THE CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
FOR THE ASSOCIATION OF CENTRAL OKLAHOMA GOVERNMENTS (ACOG)

JON ROBERTS & MEREDITH EBERLE

APRIL 2, 2019
AGENDA

1. Overview
2. Project Scope, Process, & Timeline
3. Data Trends
4. Desired Outcomes
OVERVIEW
THEORY INTO PRACTICE
we design strategies that will support your community’s vision for the future
TIP STRATEGIES

Founded in 1995, we have over 20 years of experience in over 300 communities across 39 states, and 5 countries.

Four principals with a total staff of 14.

Committed to holistic thinking & sustainable development.

Austin, Seattle, and Boston offices with global reach.
SERVICES

- Strategic Planning
- Economic Analysis
- Workforce Assessment
- Talent Strategies
- Organizational Development
PROJECT SCOPE, PROCESS, & TIMELINE
The ACOG Region
Project goal

...provide a Comprehensive Economic Development Strategy (CEDS), which ACOG can use to guide economic prosperity and resiliency in Central Oklahoma. The CEDS will provide a vehicle for individuals, organizations, local governments, institutes of learning and private industry to engage in a meaningful conversation and debate about what capacity building efforts will best serve economic development in the region.
What you asked for

1. Evaluate economic conditions, including labor and infrastructure
2. Prepare a SWOT
3. Create a strategic plan for ACOG that identifies goals and a vision, anticipates future developments, and provides resiliency in the face of natural disasters and economic disruption
4. Establish evaluation standards to measure success of the strategies
5. Identify funding opportunities

What is the proper role of ACOG in economic development?
Our process establishes a clear vision for economic growth
## Proposed Schedule

<table>
<thead>
<tr>
<th></th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
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<tbody>
<tr>
<td>Project kickoff</td>
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<td>Discovery</td>
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<td>Opportunity</td>
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<td>Implementation</td>
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<tr>
<td>Final Presentation</td>
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</table>
3

DATA TRENDS
NATIONAL TRENDS
The Geography of Jobs
Net Job Gains/Losses by Metropolitan Statistical Area

Job recovery periods compared

Job recoveries lag official recessions – now more than ever

Peak employment = 100


Note: While we typically associate recessions with job growth, they are officially defined by a wider range of variables than just employment. The dating committee of the National Bureau of Economic Research retroactively defines the start month and end month of official recessions in the US. According to NBER, the most recent recession began in December 2007 and ended in June 2009 – five years before employment levels had fully recovered.
Educational attainment of the US labor force
Share of the US civilian labor force age 25 years and older

Share of the civilian labor force that has earned at least a bachelor’s degree

- Share of the civilian labor force over 25 that does not have a 4-year degree

41%

59%

Note: The metric for educational attainment is usually presented relative to the population. This chart looks instead at a relevant subset of the population: the civilian labor force.
Unemployment rate by educational attainment

Unemployed share of the US civilian labor force age 25 years and older

**LESS EDUCATION**

Unemployment rate for the share of the labor force over 25 **without a four-year degree**

4.0%

**MORE EDUCATION**

Unemployment rate for the share of the labor force over 25 **that has earned at least a bachelor’s degree**

2.1%


Note: The metric for educational attainment is usually presented relative to the population. This chart looks instead at a relevant subset of the population: the civilian labor force.
Structural economic change

SHARE OF NONFARM EMPLOYMENT
Annual average employment for selected sectors, 1970-2017

Manufacturing 25%
Professional & Business Services 7%
Education & Health Services (Private Only) 6%

Note: Industry classifications have changed over the decades. The grouping of broad sectors in this chart is the closest possible match to consistent definitions.
Can post-WWII job growth continue at the same pace? If so, how?

A DEFICIT OF US WORKERS

Net annual change in the US working age population (18-64)
Average annual net US job growth since World War II

Notes: Population estimates and projections are for the resident population. Population estimates for 2010-2017 are consistent with the 2010 Census. Population data in the IDB for 2018-2050 are based on the 2014 National Projections.
Population trends: ACOG Region
Decades of strong and steady growth

Source: US Census Bureau
Population trends: by county
Oklahoma County has outpaced the rest; Cleveland is picking up steam

Source: US Census Bureau
Employment trends: Recession to 2018
Regional job losses less steep than state or US and rebounded quicker

Source: Emsi 2019.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed
Employment trends: Recession to 2018 by county

Canadian has seen largest post-recession gains of ACOG counties

Source: Emsi 2019.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed
Employment by major industry sector
Share of total employment in 4-county ACOG Region, 2018

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Share of Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government (all levels)</td>
<td>19%</td>
</tr>
<tr>
<td>Healthcare &amp; social assistance</td>
<td>12%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>10%</td>
</tr>
<tr>
<td>Lodging, restaurants, &amp; bars</td>
<td>10%</td>
</tr>
<tr>
<td>Administrative &amp; support services</td>
<td>7%</td>
</tr>
<tr>
<td>Professional services</td>
<td>6%</td>
</tr>
<tr>
<td>Construction</td>
<td>5%</td>
</tr>
<tr>
<td>Personal &amp; other services</td>
<td>5%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5%</td>
</tr>
<tr>
<td>Finance &amp; insurance</td>
<td>4%</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>4%</td>
</tr>
<tr>
<td>Mining (incl. oil &amp; gas)</td>
<td>3%</td>
</tr>
<tr>
<td>Transportation &amp; warehousing</td>
<td>3%</td>
</tr>
<tr>
<td>Educational services (private)</td>
<td>2%</td>
</tr>
<tr>
<td>Property sales &amp; leasing</td>
<td>2%</td>
</tr>
<tr>
<td>Arts, entertainment, &amp; recreation</td>
<td>2%</td>
</tr>
<tr>
<td>Corporate &amp; regional offices</td>
<td>2%</td>
</tr>
<tr>
<td>Information</td>
<td>1%</td>
</tr>
<tr>
<td>Utilities</td>
<td>0%</td>
</tr>
<tr>
<td>Agriculture &amp; forestry</td>
<td>0%</td>
</tr>
</tbody>
</table>

The government sector is the region’s largest employer, accounting for nearly one in five jobs. Within this sector, which includes public education and publicly owned hospitals, jobs are split fairly evenly among local, state, and federal government workers.

Source: Emsi 2019.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed
Note: Excludes unclassified employment. Public education, publicly owned hospitals, and US Postal Service employment are classified as government employment. American Indian Tribal Councils’ employment is reported as “local government,” which may affect hospital and school job totals.
Employment by major occupational group
Share of total employment in 4-county ACOG Region, 2018

- Office & Administrative Support: 16%
- Sales & Related: 10%
- Food Prep. & Serving Related: 10%
- Management: 6%
- Healthcare (Practitioners & Tech.): 6%
- Transportation & Material Moving: 6%
- Construction & Extraction: 5%
- Business & Financial Operations: 5%
- Education, Training, & Library: 5%
- Installation, Maintenance, & Repair: 4%
- Production: 4%
- Building & Grounds Cleaning/Maint.: 3%
- Personal Care & Service: 3%
- Computer & Mathematical: 3%
- Healthcare (Support): 2%
- Protective Service: 2%
- Community & Social Service: 2%
- Architecture & Engineering: 2%
- Arts, Design, Entertainment, & Media: 2%
- Legal: 1%
- Life, Physical, & Social Science: 1%
- Military: 1%
- Farming, Fishing, & Forestry: <1%

The ACOG Region’s largest occupational groups align with its largest industry sectors

Source: Emsi 2019.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed
### Industry concentration relative to US (US=1.00)

ACOG employment patterns are very similar to national average.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Location Quotient (LQ)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining (incl. oil &amp; gas)</td>
<td>7.47</td>
</tr>
<tr>
<td>Lodging, restaurants, &amp; bars</td>
<td>1.11</td>
</tr>
<tr>
<td>Utilities</td>
<td>1.08</td>
</tr>
<tr>
<td>Corporate &amp; regional offices</td>
<td>1.08</td>
</tr>
<tr>
<td>Administrative &amp; support services</td>
<td>1.06</td>
</tr>
<tr>
<td>Personal &amp; other services</td>
<td>1.06</td>
</tr>
<tr>
<td>Property sales &amp; leasing</td>
<td>1.00</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>0.99</td>
</tr>
<tr>
<td>Retail trade</td>
<td>0.99</td>
</tr>
<tr>
<td>Construction</td>
<td>0.97</td>
</tr>
<tr>
<td>Finance &amp; insurance</td>
<td>0.97</td>
</tr>
<tr>
<td>Healthcare &amp; social assistance</td>
<td>0.91</td>
</tr>
<tr>
<td>Arts, entertainment, &amp; recreation</td>
<td>0.90</td>
</tr>
<tr>
<td>Professional services</td>
<td>0.89</td>
</tr>
<tr>
<td>Transportation &amp; warehousing</td>
<td>0.84</td>
</tr>
<tr>
<td>Educational services (private)</td>
<td>0.70</td>
</tr>
<tr>
<td>Information</td>
<td>0.64</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>0.63</td>
</tr>
<tr>
<td>Agriculture &amp; forestry</td>
<td>0.15</td>
</tr>
</tbody>
</table>

Location quotients (LQs) compare local patterns with national norms. If the local industry and national industry are perfectly proportional, the LQ will be 1.00.

LQs greater than 1.25 are presumed to indicate a comparative advantage; those below 0.75 suggest areas of weakness but also point to opportunities for expansion or attraction.

Source: Emsi 2019.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Note: Excludes unclassified and government employment.
### Educational attainment, 25+ year-olds
Attainment in ACOG’s largest county largely mirrors US patterns

<table>
<thead>
<tr>
<th>County</th>
<th>&lt; High School</th>
<th>High School or GED</th>
<th>Some College</th>
<th>Bachelor's or Higher</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>US</strong></td>
<td>13%</td>
<td>27%</td>
<td>29%</td>
<td>31%</td>
</tr>
<tr>
<td><strong>Oklahoma</strong></td>
<td>12%</td>
<td>31%</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Oklahoma City MSA</strong></td>
<td>12%</td>
<td>27%</td>
<td>32%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Oklahoma County</strong></td>
<td>13%</td>
<td>25%</td>
<td>30%</td>
<td>31%</td>
</tr>
<tr>
<td><strong>Cleveland County</strong></td>
<td>9%</td>
<td>25%</td>
<td>34%</td>
<td>32%</td>
</tr>
<tr>
<td><strong>Canadian County</strong></td>
<td>8%</td>
<td>29%</td>
<td>36%</td>
<td>26%</td>
</tr>
<tr>
<td><strong>Logan County</strong></td>
<td>10%</td>
<td>32%</td>
<td>30%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, American Community Survey, 5-year averages for the period 2013-2017

Note: Figures may not sum to 100% due to rounding.
# 15 largest field of study, 2017

For-credit degrees and awards granted by ACOG institutions

<table>
<thead>
<tr>
<th>CIP</th>
<th>DESCRIPTION</th>
<th>COMPLETIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Professions and Related Programs</td>
<td>4,180</td>
</tr>
<tr>
<td>2</td>
<td>Business, Mgmt., Marketing, &amp; Related Support Services</td>
<td>3,849</td>
</tr>
<tr>
<td>3</td>
<td>Liberal Arts and Sciences, General Studies &amp; Humanities</td>
<td>1,882</td>
</tr>
<tr>
<td>4</td>
<td>Engineering</td>
<td>1,274</td>
</tr>
<tr>
<td>5</td>
<td>Education</td>
<td>1,075</td>
</tr>
<tr>
<td>6</td>
<td>Communication, Journalism, &amp; Related Programs</td>
<td>778</td>
</tr>
<tr>
<td>7</td>
<td>Psychology</td>
<td>757</td>
</tr>
<tr>
<td>8</td>
<td>Social Sciences</td>
<td>731</td>
</tr>
<tr>
<td>9</td>
<td>Multi/Interdisciplinary Studies</td>
<td>717</td>
</tr>
<tr>
<td>10</td>
<td>Visual &amp; Performing Arts</td>
<td>694</td>
</tr>
<tr>
<td>11</td>
<td>Homeland Security, Law Enforc., Firefighting &amp; Related Protect. Serv.</td>
<td>652</td>
</tr>
<tr>
<td>12</td>
<td>Personal &amp; Culinary Services</td>
<td>586</td>
</tr>
<tr>
<td>13</td>
<td>Biological &amp; Biomedical Sciences</td>
<td>571</td>
</tr>
<tr>
<td>14</td>
<td>Computer &amp; Information Sciences &amp; Support Services</td>
<td>526</td>
</tr>
<tr>
<td>15</td>
<td>Mechanic &amp; Repair Technologies/Technicians</td>
<td>452</td>
</tr>
</tbody>
</table>

Source: Emsi 2019.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed
Note: Figures reflect all completions and program types.
Commuting patterns: ACOG region

Nearly 4 out of 5 workers (79%) live in the 4-county region

~431,600 Live and work in 4-County ACOG Region

~113,100 Commute from outside region

~61,100 Live in region but work outside

Source: US Census Bureau, LEHD Origin-Destination Employment Statistics
Note: Data shown are for 2015, the most recent year available. Arrows are for illustration only and do not reflect the direction of commuting flows.
Air travel (outbound) by carrier
Southwest and AA account for nearly one-half of outbound flights

2017 MARKET SHARE
% of total OKC outbound passengers by carrier

- Southwest: 36%
- American: 12%
- Delta: 11%
- SkyWest: 10%
- Mesa: 9%
- All others: 22%

Source: US Bureau of Transportation Statistics data for Will Rogers (OKC), Wiley Post (PWA), and Tinker AFB (T1K)
Note: Based on T-100 Segment reports for all carriers. *Most recent year available.
Air travel (outbound) by metro area
Travel is to “hubs” of major carriers, requiring change of planes

2017 MARKET SHARE
% of total OKC outbound passengers by destination

- Dallas/Fort Worth (DFW & DAL) 22.0%
- Houston (IAH & HOU) 14.6%
- Denver (DEN) 12.4%
- Atlanta (ATL) 10.4%
- Chicago (ORD & MDW) 7.7%
- Las Vegas (LAS) 5.0%
- Phoenix (PHX) 4.1%
- St. Louis (STL) 3.9%
- Washington/Baltimore (BWI & IAD) 3.4%
- Los Angeles (LAX) 3.1%
- All others 13.3%

Source: US Bureau of Transportation Statistics data for Will Rogers (OKC), Wiley Post (PWA), and Tinker AFB (TIK)
Note: Based on T-100 Segment reports for all carriers. *Most recent year available.
DESIGNED OUTCOMES
Potential focus areas

What are ACOG’s options for economic development?

- Partnerships
- Infrastructure Planning
- Resiliency Planning
Desired outcomes

- Provide thoughtful and creative strategies to drive long-term success

- **Unite and align** the region’s business, academic, community, and governmental leaders around all aspects of the plan

- Foster **engagement** and **ownership** by organizations across the region

- Commitment to a **holistic** approach
QUESTIONS
THANK YOU
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