

Fact Sheet: The Role of State and Local Governments in Growing the Semiconductor Industry

State and local governments play an important role in the leadership and coordination of regional manufacturing and innovation clusters. CHIPS for America recognizes that the development of these semiconductor ecosystems neither can nor should be led by the federal government alone. A modern American place-based industrial strategy requires active collaboration across industry, federal agencies, state and local governments, labor, academia and education, and other partners; and, diverse sources of capital, including federal, state, local, and private investment.

The bipartisan CHIPS and Science Act of 2022 highlights the importance of state and local investment to support domestic innovation. Effective state and local policies can meaningfully contribute to the CHIPS Vision for Success. This fact sheet highlights types of policies that state and local governments may consider to support semiconductor industry projects, accelerate domestic manufacturing growth and boost U.S. leadership in research and development (R&D). <u>CHIPS' Regional Strategy</u> emphasizes the critical role of states and regions in achieving the CHIPS Vision for Success. CHIPS for America urges our state and local partners to take actions to support U.S. leadership and advance our shared goals.

This fact sheet provides types of support that state and local governments may consider to encourage semiconductor industry projects and the growth of regional industry clusters. These examples are intended to be illustrative, not comprehensive or exhaustive. The Department of Commerce ("the Department") does not endorse the policies of any particular state or locality.

The CHIPS for America vision for success is national in scope, but each region will execute its own custom, place-based strategy. The Department recommends that state and local governments should prioritize interventions that are the best fit for their unique communities, building on their existing assets and capabilities. The Department also encourages state and local support capable of creating spillover benefits that improve regional economic resilience and support a robust semiconductor ecosystem, beyond assisting a single company.

Types of Regional Industry Cluster Development Policies

Vibrant regional clusters require interconnection and synergism across a variety of institutions, sectors, and stakeholders. Consequently, the policy tools to support industrial cluster growth are diverse in nature. CHIPS for America encourages states and municipalities to take a holistic approach to regional ecosystem development. The policies referenced in this fact sheet can be deployed either on their own or in concert. However, in many cases, they will work best when deployed as complementary policies that advance a long-term regional blueprint. Intentional place-based strategies to advance cluster development will help advance American competitiveness, protect national and economic security, and promote U.S. technological leadership.







Policy categories are listed roughly in order of sequential timing in the industry cluster development lifecycle. Ordering does not signify importance.

Financial Support: State or local programs that provide direct or indirect financing from a state or locality to a business. These could include grant, loan, or tax abatement or exemption programs, among other tools.

Business Development and Attraction: Business assistance strategies and programs that help firms locate, grow, and contribute to regional economic development.ⁱ

Infrastructure: Policies that support improved access or viability of the region, including investments in energy, water, wastewater, housing, transportation, or other physical aspects that encourage firms to invest while also benefiting the broader community.

Regulatory and Permitting: Policies and programs that facilitate coordination, timely acquisition of needed permits, and compliance with state and local regulatory requirements.

Workforce Development and Child Care: Policies and programs that support talent attraction, retention, and advancement, including recruitment, education and training, and job quality.

Project Monitoring: State and local leadership and oversight in ensuring economic development projects are delivered effectively and facilitate community engagement and benefits.

Innovation Ecosystem: Investments and policies that encourage or promote research and development (R&D), entrepreneurship, access to capital, or technology commercialization.

Community Resiliency: Investments in the community's ability to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions.ⁱⁱ



Financial Support

	Description	How does it help support industry cluster development?
Accelerated Property Depreciation	Targeted policies that allow greater depreciation of expenses in the early years of the life of an asset, reducing overall tax liability in the long-term.	Helps to offset expenditures in other business purposes such as hiring, equipment, or other product costs.
Grant programs	Direct government funding or cash grants to support manufacturing or R&D projects.	Supports private sector investments; often helps with "deal closing".
Investment Tax Credits	Tax deduction of a certain percentage of investment costs from taxes; often offered as a refundable tax credit at the end of the year.	Reduces the tax liability for capital investments which may be used for other expenses.
Job Creation Tax Credits	Performance-based income tax credit to business that locates or expands in a state for creating a set number of new net full-time jobs; often offered as a refundable tax credit at the end of the year.	Incentivizes job creation and establishes hiring goals that benefit the local population.
Loan programs	Financing support, including loan assistance, loan participation, or loan guarantees, that expand access to credit to build new facilities or expand existing ones.	Encourages private investment in semiconductor and supply chain manufacturing facilities; reduces risk for private banks and investors.
Payment in Lieu of Taxes (PILOT)	Agreement between a qualified entity and a taxing jurisdiction (e.g., local government, school district) to make a fixed yearly payment, usually set at a lower rate than normal annual taxes over a fixed amount of time.	Encourages private investment; negotiations can be used to help municipalities or states secure commitments to job creation, minority business support, or other community revitalization opportunities.
Property Tax Abatements, Exemptions, and Reductions	Subsidies that lower the cost of owning real and business personal property by reducing or eliminating tax liability.	Encourages private investment in capital- intensive projects such as semiconductor and supply chain manufacturing facilities.
Research and Development Tax Credits	Income tax credit that allows eligible entities to deduct the cost of qualified research and development expenses from their taxable income; often offered as a refundable tax credit at the end of the year.	Incentivizes investments in research and innovation, creating opportunity for additional economic impact within the region.
Sales and Use Tax Exemptions	Statutory exceptions reducing or eliminating sales tax liability.	Encourages private investment in semiconductor and supply chain manufacturing facilities.





Business Development and Attraction

	Description	How does it help support industry cluster development?
Export Assistance	Services to help firms export abroad. Could include customized research, marketing assistance, and grants for export promotion activities.	Helps firms increase export opportunities in foreign markets.
Site Preparation	Funding for development of greenfield and brownfield sites. Could include expansion of associated utilities and infrastructure, roadway access, planning and development cost assistance, and professional services.	Expedites new sites coming online by demonstrating site is ready for development; creates new shovel-ready opportunities for manufacturing.
Site Selection	Provision of services to help private entities identify best-fit sites based on project scope and desired characteristics. Could be coordinated across municipalities within a region or state.	Drives regional collaboration and cooperation; optimizes customer-market fit in identification of best-fit sites; guides decisions based on existing location assets.
Small Business Capital Programs	Provision of funding and capital access to support small business growth and capacity building.	Expands economic opportunity and advances economic growth of the region; supports indirect job creation opportunities.
Small Business Support	Policies that require or encourage utilization of local small businesses as part of financial support to firms; facilitation of matchmaking opportunities of small businesses with companies for vendor opportunities; provision of seminars, small business mentorships and/or coaching opportunities to prepare for startup, growth and retention as a business-to-business vendor.	Expands economic opportunity and advances economic growth of the region; supports indirect job creation opportunities.
Supply Chain Strategy and Development	Plan for strategic supply chain investments and growth in a defined geography by a state and/or local government. Could include mapping of expertise, assets, and integral proximate companies.	Facilitates resource planning and business attraction to prioritize opportunities that make most sense for the region, built and natural environment, and industry. Could facilitate collaboration with other regions.
Supplier Diversity Programs	Policies that encourage or require commitments to utilize diverse suppliers as part of state or local financial support to companies. Could include investments in streamlining or expediting state certification processes for veteran-, minority- and women-owned businesses, creating/maintaining a searchable repository of certified enterprises, provision of seminars, small business mentorships and/or coaching opportunities that prepare them for startup, growth and retention as a business-to- business vendor.	Expands economic opportunity and advances economic growth of the region; supports indirect job creation opportunities.





Infrastructure: Water

	Description	How does it help support industry cluster development?
Rates and Usage	Provision of attractive rate schedules and assurance to industry that peak demand is available; planning to meet increased demands for phased buildouts.	Encourages site selection and can expedite site development.
Water Conservation, Management, and Sustainability Planning	Development of water conservation management plans to encourage smart development. Could include efforts to transition to new technologies and materials, such as initiatives to reduce use of per- and polyfluoroalkyl substances (PFAS).	Supports water conservation and sustainability efforts; helps companies meet internal or external sustainability goals; protects worker and community safety.
Water Supply and Reuse Planning and Projects	Proactive water supply and reuse planning. Could include review or revision of long-term plans and studies to support new water demands in new areas with respect to quality, supply, and delivery; or exploration of new funding options to support large infrastructure projects.	Encourages economic investment in cluster by facilitating capacity planning, feasibility and engineering studies needed for site selection and buildout, and long-term supply assurances needed for phased build-out.

Infrastructure: Wastewater

	Description	How does it help support industry cluster development?
Capacity Planning and Expansion at Wastewater Treatment Plants	Proactive wastewater infrastructure planning. Could include review or revision of long-term plans and studies to support new water demands in new areas with respect to quality and supply; or exploration of new funding options to support large infrastructure projects.	Encourages economic investment in cluster by facilitating capacity planning, feasibility and engineering studies needed for site selection and buildout, and long-term supply assurances needed for phased build-out.
Commercial Reuse Initiatives	Planning and development support of water reuse initiatives. Could include consideration of onsite reuse, commercial reuse (i.e., gray water systems), and use of treated wastewater to support other needs that are currently met with freshwater demand (i.e., aquifer recharge requirements, freshwater flows to surface water).	Facilitates rapid cluster development by identifying new or shorter financing options and timelines.





Financing	Identification of funding mechanisms (e.g., public-private partnerships) for wastewater projects to allow for a rapid scaling of capacity.	Facilitates rapid cluster development by identifying new or shorter financing options and timelines.
Utility Rates	Attractive rate schedules; provision of assurance to industry that peak demand is available; planning to meet increased demands for phased buildouts.	Encourages site selection and can expedite site development.

Infrastructure: Energy

	Description	How does it help support industry cluster development?
Energy Planning	Proactive identification of long-term energy needs and path forward for needed investments, in collaboration with transmission line providers and public utility agencies. Could encompass plans to diversify energy sources, including renewables or nuclear.	Encourages economic investment in cluster by facilitating capacity planning, feasibility and engineering studies needed for site selection and buildout, and long-term supply assurances needed for phased build-out.
Grid Resiliency Investments, including Weatherization	Financial support for grid resiliency and weatherization studies, and prioritization of these projects for implementation to support incoming industry.	Encourages site development by lowering risk of critical power failure.
Sustainable Energy Investments	Development of goals and policies to encourage the use of resilient and sustainable energy sources that can meet semiconductor facilities' energy requirements, including emerging renewable technologies and reliable sources such as nuclear power. Could include proactive development of potential customer base to support private investment of small- scale reactors.	Encourages site development by lowering risk of critical power failure. Supports energy sustainability efforts; helps companies meet internal or external sustainability goals. Especially relevant for smaller firms who cannot afford to take action alone.
Utility Rates	Attractive rate schedules; provision of assurance to industry that peak demand is available; planning to meet increased demands for phased buildouts.	Encourages site selection and can expedite site development.





Infrastructure: Housing

	Description	How does it help support industry cluster development?
Construction Workforce Housing	Planning for the housing needs of temporary construction workers, including potentially through modular and manufactured housing and accessory dwelling units. Design of construction workforce housing adaptive to long-term use.	Ensures that the region can house the construction workforce need to quickly build facilities. Effective policies increase likelihood that housing built for temporary workforce can be converted to permanent housing after construction needs are met.
Land Use Reforms	Adoption of modern zoning codes and streamlining of housing permitting processes to remove potential barriers to affordable workforce housing, such as single-family zoning, off-street parking requirements, and large minimum lot sizes.	Improves the market's ability to provide diverse housing options for workers. Increases supply of affordable workforce housing without expense of additional financial resources.
Smart Growth Planning	Prioritization of the use of existing infrastructure for new development. Could include infill housing development, compact housing design choices, and integration of housing plans with public transportation systems.	Supports more efficient use of public infrastructure like water and sewer lines. Improves workers' access to jobs through public transportation, which facilitates talent attraction and retention.
Workforce Housing Investments	Leveraging of federal, state, and local funding such as Community Development Block Grants, Section 108 loans, and Low-Income Housing Tax Credits to spur affordable workforce housing development.	Provides housing options for low- to moderate-income workers, helping to ensure new private industry investment doesn't displace existing residents or workforce. Uses existing resources to enhance developers' capital stacks, making it easier to create affordable housing.

Infrastructure: Transportation

	Description	How does it help support industry cluster development?
Air Freight Services Demand Planning	Planning for air cargo services based on current and future demand through continuous assessment of available cargo volume and coordination with airlines to ensure sufficient capacity and efficient operations.	Critical for maintaining time-sensitive production schedules at cluster facilities and minimizing delays in the semiconductor supply chain for specialized materials/components (often shipped by air).





Airport and Route Expansion	Expansion of airport facilities and addition of routes, including international routes, to accommodate increased passenger and goods traffic. Examples include expanding runways and terminals and/or upgrading air traffic management systems.	Improves national and global connectivity to accommodate the influx of skilled employees and specialized goods necessary to maintain semiconductor manufacturing operations. Also facilitates regular business travel, potentially leading to improved collaboration and investment opportunities.
Road Infrastructure Expansion	Construction and expansion of road infrastructure leading to and within semiconductor clusters. Can include planning to handle increased traffic volume and associated safety and congestion issues.	Ensures reliable transportation of goods and consistent access to cluster facilities for employees and emergency services while minimizing new congestion effects on the existing community.
Port Planning and Development	Expansion of port infrastructure and cargo handling capabilities while streamlining customs and logistics processes to support increased import/export volume.	Critical for maintaining global supply chain operations at semiconductor clusters, which require consistent imports of large amounts of raw materials/equipment and exports of finished products.
Public Transit Investments	Enhancement, expansion, and maintenance of public transportation systems serving the cluster region and surrounding areas. Examples include development of new routes, increased service frequency, and technology/vehicle upgrades.	Ensures reliable and convenient access to clusters from surrounding regions, minimizing congestion impacts and improving environmental sustainability.
Regional Transit Planning	Design and development of transportation networks linking semiconductor clusters to surrounding regions. Analysis of current and projected transit needs across various transportation modes (buses, trains, etc.) to ensure efficient movement of workforce and goods.	Improves connectivity of cluster regions to larger supply chain networks and labor markets; reduces transit time and logistical barriers to job access.
Transit- Oriented Development	Planning and investing in the development of walkable, mixed-use and mixed-income communities centered around transit.	Connects workers with transit to access workplaces. Promotes local economic activity while improving access to cluster facilities, simultaneously improving workforce attraction, satisfaction, and productivity.





Regulatory and Permitting

	Description	How does it help support industry cluster development?
Fast-Track Permitting	Options to expedite permitting or guarantee a turnaround time for permit review, either by fee or by opting for a combined review process.	Allows for faster site development and reduces risk to construction timelines.
Increased Staffing Capacity for Permitting and Inspection Services	Provision of ample staff to review multiple permit applications and sign off on construction processes without review chains creating a bottleneck.	Increases capacity to respond to increased permit applications and expedite regional cluster development and expedites cluster development.
On-site Permitting Support	Provision of dedicated permitting specialists at an on-site/nearby location to the construction project where reviews and inspections can be done more rapidly.	Increases responsiveness to developers with a dedicated team specialized in the type of development.
Third-Party Permitting Support	Provision of options for permit-seekers to pay for expert third-party permit review.	Supports timely review of permits without overburdening full time staff and without increased expense to the locality. Can bring needed specialized technical subject matter expertise to region.

Workforce Development

	Description	How does it help support industry cluster development?
Career and Technical Education (CTE) Programming	Designated CTE resources for construction and manufacturing pathways; encouraging involvement of semiconductor construction and manufacturing firms in development of curriculum and partnering for recruitment and articulation into apprenticeship or employment.	Increases the number of high school students that are aware of semiconductor careers and can be directly recruited into roles in the semiconductor industry.
Community College Infrastructure	Dedicated resources to support expansion and maintenance of semiconductor training programs at community colleges. Could include costs of faculty, tuition, facilities, equipment, and/or wraparound supports.	Expands sustainable pathways into semiconductor and related industry jobs.





Incumbent Worker Training Funds	Funding streams that employers can access to enable or encourage incumbent worker upskilling.	Improves retention and productivity by investing in upskilling and supports workers in accessing career advancement. Can also be used to develop and execute apprenticeship pathways from an entry-level role to a higher- level role.
Local Hire Goals	Policies that set targets to hire workers based on census tract, affiliation (e.g., residents in public housing facilities or graduates of certain training programs), or other targeted factors.	Ensures a well-developed, sustainable, local workforce can support long-term construction and manufacturing work in the region, and that the semiconductor workforce reflects the diversity of the local community.
Registered Apprenticeship (RA) and Apprenticeship Readiness Programming (ARP) Investments	Funding to launch, expand, and diversify high- quality RAs and ARPs; policies to support direct entry between ARPs and RAs; streamlining and modernization apprentice registration and compliance processes; targets for apprentice utilization on state or local-supported projects.	Expands the pipeline of qualified workers and improves recruitment and retention on the job.
Skills-Based Hiring	Policies that promote hiring workers based on skills rather than credentials.	Significantly expands the pool of workers that may be qualified and able to perform a job in a given geography.
Women in Construction	Policies that set and monitor goals for women working on publicly-supported projects; investment in ARPs and RAs; dedicated funding to tradeswomen's organizations; investments in supportive services; and support for safe and respectful workplaces.	Expands the pipeline of qualified workers on construction projects by recruiting and retaining more women.
Workforce System Capacity and Infrastructure	Support for long-term sustainability of manufacturing and construction workforce development capacity in the region. This could include investments in entities that convene and coordinate regional industry, education, labor, and community partners (e.g., workforce intermediaries and sectoral partnerships); implement performance-based contracting; administer data collection and sharing; provide performance monitoring; and raise additional funds for workforce development in the state or region.	Ensures that the cluster has continued capacity to recruit, train, retain, and advance needed talent for the industry to grow and thrive. Expands the pipeline of talent to support long-term cluster development and growth.





Child Care

	Description	How does it help support industry cluster development?
Child Care One- Stop Shops	Dedicated entity at municipality with mission and capacity to address holistic requirements of an effective child care system. Expertise could include early childhood education; urban planning (zoning, regulation); asset management (facility buildout, site selection, financing, maintenance); provider operation supports; public-private partnerships; family supports.	A child care system equipped to meet sector challenges can increase business and talent attraction, retention, and productivity in the cluster; support families by helping caregivers participate in the labor force; and support child care providers and the child care labor force in starting, expanding, and improving their operations.
Employer- Supported Child Care Support	Provision of employer-supported child care support, policies, and programs. These may include but are not limited to: child care government-employer-family cost sharing; facility build out, renovation; slot reservation; and provider wage supports. Support structures could come in multiple forms (grants, tax credits and abatements, impact fees, etc.)	Public sector initiatives that de-risk employer- supported child care can catalyze additional private sector investment.
Public-Private Child Care Collaboration	Identification or creation of go-to entity responsible for public-private partnerships in child care. This entity could convene stakeholders to implement public-private solutions, such as a fund that can accept public and private funding to support child care expansion in the region.	A dedicated home for public-private stakeholders can facilitate new partnerships to address the child care funding and supply gap.
Technical Assistance to Guide Child Care Investments	Support to local child care actors in providing hands-on technical assistance to help employers with provision of child care for employees and the community. This could include helping employers identify employee and community care needs and curate a range of child care support options and partners (including build out of facilities).	Hands-on technical assistance can ease and expand employer investment in child care supports for their workforce and for the community at large.





Project Monitoring

	Description	How does it help support industry cluster development?
Aftercare Programs	Support to new firms transitioning to the region. Services could include administrative, operational, and strategic assistance, including contact information for local service providers (lawyers, banks, accountants, immigration support, etc.) ⁱⁱⁱ	Increases likelihood of business retention in cluster and accelerates acclimation of new firms to the region, especially foreign firms doing business in the United States for the first time.
Community Benefits Agreement	Legally enforceable agreements between private companies and coalitions of community and labor groups. ^{iv}	Increases return on public dollars invested in firms for the community's needs and helps hold firms accountable to their commitments to the community.
Community Feedback Forums	Developing a process and providing a forum to facilitate communication between firm(s) and host community.	Enables ongoing community engagement and helps maintain local support for cluster projects.
Community Investment Frameworks	Non-legally binding plans to determine community priorities and mobilize private investments associated with cluster growth to support those priorities.	Identifies and resources priorities for local inclusive growth.
Data Collection	Ongoing evaluation and monitoring of performance requirements for investments receiving state and local support, both for individual projects and for the cumulative impact of cluster investments. ^v	Helps ensure cluster achieves desired economic development and community investment objectives and that projects are completed on-time and on-budget.

Innovation Ecosystem

	Description	How does it help support industry cluster development?
Access to Capital	Policies or programs to attract, support, or grow capital providers investing in semiconductor innovation in the region. This could include regional venture capital funds focused on regional startups; strong regional interfaces to national or global capital markets; regional university endowments focused on regional startups or other funding mechanisms to support taking technologies from lab to market and help technologies cross the valley of death.	Ensures the benefits of innovation and commercialization accrue locally and attract new sources of capital to support cluster growth.





Semiconductor- Related Incubators and Accelerators	Attraction of, launch of, sponsorship or support to organizations designed to develop and execute successful semiconductor and related companies.	Facilitates growth of new businesses that will strengthen cluster and promote economic development.
Semiconductor- Related R&D Investments	Programs or funding to support university, company, and/or non-profit research organizations to enable fundamental and applied research that supports future innovation in the semiconductor ecosystem.	Accelerates transfer of innovation from ideation to prototype and facilitates relationships between industry partners, startups, government entities and academic institutions and supports development of a highly capable R&D workforce for lab-to-fab translation.
Shared Infrastructure	Facilitation of access to labs and equipment at research institutions to make facilities more accessible to industry and small- and medium- sized enterprises, including micro-labs and other pre- competitive environments. ^{vi}	Lowers costs that could be barriers to new business growth and attract additional entrepreneurs to cluster.
Technology Commercialization Support	Provision of patent, intellectual property protection, marketing, or other forms of technical assistance that support lab-to-market commercialization.	Accelerates commercialization of new technologies.

Community Resilience

	Description	How does it help support industry cluster development?
Critical Facilities Maintenance and Expansion	Ongoing upkeep, modernization, and expansion of facilities essential to the safety, security, and economic well-being of the community and whose incapacity/destruction would have a debilitating impact on the community. This could include communications systems, hospitals, and emergency response facilities such as fire safety and law enforcement.	Ensures that essential services and infrastructure remain capable of addressing disruptions and changing needs as the community grows and evolves. Well- maintained and modern critical facilities can assist business and talent attraction by demonstrating the community's commitment to stability and risk management.
Emergency Response Personnel	Investments in hiring and training of relevant emergency management personnel, including fire, police, emergency medical services (EMS), and other first response teams to meet the needs of a rapidly growing and evolving community.	Ensures that emergency services can keep pace with the scale and complexity of semiconductor cluster growth as well as ancillary growth of regional population and evolving needs. Trains specialized response capabilities to address the unique risks associated with semiconductor manufacturing.



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Emergency Response Planning and Readiness	Strategic plans and processes for responding to emergencies that could impact the community. Planning could include hazard identification, resource allocation, and response coordination to ensure rapid and effective action. May be a collaborative effort across municipal jurisdictions, as well as private sector entities.	Helps ensure efficient response time and resource mobilization in case of disasters or disruptions while strengthening community stability; creates a supportive environment for semiconductor manufacturing.
Federal Coordination	Strong collaboration with federal agencies to optimize information sharing and operational support for emergency response capabilities. Could include leveraging shared resources, providing braided funding for regional infrastructure, and creating or expanding regional information sharing systems. Resources may include, but are not limited to, the Department of Homeland Security; Federal Bureau of Investigation Field Offices; Department of Energy; Defense Counterintelligence and Security Agency; and other federal agencies or threat and region- focused working groups, depending on the mix of existing and developing industry.	Enhances situational awareness by streamlining information sharing and facilitating unified preparedness and response. Heightens collaboration among government, the private sector, and community stakeholders to bolster the resilience, security, and operational continuity of semiconductor manufacturing clusters.

More on the CHIPS Regional Strategy

- <u>Learn more</u> about CHIPS for America's regional strategy.
- <u>Learn more</u> about how CHIPS for America is leveraging resources from across the federal government to accelerate regional cluster growth.
- Learn more about state-level legislation that is fostering growth of the domestic semiconductor industry.
- Learn more about the role of government partnerships in supporting regional clusters.



ⁱ https://crecstorage.blob.core.windows.net/sede/sites/8/2024/02/SEDE-Issue-Brief-4.pdf

ⁱⁱ https://www.nist.gov/community-resilience

ⁱⁱⁱ https://researchfdi.com/resources/articles/what-is-investment-aftercare/

^{iv} https://jobstomoveamerica.org/resource/community-benefits-agreements/

^v https://www.gfoa.org/materials/monitoring-economic-development-performance

vi https://www.eda.gov/sites/default/files/2023-12/Tech_Hubs_Commitment_Menu.pdf