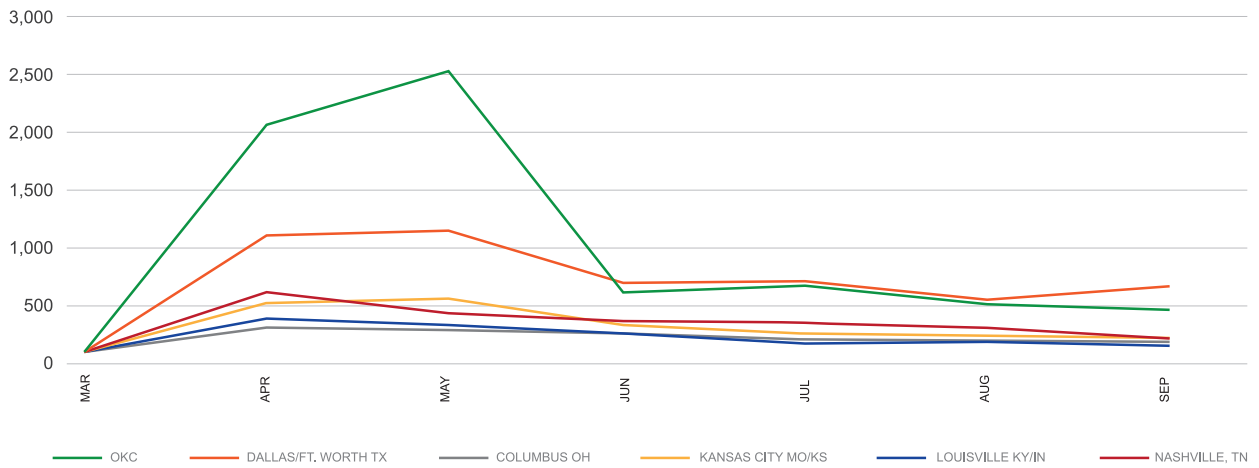
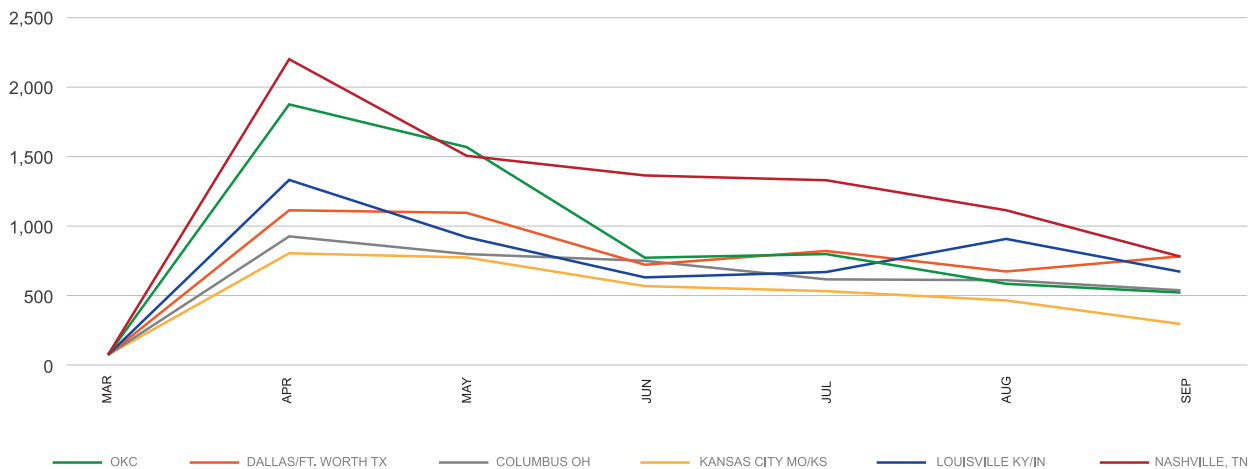


FIGURE 11: ACCOMMODATION & FOOD SERVICE BY MSA

MSA UNEMPLOYMENT - ACCOMMODATION & FOOD SERVICE (2020)



RESEARCH AND BEST PRACTICES REVIEW

[A Strong Towns Response to the Pandemic](#)

Created by the Strong Towns organization, this toolkit provides a timeline of recommended actions for a municipality to take in the wake of the COVID-19 pandemic. Starting with the town's suggested immediate response and finishing at the 1 year and beyond mark, the article breaks down the suggested actions into various categories such as how to approach assistance to small businesses, how to manage social distancing policies and what tweaks can be made to current infrastructure to best navigate the pandemic. This article is significant to the project because it provides a sample of what an effective COVID-19 response could look like.

[The World Remade by COVID-19 \(Deloitte\)](#)

This article depicts different scenarios of the ways in which the COVID-19 pandemic could shift social and/or business change over the next 3-5 years. The scenarios envisioned are meant to provoke thoughts within an organization about how previous expectations may need to be re-adjusted, what is important to the consumer in this climate, what the biggest threats to the business currently are, and what relationships and assets are most important. This is a very relevant article to the ACOG CEDS update and its COVID-19 response project as such exercises can help businesses identify their current strengths and weaknesses as well as strategies for resiliency in the COVID-19 era.

[Oklahoma Certified Healthy Communities](#)

Written by the Oklahoma Department of Health, the article highlights a community engagement initiative to improve health outcomes in Oklahoma cities. Oklahoma currently ranks near the tail end of America's health rankings, and this certification looks to provide communities with the education necessary not only to better prevent and manage chronic conditions, but also to allow residents to make healthier decisions. This article is relevant to the project as increased health literacy from this certification can help residents

understand why certain precautionary measures need to be taken to curb the spread of COVID-19 (i.e. masks, social distancing).

[AARP Livable Communities](#)

In her article, Sarah Dale with AARP highlights solutions designed by communities from around the country in response to various difficulties they were facing. From improving parks and public spaces and making communal areas in the city accessible to people of all ages, to adapting community events to observe social distancing policies during the pandemic, this article can provide inspiration to determine solutions for challenges ACOG communities must confront.

[New Survey Results: How Small Businesses are Managing the Pandemic and Social Unrest](#)

Writing for Main Street America, Dr. Michael Powe analyzes survey results canvassing the impact of both COVID-19 and Black Lives Matter protests on small businesses. National data like this can be helpful to the ACOG CEDS update in the wake of COVID-19 as it can help determine the efficacy of currently implemented state measures and public policy on assisting small business owners in Oklahoma.

[Special Report on Women-Owned Small Businesses During COVID-19](#)

This report by the US Chamber of Commerce highlights the unique ways in which women-owned small businesses have been heavily impacted by the COVID-19 pandemic, as compared to male-owned businesses. The US Chamber of Commerce predicts that women-owned businesses are less likely to anticipate a strong recovery in the year ahead. Almost across the board, women-owned small businesses have seen substantially more negative impacts to various key metrics than male-owned businesses. This is relevant to the ACOG CEDS update and to

any COVID-19 response team as it highlights an opportunity to correct this disparity by identifying why women-owned small businesses are suffering disproportionately and addressing systemic inequality.

[What to Look for in a Post-Covid Economy](#)

Written by Odgers & Berndtson, this article offers an early (April 2020) reflection on the ways in which the COVID-19 pandemic affected important industry sectors such as banking, insurance, manufacturing, and retail this year. Odgers & Berndtson chart predictions for trends within the identified sectors through the pandemic. This is a very relevant article to the ACOG CEDS update as it offers insight into what industry leaders envisioned happening in the months after the initial COVID-19 outbreak. We can now reflect on these predictions and make informed decisions regarding the accuracy of such predictive models and the need to adjust predictive methodologies to local conditions.

[Red Cross Ready Rating Program](#)

This article by the American Red Cross highlights a risk assessment tool called the “Ready Rating Program” with which organizations can measure the quality of their emergency response plans when faced with various catastrophes. While this type of tool would not only be helpful in assessing companies’ preparedness in response to spikes of COVID-19 (for example, in assessing their plans in the event of supply chain disruption or plans for adaptation to social distancing policies), it could also prove invaluable in preparing organizations in the event of a natural disaster. Thus, the article could be beneficial for the ACOG CEDS update as it offers an example of an emergency plan assessment tool.

[What Food Retailers Should Do During the Coronavirus Crisis](#)

Also written by McKinsey & Company, this article offers a suggested action plan for food retailers in the wake of the COVID-19 pandemic. From protecting staff and customers and securing supply chains, to emphasizing digital adaptations, the article provides a high-level overview of important actions that food retailers should take. This article is relevant to the ACOG CEDS update as it provides not only an opportunity to ensure that similar best practices are being acted upon by Oklahoma businesses, but also an opportunity to reflect as to whether these steps embodied the best course of action or not, considering the current outcomes.

[Oil and Gas after COVID-19](#)

This article, by McKinsey & Company, revisits the challenges in the Oil & Gas industry pre-COVID-19 and discusses the possibility for the industry to bounce back or to continue a downward spiral. Given Oklahoma’s dependence on the Oil & Gas industry as a main contributor to its overall economic wellbeing, this article is relevant to the ACOG CEDS update as it explores the short- and long-term implications of the COVID-19 pandemic on the industry.

[Returning to Resilience: The Impact of COVID-19 on Mental Health and Substance Use](#)

This article by Erica Hutchins Coe and Kana Enomoto from McKinsey & Company explores the “invisible” impact that the COVID-19 pandemic has had on the population’s mental health in terms of fear, collective grief, prolonged physical distancing, and the associated social isolation. Previous research has shown an association of recessions, mass layoffs, and prolonged periods of unemployment with an increase in income inequality and devastating impact on health and life expectancy in the United States. These times of increased income inequality correlate closely to times of increased suicides among working age adults as well. The World Health Organization previously

estimated that depression and anxiety cost the global economy \$1 trillion in lost productivity annually and this figure will only rise with the increased mental health disorders that will come from this pandemic. As governments race to contain COVID-19, it is important to know the actions society can take to mitigate the behavioral health impact of the pandemic and economic crisis. For every dollar spent on scaling up treatment for common mental disorders, a four-dollar return can be realized in improved health and productivity. The following actions can be taken:

- 1) Strengthen community prevention of mental health disorders by identifying members at risk (e.g. people who have lost loved ones, jobs, etc.);
- 2) Leverage data and technology to connect consumers to evidence- and measurement-based care;
- 3) Integrate behavioral health services with physical health services;
- 4) Address unemployment and income disparities.

[COVID-19 and Behavioral Health: Consequences for Companies and Employees](#)

This transcript of a podcast which features Erica Hutchins Coe and Kana Enomoto from McKinsey & Company discusses how the United States approaches mental health as opposed to other countries and how a business can overcome the stigma of mental healthcare and establish a culture of support in the workplace. Statistical models have estimated a potential 50% increase in the presence of behavioral health conditions that could lead to \$100 billion to \$140 billion of additional spending in the U.S. just in the first 12 months post onset of the pandemic. There are also more long-term effects of the pandemic that will take a toll for years to come. Looking back at the 2008 economic crisis, both in the U.S. and abroad, suicide rates increased proportionately to unemployment rates. The increased mental health distress from the pandemic has exacerbated anxiety and depression in minorities disproportionately. The extent of the mental health issue is just coming to light. Estimates now indicate that one in two individuals, in the course of

their life, will have some type of mental or substance-use disorder, challenge, or experience. A recent survey showed that nine out of ten employers felt that COVID-19 has been affecting their workforce's health and productivity. In terms of support for mental health conditions, other countries are investing significantly in social care (housing, employment, transportation, food security), while in the United States, those challenges compound people's experiences of mental illness and substance-use disorder. It makes it that much more challenging for them to achieve recovery. Other countries do better on the prevention, promotion, social-care aspects, and helping people achieve and maintain recovery. On the other hand, the United States leads in terms of advancing evidence-based models of care and innovation. Treating mental health is not simply "the right thing to do" as workers who have better mental health have been shown to be more productive. For employers, this could mean offering sufficient healthcare benefits, tools, and programs to help people manage their stress and access help should they need it. The employer should also make sure they are communicating what those resources are to their workforce and sending a message that this is the expectation, that it is okay to not be okay, and that they see this as a fundamental part of overall health because they value their employees and want them to be healthy.

[Buses with Broadband: The Key to Expanding Internet Access](#)

This article, written by Matthew Lynch, showcases how different school districts have found ways to innovative solutions in providing their students with broadband access. In this world that has increasingly become hyper-reliant on constant internet access, one demographic that has somewhat been adversely affected by reliance on technology is schoolchildren of lower socioeconomic status. Some school districts across the country have taken an innovative approach to help bridge this disparity in internet access by using buses. Coachella Valley Unified School District installed routers and solar panels on their buses and now has them parked in strategic locations around the district to serve as Wi-Fi hotspots to allow students to complete homework and work on projects at home.

School children in some districts spend as much as three hours a day on the bus. To allow them to utilize that time better, some districts have added Wi-Fi capabilities to the buses so that students can complete their homework on the bus and then relax and spend time with their family when they reach home.

[Wireless Connectivity Fuels Industry Growth and Innovation in Energy, Health, Public Safety, and Transportation](#)

This Deloitte report published in 2017 highlights a possible solution to overcome data trafficking issues and internet connectivity as the transition to 5G begins to take place. Widespread usage of wireless devices has improved efficiency and outcoming in many industries including energy, health, public safety and transportation. With the implementation of 4G and now the rollout of 5G internet service, mobile internet networks, now more than ever, require additional capacity to handle the tremendous amount of data being transported. One proposed measure to help in this regard is the adoption and installation of numerous “small cell” internet connection devices in lieu of traditional cell phone towers. These small cells can be installed on utility poles, streetlights and the sides of buildings. They can complement wireless network capacity in areas already served by cell phone towers and increase coverage by providing it to areas those towers do not presently reach. Implementation of such technology can streamline the spread of 5G technology and continue the improvements in these different sectors that are provided with fast, reliable wireless service.

[Municipal Broadband Internet: The Next Public Utility?](#)

This article written in 2019 by Chris Teale leverages telecommunication reports drafted by municipalities to stress the importance of treating broadband as a public utility. In today’s world, having a reliable internet connection at home is nearly as important as other utilities such as water and electricity. Unfortunately, there is a large divide in access to the internet that primarily negatively affects people

of lower socioeconomic status and people of color. Even when people can afford internet services, there is often no choice of provider, spotty coverage, and unreliable speeds. Some communities have decided to take matters into their own hands and treat internet services as a public utility by implementing municipally owned and operated networks. Proponents argue that doing so allows equitable access to the internet for all. Nearly 750 communities in the United States have carried out or are in the process of carrying out some form of municipal broadband implementation. Advocates also say that beyond the issue of access, through municipal broadband, residents receive more reliable and cost-effective internet services. This is evidenced by the fact that residents in the small town of Ammon, Idaho have access to 1GBps internet for less than \$60 a month. There is considerable opposition, however, both at the federal level from the FCC, and from internet service providers who stand to lose business, if more and more communities transition to municipal broadband networks. Opponents point to the large investment needed to implement such networks as a “waste of taxpayer dollars” with some arguing that municipal broadband would be an infringement on the First Amendment, if government entities control communications networks. The FCC is satisfied with the private sector’s efforts to bridge the digital divide, but as many households across the country remain without reliable internet, community leaders remain unconvinced that for-profit companies have their best interests in mind.

[The Connected City and the Future of Free Wi-Fi](#)

This article written by Lior Weiss, Vice President of Marketing at Celeno Communications, highlights the importance of Wi-Fi and the potential it holds for a functional connected future. With the rise in smartphone technology and dependence on being connected to the internet at all times of the day, cities are exploring different solutions to provide reliable public Wi-Fi to meet resident, and tourist, demands. While some cities around the world have established free Wi-Fi zones in their downtown areas, these networks are still impeded by geography and a limited ability to handle high traffic. One possible solution to providing city-wide public Wi-Fi is to allocate a small,

unused portion of every home's personal Wi-Fi to the public. While the idea sounds great in theory and would essentially ensure Wi-Fi access throughout most, if not all, areas in the city, there are many potential obstacles as well. Determining how much data will need to be shared by the residents, preventing the public from using too much of the residential Wi-Fi network's bandwidth, and security issues are all roadblocks that this proposed initiative faces.

- 1) Analyze the status quo for all three dimensions, innovation, diversity, and enabling conditions;
- 2) Define the target and performance measures;
- 3) Identify gaps, i.e. what is missing to proceed to the target state of innovation, diversity, and enablers;
- 4) Create a roadmap for action;
- 5) Institutionalize the process.

The Mix that Matters:
Innovation Through Diversity

The Boston Consulting Group partnered with the University of Munich to conduct a survey of diversity managers, HR executives, and managing directors of companies in various sectors that was then compiled into a study. This study of 171 German, Swiss, and Austrian companies indicated a clear, positive, and statistically significant relationship between the diversity of companies' management teams and the revenues they get from innovative products and services. The diversity of managers on the basis of gender, ethnic background, and industry proficiency also produced a positive impact. The impact due to diversity seems to increase with company size and multiple product lines. Openness to contributions from "lower-level" workers and an environment in which employees are free to speak their mind were also crucial in fostering innovation. This relationship only holds true when the inclusion of diversity goes beyond "token-ism" and there is greater than 20% diversity in management positions. On the contrary, companies with greater age diversity were shown to have less revenue from their "innovative products." This may suggest that companies have not learned how to leverage different levels of seniority on their staff. Diversity has the greatest impact on innovation when the work environment has, in order of importance: participative leadership behavior, openness to cognitive diversity, strategic priority, frequent interpersonal communication and equal employment practices. To obtain more diversity-led innovation, companies should follow a five-step process:

Innovating for All:
How CIOs can Leverage Diverse Teams to Foster
Innovation and Ethical Tech

This report written in 2019 is the fourth report in Deloitte's Diversity and Inclusion in Tech series. It emphasizes the importance of diversity and inclusion in the workplace to spur innovation and growth. Tech teams with diverse backgrounds and mindsets can support innovation and drive transformational growth by openly sharing perspectives, focusing on user-centric design, and consciously exploring potential outcomes to avoid unintended harmful results. By failing to include team members of diverse backgrounds and mindsets, companies may waste money by inadvertently excluding a customer group or providing a service that has unintended side effects in certain customer groups. In short, having diversity allows for the development of so-called "ethical tech." Companies that innovate are far more likely to have adopted policies that support ethical standards for their digital initiatives. As customer demographics continue to expand, a diverse workforce can be a company's first line of defense against algorithmic bias and flawed generalizations. Companies that "out-innovate" others have leadership with a combination of at least three inherently diverse traits (gender, race, sexual orientation, etc.) and at least three acquired diversity traits (education, places lived, socioeconomic background). Greater awareness of biases and emphasis of bringing all voices to the table is allowing more companies to develop "ethical tech" and provide innovative solutions to people of all backgrounds.

How Diverse Leadership Teams Boost Innovation

This article was written by four Managing Directors and Partners at the Boston Consulting Group (BCG) and expands on the strong, statistically significant correlation found between diversity in management teams and overall innovation in a previous BCG study. Companies with above average diversity scores in their leadership teams reported innovation revenue that was 19 percentage points higher than companies with below average diversity scores—45% of total revenue vs 26%. These organizations also reported better overall financial performance: profit margins that were 9 percentage points higher than companies with below average diversity on their management teams. Of the different dimensions of diversity, the most significant gains came from changing the makeup of the leadership team in terms of the national origin of executives, range of industry backgrounds, gender balance, and career paths. The study further showed that an increase in diversity in management by 2% can lead to an increase in innovation revenue by a full percentage point. The effects of diversity in management are additive for all dimensions aside from industry background and career path (which show some overlap). Rather than focusing on any specific aspect of diversity, the goal should be to create teams that are diverse across multiple dimensions—because they all have value. For diversity to have this effect, there needs to be an active approach to inclusion from the CEO to lead and buy-in from other leadership.

IMPLEMENTATION MATRIX

Goals	Guidance Articles	Resources & Funding Entities	Potential Partners	Next 12 mo.	1 to 3 yrs	3 to 5 yrs
1.0 Infrastructure						
1.1 Transit-Oriented Development	AARP Livable Communities; Oklahoma Certified Healthy Communities	ODOT; ODNR; Build America Bureau; TIF	City; County; State; Federal; Oklahoma Main Street Center; Local Nonprofit; Electric Vehicle Coalition		x	
1.4 Broadband and 5G	The Connected City and the Future of Free Wi-Fi; Buses with Broadband: The Key to Expanding Internet Access; How States are Expanding Broadband Access; Wireless Connectivity Fuels Industry Growth and Innovation in Energy, Health, Public Safety, and Transportation; Municipal Broadband Internet: The Next Public Utility?	USDA Rural Development; The Alliance for Economic Development of Oklahoma City; USDA Rural Utilities Service; National Telecommunication and Information Administration; Rural Broadband Expansion Council; Fiber Broadband Association	City, County; Oklahoma Department of Commerce; Telecommunications providers; Chambers of Commerce; Downtown OKC	x		
2.0 Resiliency						
2.2 Business Growth & Recruitment	A Strong Towns Response to the Pandemic; 15-minute City Mapping; Framework for Creating Smart Growth Economic Development Strategy; A Tool for Small Cities and Towns; Red Cross Ready Rating Program; What to Look for in a Post-Covid Economy; How Cities and Businesses can Work Together for Growth	US Small Business Association; Oklahoma Department of Commerce	Oklahoma Main Street Center; Economic Development Organizations; Chambers of Commerce; Industry Associations; Innovation District; OU Tom Love Innovation Hub; OSU Riata Center for Entrepreneurship	x		
2.3 Workforce Development	Oil and Gas after COVID-19; Workforce Strategy	Central Oklahoma Workforce Innovation Board; OU; OSU; United States Environmental Protection Agency; SCORE	OG&E; Oklahoma Manufacturing Alliance		x	
2.5 Placemaking	Project for Public Spaces	Ok Workforce Tax Credits ; USDA Rural Development; Greater OKC Chamber's Education & Workforce; Central Oklahoma Workforce Investment Board; Career Tech	City; County; Oklahoma Main Street Center; Chambers of Commerce; OU Institute for Quality Communities; Oklahoma City Convention and Visitors Bureau; Innovation District; OU Tom Love Innovation Hub; OSU The Riata Center for Entrepreneurship	x		

ASSOCIATION OF CENTRAL OKLAHOMA GOVERNMENTS

Goals	Guidance Articles	Resources & Funding Entities	Potential Partners	Next 12 mo.	1 to 3 yrs	3 to 5 yrs
2.6 Equity & Diversity	Inclusive Economic Development: Good for Growth and Good for Communities; Planning for a Just Recovery; How Diverse Leadership Teams Boost Innovation; Innovating for All: How CIOs Can Leverage Diverse Teams to Foster Innovation and Ethical Tech; The Mix that Matters: Innovation Through Diversity	Oklahoma City Black Eats; Oklahoma Black Chamber of Commerce; the American Indian Chamber of Commerce of Oklahoma; women-owned businesses at the Oklahoma Small Business Development Center; Hispanic Business Owners' Association; the Greater Oklahoma Hispanic Chamber of Commerce; The Oklahoma Asian District; and the Oklahoma Department of Commerce's Minority Business Council; OU Institute for Quality Communities; Innovation District	Oklahoma Main Street Center; Innovation District; OK Chamber; ODOC; COGs		x	
4.0 Healthy Communities						
4.1 Mental Health	Returning to Resilience: The Impact of COVID-19 on Mental Health; COVID-19 and Behavioral Health; Consequences for Companies and Employees	Oklahoma Department of Mental Health and Substance Abuse; Calm Waters; Mental Health Association of Oklahoma; Catholic Charities; Sunbeam Family Services; United Way; National Alliance on Mental Illness Oklahoma; Oklahoma Academy for State Goals; SAMHSA	Oklahoma Human Services; Department of Mental Health and Substance Abuse; Medical Centers; Nonprofits	x		
4.2 Physical Health	Oklahoma Certified Healthy Communities	Tobacco Settlement Endowment Trust	Oklahoma State Department of Health; Oklahoma Turning Point; State Chamber of Oklahoma; Shape Your Future		x	
4.3 Aging in Place	Aging in Place: Growing Older at Home	NIH: National Institute on Aging	Oklahoma Human Services			x
5.0 Government Agility						
5.1 Communications & Collaborations	A Strong Towns Response to the Pandemic	OkWORKS; OU; OSU; Oklahoma MainStreet Center	Oklahoma Main Street Center; COGs; Oklahoma Municipal League	x		
5.2 Policy Responsiveness	A Strong Towns Response to the Pandemic			x		
5.3 Funding	What to Look for in a Post-Covid Economy	USDA Rural Development; ODOC-CDBG; Partners for Places through The Funders' Network; Local Initiatives Support Corporation; private foundations; The Oklahoma Academy for State Goals	Nonprofits; COGs		x	



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