BUILDING THE HIGH ROAD

COWS is a values-driven national think-and-do tank that promotes the high-road economic and social development. This strategy reconciles, under “real world” competitive conditions, simultaneous demands for equity (economic fairness and social inclusion), environmental sustainability, and efficient and accountable democratic self-governance. It does so by using democratic practice, inside and outside government, to increase productivity, capturing and sharing the benefits of doing that with its producers, and promoting continuous learning from this.

We focus on cities/metro areas, whose population density and economic weight make them natural pillars for the high road. Whether working with municipalities, other governments, or individual private entities, we apply known high-road solutions or design new ones, assist in and evaluate their implementation, and promote best practices learned. We also start, incubate, and then spin off many other organizations (with combined assets now several times our own).

COWS has three areas of focus: work and opportunity; resource efficiency (with a concentration on energy and water), and mobility. We also manage policy-learning networks among public leaders, providing technical assistance in these and other areas of high-road concern.

WORK & OPPORTUNITY

For workers and employers, taking the high road means raising job standards and skill requirements. COWS works to improve the efficiency of skill provision and reward by institutionalizing cooperation and opportunity among unions, other worker-centered organizations, between those organizations and better organized employers, and the surrounding community and government. Additionally, COWS works to expand workers’ opportunities to access in-demand skills and to receive fair rewards for those skills. Exemplary of this line of our work is our role in advising the Wisconsin Regional Training Partnership and other regional industry partnerships, national programs like the Healthcare Career Advancement Program, and evaluation and recommendation on skills standards, as in Equity in Apprenticeship.
Energy & Water

Essential to the high road is efficient and restorative use of our “natural capital” – the range of environmental inputs that sustain life. Humanity is well along in destroying this gift, which limits its own life chances. Our response to this tragedy is both to reverse the causes of damage and adapt to that already done. We focus on energy and water resources. On energy, COWS has designed, analyzed, and supplied technical assistance to programs focused on energy efficiency and renewable power generation, paying particularly close attention to the financing, human capital, and available equity aspects of this work. In our recent work on water, COWS has promoted integrated, affordable and sustainable water management to local governments, with an emphasis on maximizing equity.

Transportation

In transportation, our high-road efforts have centered on reducing demand for single-occupancy vehicle travel and increasing multimodal accessibility through better land use planning and regulation and transportation project selection and design. Most of our transportation work happens through the State Smart Transportation Initiative (SSTI), now a joint project of COWS and Smart Growth America. SSTI membership includes some 20 state Department of Transportation CEOs. SSTI operates as one of our policy learning communities and generates discussion and policy advice for the transportation field. SSTI also provides technical assistance in many new projects requiring our expertise, while publicizing exemplary practice resources to the wider transportation community through its various reports and webinars, as well as technical assistance to projects such as the development of traffic-demand-reduction policy and practice in Los Angeles, and establishment of modern, multimodal metrics for selecting transportation projects in Virginia and Hawaii.

Cities

The Mayors Innovation Project (MIP), a policy and practice learning network for mayors aspiring to be high-road, is the main vehicle for COWS’ engagement with cities. In both semi-annual and topic-specific meetings (e.g., on transit and water affordability), MIP offers mayors and senior staff a space for peer-to-peer exchange on issues they’ve previously identified – with carefully prepared briefing materials and the on-site presence of experts. More than 200 mayors, collectively representing some 52 million city residents in 44 states and two Canadian provinces, have participated in these meetings since 2005. Between meetings, MIP produces a webinar series and innumerable reports and guides for best practices. MIP also provides targeted technical assistance to member cities, through direct support and advice, cohorts, and in-depth workshops on important issues of policy, as recently on transportation.

GET INVOLVED

www.mayorsinnovation.org

State Smart Transportation Initiative
www.ssti.us

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