



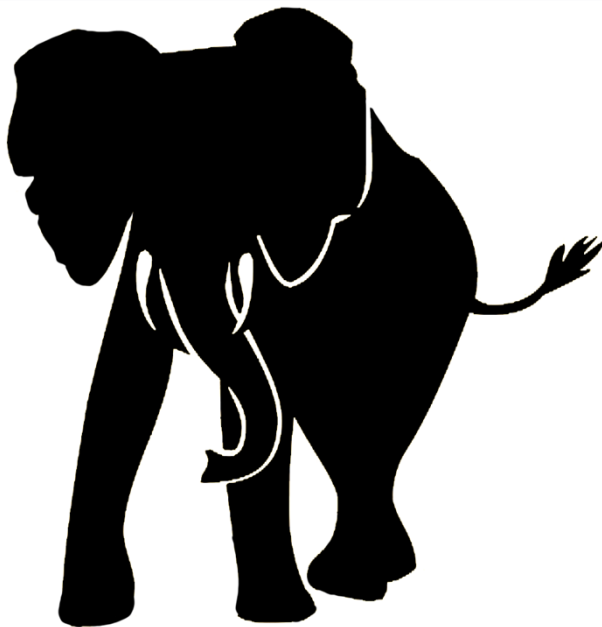
The Roadmap: Where Are We Now?

Once a Company Town?

Stephen S. Fuller, Ph.D.
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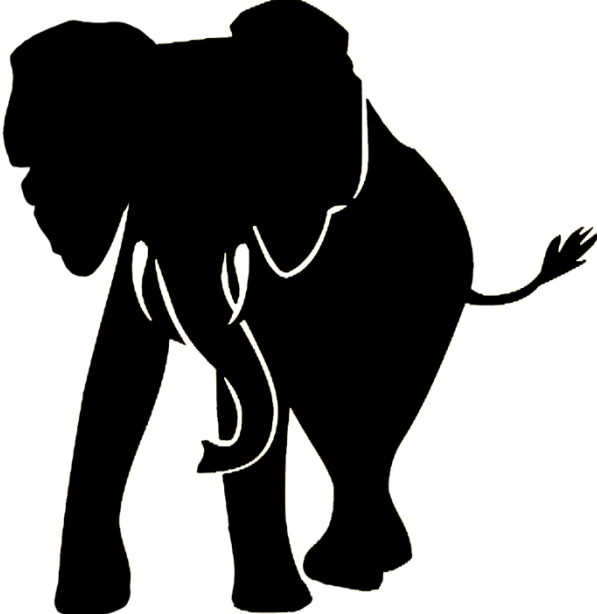


March 30, 2017



What Is a Black Elephant?


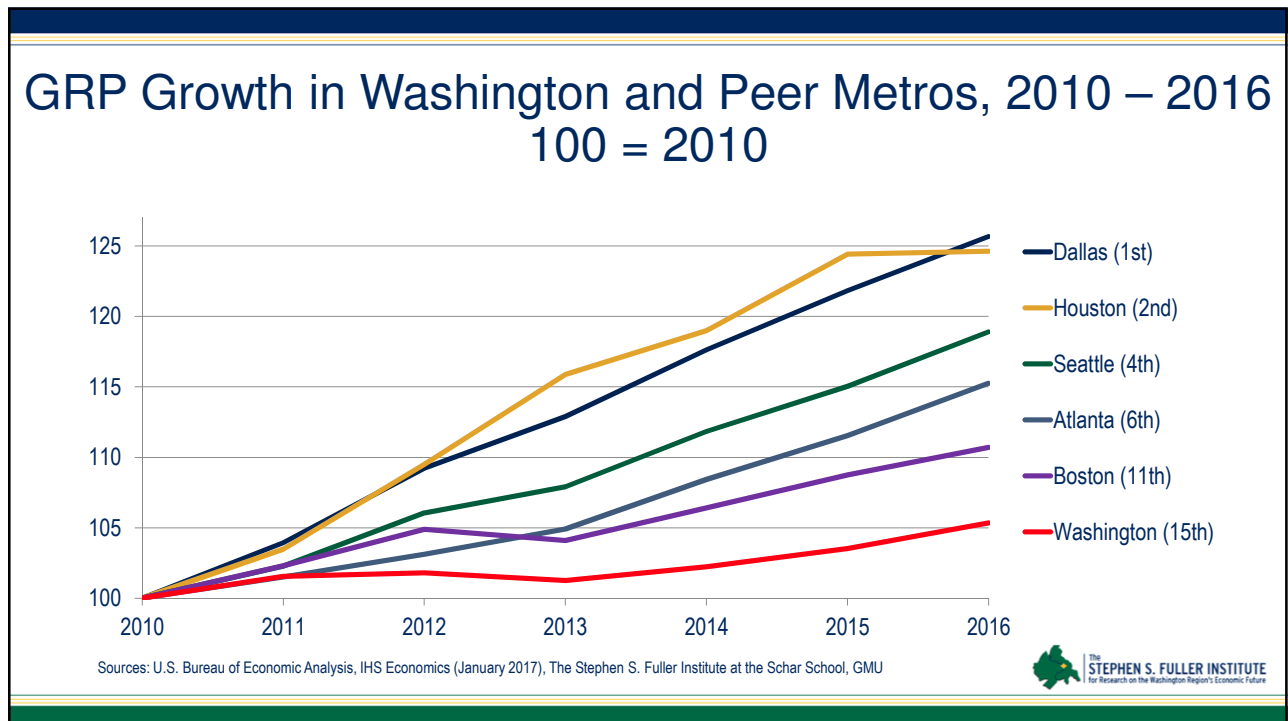




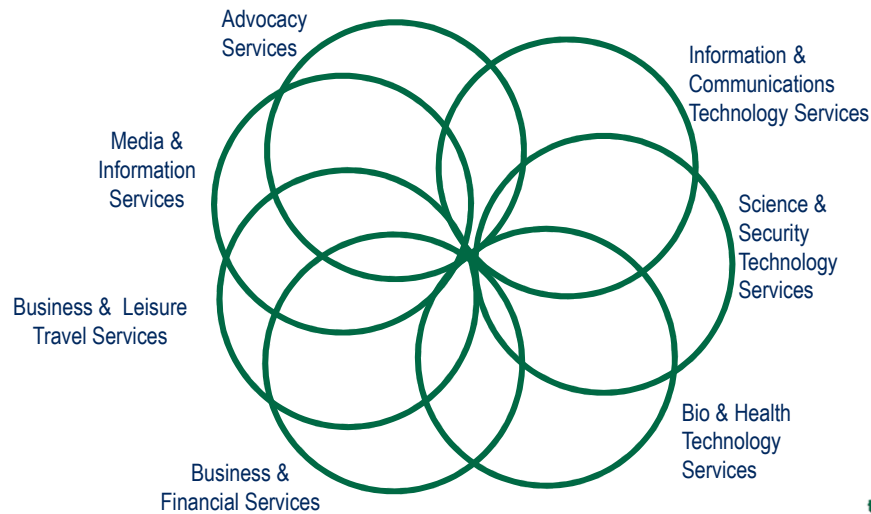
What Is a Black Elephant?

“A black elephant . . . is a cross between ‘a black swan’ (an unlikely, unexpected event with enormous ramifications) and the ‘elephant in the room’ (a problem that is visible to everyone, yet no one still wants to address it).”

Source: Friedman, Thomas. “Stampeding Black Elephants.” *The New York Times*. Nov. 22, 2014.
https://www.nytimes.com/2014/11/23/opinion/sunday/thomas-friedman-stampeding-black-elephants.html?_r=1 [Accessed March 23, 2017]

The Washington Region's Advanced Industrial Clusters



Washington Region's Employment Change in the Advanced Industrial Clusters: March 2014 – March 2016

	% Change
Clusters	1.9%
Non-Cluster, Private	4.9%
Government	1.8%
Total Jobs	3.5%

Sources: U.S. Bureau of Labor Statistics (QCEW), The Stephen S. Fuller Institute at the Schar School, GMU



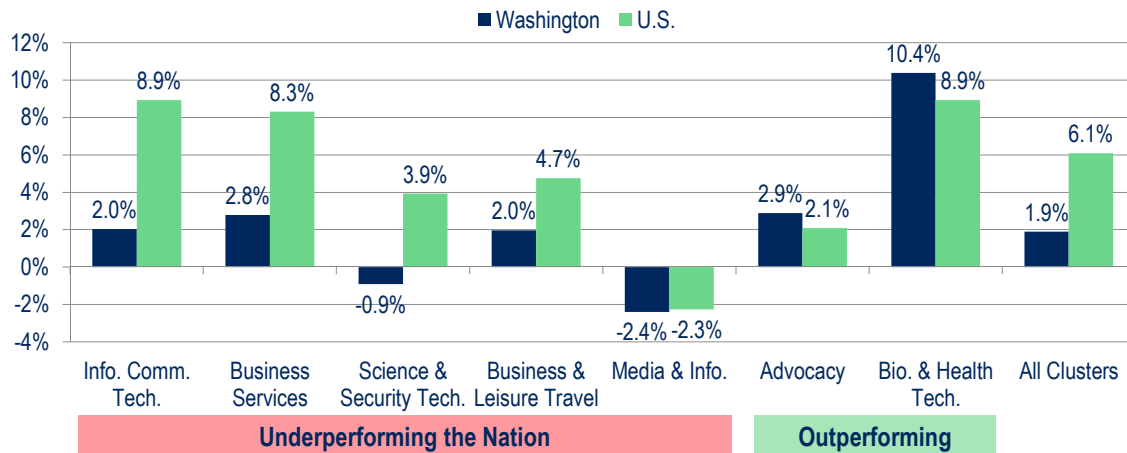
Washington Region's Employment Change in the Advanced Industrial Clusters: March 2014 – March 2016

	% Change
Clusters	1.9%
Non-Cluster, Private	4.9%
Government	1.8%
Total Jobs	3.5%
Clusters, U.S.	6.1%

Sources: U.S. Bureau of Labor Statistics (QCEW), The Stephen S. Fuller Institute at the Schar School, GMU



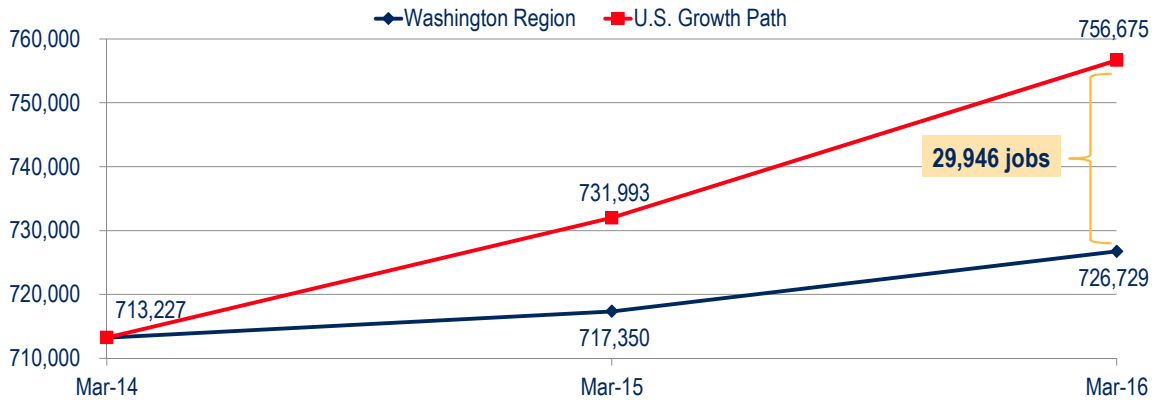
Growth Rates of the Washington Region's Advanced Industrial Clusters



Sources: U.S. Bureau of Labor Statistics (QCEW), The Stephen S. Fuller Institute at the Schar School, GMU



Comparative Cluster Performances: Washington Region and the U.S.



Sources: U.S. Bureau of Labor Statistics (QCEW), The Stephen S. Fuller Institute at the Schar School, GMU



Comparative Cluster Performances: Washington Region and the U.S. March 2014-March 2016

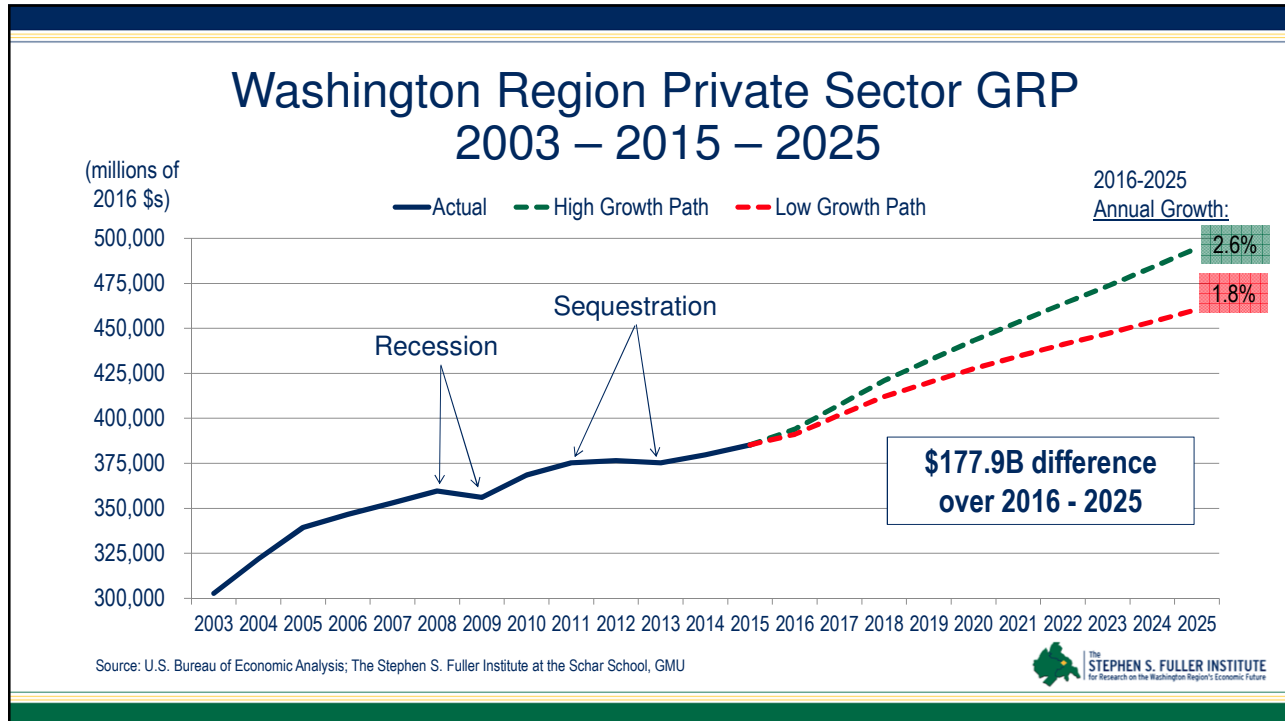
	Actual Cluster Job Gain	Cluster Job Gain At U.S. Growth Rate ¹	Jobs Growth Difference
Biological & Health Technology ²	1,283	1,104	(179)
Advocacy ²	3,296	2,450	(846)
Business Services	5,027	15,011	9,984
Information Communications Technology	4,119	18,042	13,923
Business & Leisure Travel	1,407	3,405	1,998
Science & Security Technology	(945)	4,084	5,026
Media & Information	(685)	(645)	40
Totals, All Cluster	13,502	43,448	29,946

¹Applies national growth rate by detailed industry to the Washington region's base in March 2014. May not sum due to rounding.

²Washington region's cluster outperformed respective U.S. cluster.

Sources: U.S. Bureau of Labor Statistics (QCEW), The Stephen S. Fuller Institute at the Schar School, GMU





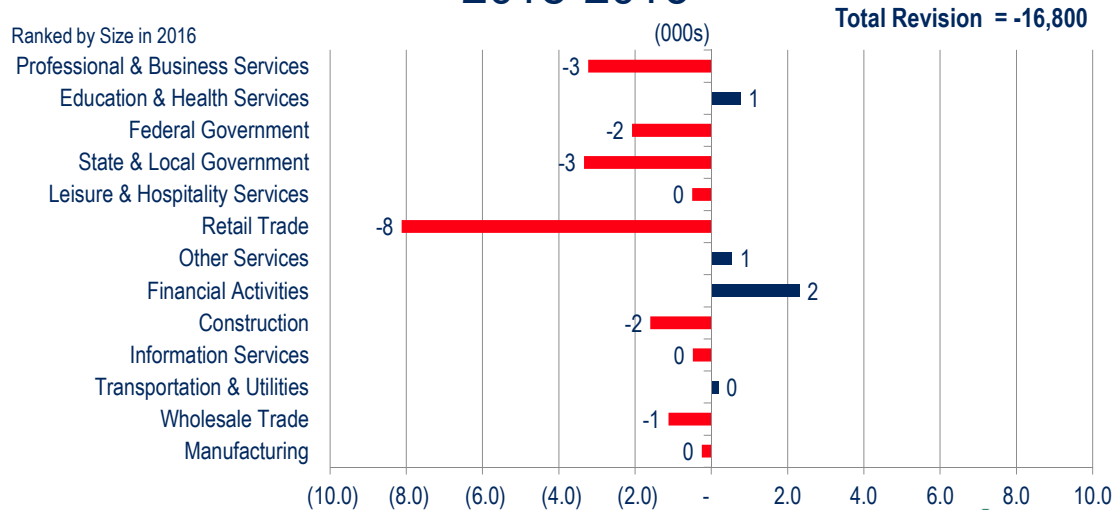
Washington MSA Job Change Revision 2015-2016

	Preliminary Job Gain	Actual Job Gain	Revision
Retail Trade	8.7	0.6	(8.1)
State & Local Government	4.9	1.6	(3.3)
Prof. & Business Services	20.2	17.0	(3.2)
Federal Government	4.6	2.5	(2.1)
Construction	6.7	5.1	(1.6)
Wholesale Trade	1.8	0.7	(1.1)
All Other	25.4	28.1	2.7
Total	72.4	55.6	(16.8)

Source: U.S. Bureau of Labor Statistics (Not Seasonally Adjusted), The Stephen S. Fuller Institute at the Schar School, GMU

THE STEPHEN S. FULLER INSTITUTE
For Research on the Washington Region's Economic Future

Washington MSA Job Change Revisions 2015-2016



The Washington Region's Short-Term Challenges

- Recognize the Black Elephant
 - the region's economy remains overly dependent on its core business and is unprepared for changes in federal policies that could disrupt its growth.
- Reach out to business and public leaders and organizations to join together to:
 - recognize the challenges;
 - pursue public/private sector collaboration to address the region's declining competitiveness; and,
 - create aggressive public/private sector initiatives to grow the region's non-federally dependent economic base.

Thank You

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