

Organization Indicators	Not done	Early-stage	Middle-stage	Advanced-stage	Self-Assessment Question(s)
STAFF	No economic development staff.	Locality Population <50K: Only part-time staff. Locality Population >50K: One full-time staff person or only part-time staff.	Principal leader has at least three years of experience. Locality Population <50K: One or two full-time staff. Locality Population >50K: Two or more full-time staff.	Principal leader has at least five years of experience. Locality Population <50K: Three or more full-time staff. Locality Population >50K: At least four full-time staff, plus one full-time staff person for every 50k in additional population over 50k <u>OR</u> 12 or more full-time staff.	4. Please indicate the number of Full Time Equivalents (FTE) of staff in your EDO, including organizational/support functions. Please fill out both boxes. Put zero if your organization does not have full-time or part-time staff dedicated. a. FTEs of paid staff dedicated full-time to economic development b. FTEs of paid staff dedicated part-time to economic development 5. How many total years of economic development experience does the leader of your organization have? a. Less than 1 year b. 1-3 years c. 3-5 years d. 5-10 years e. 10+ years
BUDGET	No budget for economic development.	Total budget is less than \$200,000.	Total budget \$200,000-\$499,999 <u>AND</u> per capita budget <\$25. <u>OR</u> Total budget >\$499,999 <u>AND</u> per capita budget <\$7.	Total budget \$200,000-\$499,999 <u>AND</u> per capita budget >\$25. <u>OR</u> Total budget >\$499,999 <u>AND</u> per capita budget >\$7.	6. What was your organization's operational budget in the past fiscal year for economic development (includes staff, administration, and projects not related to the capital budget)? Please round to the closest \$1,000.
TRAINING	Does not conduct training for staff.	Training program includes some of the following: dedicated funding for staff to attend training sessions, new staff required attend VEDP's quarterly orientation, and staff sent to industry conferences.	Training program includes at least <u>three</u> of the following: dedicated funding for staff to attend training sessions, new staff required attend VEDP's quarterly orientation, staff is sent to industry conferences, uses webinars or other online tools to support professional development of staff.	Training program includes the following: dedicated funding for staff to attend training sessions, new staff required attend VEDP's quarterly orientation, staff sent to industry conferences, uses webinars or other online tools to support professional development of staff; at least <u>one</u> of the following: contracts with external organizations to conduct training, has an internal onboarding program, dedicates funding to take courses at education institutions.	24. Does your EDO offer training opportunities for staff? a. Yes b. No 25. (for yes responses) Please check all of the ways your EDO offers training opportunities for its staff. a. Dedicates funding for staff to attend training sessions/opportunities (e.g., VEDA, VIED) b. Requires new staff to attend VEDP's quarterly orientation c. Sends staff to industry conferences d. Uses webinars or other online tools to support professional development of staff e. Contracts with external organizations to conduct training with staff f. Has an internal onboarding program for new staff g. Dedicates funding for staff to take relevant courses at local educational institutions (such as at a community college) h. Conducts internal training sessions (excluding onboarding) for staff
ECONOMIC DEVELOPMENT PLAN	No economic development plan in use.	Type of plan: any. How often updated: any timeframe. Plan includes some of the following: an analysis of local competitiveness, a vision and mission statement, defined goals, initiatives developed to meet goals.	Type of plan: either standalone strategic plan, or both standalone and comprehensive plan. How often updated: at least every five years. Plan includes at least <u>three</u> of the following: an analysis of local competitiveness, a vision and mission statement, defined goals, and initiatives developed to meet goals; at least <u>one</u> of the following: input from business members, input from community members, a timeline for each initiative, or alignment with regional/ statewide economic development priorities.	Type of plan: either standalone strategic plan, or both standalone and comprehensive plan. How often updated: at least every five years. Plan includes an analysis of local competitiveness, a vision and mission statement, defined goals, initiatives developed to meet goals; at least <u>two</u> of the following: input from business members, input from community members, alignment with regional/ statewide economic development priorities; at least <u>one</u> of the following: a timeline for each initiative, performance metrics.	9. Please indicate the type of plan in use by your EDO for determining the economic development strategies and activities your EDO pursues. a. Comprehensive plan for the locality with economic development strategies included b. Standalone strategic plan for your EDO c. Both a and b d. Other _____ e. My EDO does not have an economic development plan currently in use 10. (for responses a-d) How often is your economic development plan updated? a. Every year b. Every 2-5 years c. Greater than every 5 years d. We do not currently have a process for updating our economic development plan 11. (for responses a-d) Please check all of the features included in your EDO's plan. a. Analysis of local competitiveness (e.g., SWOT analysis) b. Vision and mission statement c. Defined goals d. Initiatives or programs developed to meet goals e. Input from business members f. Input from community members g. Timeline for each initiative h. Concrete performance metrics for plan goals and each initiative i. Alignment with regional and state- level economic development priorities

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TARGET INDUSTRY ANALYSIS	Does not use a target industry analysis (TIA).	Either conducts their own TIA, contracts with a consultant to create one, or incorporates their region's TIA into economic development efforts. Includes at least some of the following: qualitative research of local firms, relevant quantitative data, OR resulting target list is narrow.	Either conducts their own TIA, contracts with a consultant to create one, or incorporates their region's TIA into economic development efforts. TIA includes the following: qualitative research of local firms <u>OR</u> relevant quantitative data; the resulting target industry list is narrow.	Either conducts their own TIA, or contracts with a consultant to create one. TIA includes the following: qualitative research of local firms <u>AND</u> relevant quantitative data; the resulting target industry list is narrow; resulting target industry list is specific <u>OR</u> analysis is reviewed by an external partner.	12. Does your EDO conduct a target industry analysis? a. Yes, we conduct our own target industry analysis b. Yes, we contracted with a consultant/other organization to develop our target industry analysis c. No, but we incorporate our region's target industry analysis into our economic development efforts d. No, we do not conduct our own or incorporate another organization's target industry analysis into our economic development efforts 13. (for responses a-c) Please check all of the following features included in your EDO's target industry analysis. a. Relevant quantitative data (such as LQs, employment figures, firm data) b. Qualitative industry research of local firms (such as interviews, surveys, etc.) c. Resulting target industry list is narrow (about 3-6 target industries) d. Resulting target industry list is specific (e.g., "resin and synthetic rubber manufacturing", rather than "manufacturing" or "chemical manufacturing") e. Analysis is reviewed by an external partner (for example, you work with outside consultants, your region, etc. to review the quality of your analysis)
MARKETING MATERIAL	No marketing material in use.	Marketing plan status: has either their own marketing plan or follows their region/another organizations marketing plan. Marketing material includes some of the following: has standard identifiers in communication and promotion that reflect key selling points of the community, materials designed to target specific industries, or up-to-date website with relevant information for target industries.	Marketing plan status: has either their own marketing plan or follows their region/another organizations marketing plan. Marketing material has at least <u>two</u> of the following: standard identifiers in communication and promotion that reflect key selling points of the community, materials designed to target specific industries, an up-to-date website with relevant information for target industries; at least <u>one</u> of the following: list available sites and buildings on the website along with relevant information about the site or building, EDO's website contains testimonials from community residents and business leaders, material aligns with your regional marketing strategy, uses digital channels to promote the community, uses self-identification methods on the website.	Marketing plan status: has their own marketing plan either separate from or incorporated in their economic development plan. Marketing material has standard identifiers in communication and promotion that reflect key selling points of the community, materials designed to target specific industries; up-to-date website with relevant information for target industries, lists available sites and buildings on the website along with relevant information about sites or buildings; at least <u>two</u> of the following: EDO's website contains testimonials from community residents and business leaders, material aligns with your regional marketing strategy, uses digital channels to promote the community, uses self-identification methods on the website.	15. Does your EDO have a formal marketing plan? a. Yes, we have our own marketing plan separate from our economic development plan b. Yes, we have our own marketing plan incorporated into our economic development plan c. No, but we follow our region's marketing plan d. No, but we follow another organization/government body's marketing plan e. No, we do not follow a formal marketing plan 16. Please check all of the following that characterizes your EDO's print and online marketing material. a. Standard identifiers in communication and promotion (logos, tag lines) are chosen that reflect key selling points of the community b. Promotional materials are designed to target specific industries c. Website is maintained with up-to-date, relevant information for target industries d. Available sites and buildings and relevant associated information is listed on EDO website e. Website contains testimonials from community residents and business leaders f. Digital channels (LinkedIn, Facebook, Instagram, etc.) are used to promote the community and connect the community to the EDO's marketing efforts g. Information presented in print and online material aligns with regional marketing strategy h. Self-identification methods (e.g., direct contact forms or IP address tracking) are used on website to connect with potential prospects i. Our EDO does not produce or maintain print and online marketing materials
PROSPECT HOSTING	Does not have a process in place for hosting potential business prospects.	Includes at least some of the following: a checklist for prospect team has been developed, a site visit team has been formalized, or research has been informed and shared about the prospect.	Includes at least <u>two</u> of the following: a checklist for prospect team has been developed, a site visit team has been formalized, and research has been informed and shared about the prospect; at least <u>two</u> of the remaining components are included.	Includes the following: a checklist for prospect team has been developed, a site visit team has been formalized, and research has been informed and shared about the prospect; at least <u>three</u> of the remaining components are included.	17. Please check all of the steps your EDO takes when hosting potential business prospects. a. Checklist for prospect team has been developed b. Site visit team has been formalized c. Research about prospect company has been performed and shared with site visit team d. Itinerary and information material for the visit have been prepared e. Point of contact at the EDO has been determined for the company f. Community representatives have been identified to address specific prospect needs (such as the utility department, other businesses, community college representatives) g. Follow up communication plan has been developed to demonstrate continued interest in project h. Following the prospect visit, strengths and weaknesses of the prospect visit are reviewed with the site visit team i. Our EDO does not have any processes in place to prepare for hosting potential business partners

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PARTNERSHIPS	EDO does not engage with partners.	EDO operates as the locality's primary connector between the business community and elected officials; EDO works with at least <u>one</u> of the following: private sector, government/public sector, nonprofit sector partners, external partners to market the community, communicates with VEDP.	EDO operates as the locality's primary connector between the business community and elected officials; EDO works with VEDP and at least <u>two</u> of the following: private sector, government/public sector, nonprofit sector partners, external partners to market the community, communicates with VEDP.	EDO operates as the locality's primary connector between the business community and elected officials; EDO works with VEDP and at least <u>three</u> of the following: private sector, government/public sector, nonprofit sector partners, external partners to market the community.	21. Please check all of the ways your EDO engages with external partners. a. My EDO operates as the locality's primary connector between the business community and elected officials b. My EDO works with private sector partners to develop and implement initiatives c. My EDO works with nonprofit sector partners to develop and implement initiatives d. My EDO works with government/public sector partners to develop and implement initiatives e. My EDO leverages external partners to market the community f. My EDO communicates local factors that impact opportunities and challenges in economic development to VEDP
REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION (REDO) ENGAGEMENT	EDO is not a member of a REDO.	My EDO participates in REDO discussions on regional initiatives/strategic plan.	My EDO and REDO meet regularly, share resources, and attend relevant conventions together.	My EDO partners with the REDO on several activities such as working on joint activities, RFPs, sites and buildings inventory, and adhere to assigned roles and protocols.	18. Are you a member of your Regional Economic Development Organization (REDO)? a. Yes b. No 20. (for yes responses) Please choose the description that most closely matches your EDO's level of involvement with your REDO from the options below. a. My EDO participates in REDO discussions on regional initiatives/strategic plan. b. My EDO and REDO meet regularly, share resources and attend relevant conventions together. c. My EDO partners with the REDO on several activities such as working on joint activities, RFPs, sites and buildings inventory, and adheres to assigned roles and protocols.
STAKEHOLDER ENGAGEMENT	EDO does not engage stakeholders.	At least some of the following: gives prepared remarks at community meetings, conducts or attends regular meetings with elected officials, holds information or training sessions for business leaders, holds information or training sessions for community leaders.	Includes least <u>three</u> of the following: gives prepared remarks at community meetings, conducts or attends regular meetings with elected officials, holds information or training sessions for business leaders, holds information or training sessions for community leaders.	Includes the following: gives prepared remarks at community meetings, conducts or attends regular meetings with elected officials, holds information or training sessions for business leaders, holds information or training sessions for community leaders; at least <u>one</u> of the following: uses local media to communicate economic development efforts, conducts surveys of community members, conducts surveys of business leaders.	22. Does your EDO educate community stakeholders (e.g., business leaders, elected officials, nonprofit leaders, general public) on the purpose of economic development? a. Yes b. No 23. (for yes responses) Please check all of the ways your EDO educates the community or stakeholders. a. Gives prepared remarks at community meetings b. Conducts or attends regular meetings with elected leaders (e.g., city/county governments, state house/senate members) c. Raises awareness of economic development through informational sessions or training for business leaders d. Raises awareness of economic development through informational sessions or training for community leaders (i.e. elected officials, nonprofit leaders, chambers of commerce) e. Uses local media (newspapers, TV, radio) to communicate economic development efforts to the community f. Conducts surveys of community members g. Conducts surveys of businesses/business leaders

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BUSINESS RETENTION AND EXPANSION	Does not have a BRE strategy/program.	Business Retention and Expansion program includes some of the following: EDO conducts an assessment of local and regional economic assets that can support firms, engagement (meetings, calls, etc.) with local firms to assess potential needs is regularly conducted, EDO advises elected officials and landowners, when appropriate, on potential zoning changes.	Business Retention and Expansion program includes at least <u>three</u> of the following: an assessment of local and regional economic assets that can support firms, engagement (meetings, calls, etc.) with local firms to assess potential needs is regularly conducted, EDO advises elected officials and landowners on potential zoning changes to support local businesses looking to expand, and strategy for identifying and tracking potential high-growth existing firms has been developed.	Business Retention and Expansion program includes an assessment of local and regional economic assets that can support firms, engagement (meetings, calls, etc.) with local firms to assess potential needs is regularly conducted, EDO advises elected officials and landowners, when appropriate, on potential zoning changes to support local businesses looking to expand, strategy for identifying and tracking potential high-growth existing firms has been developed; at least <u>three</u> of the remaining eight components are included.	36. (for yes responses) Please check all that is included in your locality's business retention and expansion initiative(s). a. Local and regional economic assets that can support growing firms have been assessed (e.g. fiber connectivity and competitive prices for power for data centers) b. Engagement (meetings, calls, etc.) with local firms to assess potential needs is regularly conducted c. EDO advises elected officials and landowners, when appropriate, on potential zoning changes to support local businesses looking to expand d. Technical resources to connect firms with suppliers/distributors are provided e. Technical resources to expand a firm's customer base or optimize business operations are provided (e.g. market research, classes at local education institutions) f. A business one-stop center has been established for permitting and other immediate needs g. Growing firms are connected with experienced entrepreneurs to support/mentor leadership h. Financial support (e.g. tax credits, loans, bond programs) for firms in critical growth phases (R&D, international expansion, etc.) is provided i. Strategy for identifying and tracking potential high-growth existing firms has been developed j. At least one staff person is dedicated or primarily focused on business retention and expansion k. Stable funding source for the initiative(s) has been established l. Project life cycles have been well communicated and there is a responsible party at each step in the cycle
EXPORT ASSISTANCE AND SUPPORT	Does not have an export assistance strategy/program.	Export assistance includes: a point of contact in EDO for local businesses interested in export opportunities has been determined.	Export assistance includes: a point of contact in EDO for local businesses interested in export opportunities, trade programs are promoted as part of EDO's BRE efforts.	Export assistance includes: a point of contact in EDO for local businesses interested in export opportunities, trade programs are promoted as part of EDO's BRE efforts; and at least <u>one</u> of the following components: relevant trade shows and inbound buying missions are attended by EDO staff, policies that support increased exports are advocated for at the appropriate level by the EDO, export strategy has been developed for the EDO that includes overall export growth targets for the community.	37. (for yes responses) Please check all of the ways your EDO provides export assistance and support for companies. a. Point of contact in EDO for local businesses interested in export opportunities has been determined; contact is familiar with organizations that have export assistance programs directs companies to those programs (e.g. VEDP's International Trade Program, Virginia Department of Agriculture) b. Trade programs conducted by VEDP, Virginia Department of Agriculture, Small Business Development Centers, etc. are promoted part of EDO's business retention and expansion efforts c. Relevant trade shows and inbound buying missions are attended by EDO staff d. Policies that support increased exports are advocated for at the appropriate level by the EDO e. Export strategy has been developed for the EDO that includes overall export growth targets for the community and a cost-benefit analysis of program efforts f. Potential for Foreign Opportunity Zones and/or out-of-state markets to target for exports to have been proactively researched and identified g. At least one staff person is dedicated or primarily focused on export assistance and support h. Stable funding source for the initiative(s) has been established
BUSINESS ATTRACTION	Does not have a business attraction strategy/program.	Attraction efforts include some of the following: efforts are informed by a formal target industry study/analysis, a labor market analysis for each target industry has been conducted (can be included in or separate from a target industry analysis), separate pitch documents (one-pagers, slides, videos, etc.) have been developed for each industry, pitch documents contain information about local and regional economic assets, labor market information, educational programs, and other selling points relevant to each target industry.	Attraction efforts include at least <u>two</u> of the following: are informed by a formal target industry study/analysis, a labor market analysis for each target industry has been conducted (can be included in or separate from a target industry analysis), separate pitch documents (one-pagers, slides, videos, etc.) have been developed for each industry, pitch documents contain information about local and regional economic assets, labor market information, educational programs, and other selling points relevant to each target industry; at least <u>one</u> other component included.	Attraction efforts include the following: are informed by a formal target industry study/analysis, a labor market analysis for each target industry has been conducted (can be included in or separate from a target industry analysis), separate pitch documents (one-pagers, slides, videos, etc.) have been developed for each industry, pitch documents contain information about local and regional economic assets, labor market information, educational programs, and other selling points relevant to each target industry; at least <u>three</u> other components included.	30. (for yes responses) Please check all that is included in your locality's business attraction initiative(s). a. Attraction efforts are informed by a formal target industry study/analysis b. A labor market analysis for each target industry has been conducted (can be included in or separate from a target industry analysis) c. Separate pitch documents (one-pagers, slides, videos, etc.) have been developed for each target industry d. Pitch documents contain information about local and regional economic assets, labor market information, educational programs, and other selling points relevant to each target industry e. Local companies have been engaged and participate in outreach efforts, including general marketing and direct peer outreach f. Trade or industry shows for relevant sectors are attended by EDO staff and other local leaders g. Policies for upstream (from your EDO to the REDO/VEDP) and downstream (from VEDP/REDO to your EDO) communication regarding prospect attraction have been established h. Permitting guidance and logistical assistance are provided to prospective companies i. Foreign trade missions are conducted by staff or other local leaders j. Project life cycles have been well communicated internally and there is a responsible party at each step of the cycle

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AVAILABLE SITES	Does not have an available sites strategy/program.	Sites program includes some or all of the following: EDO is actively maintaining an up-to-date roster of sites, information about sites is publicly available on your EDO's website, roster of sites is actively maintained and up-to-date and recorded on Virginia Scan, sites are classified according to relevant data.	Sites program includes a roster of sites that is actively maintained, information about sites is publicly available on your EDO's website, roster of sites is actively maintained and up-to-date and recorded on Virginia Scan, sites are classified according to relevant data, and at least one of the following: available sites are characterized or in the process of being characterized, sites are actively marketed to developers, sites with identified shortcomings have a plan to become "project ready."	Sites program includes a roster of sites that is actively maintained, information about sites is publicly available on your EDO's website, roster of sites is actively maintained and up-to-date and recorded on Virginia Scan, sites are classified according to relevant data, available sites are characterized or in the process of being characterized, sites are actively marketed to developers, and sites with identified shortcomings have a plan to become "project ready."	31. (for yes responses) Please check all that is included in your locality's available sites initiative(s). a. Roster of sites is actively maintained and up-to-date in local record b. Information about sites is publicly available on your EDO's website (includes Virginia Scan) c. Roster of sites is actively maintained and up-to-date and recorded on Virginia Scan d. Sites are classified according to demographic data, zoning codes, transportation logistics, community resources, utility connection, and labor market e. Available sites are characterized or in the process of being characterized (assigned a tier level by an engineer) f. Sites are actively marketed to developers (some or all sites) g. Sites with identified shortcomings have a plan to become "shovel ready" should a prospect company become interested (some or all sites) h. EDO advises elected officials and landowners, when appropriate, on potential zoning changes to increase site attraction
AVAILABLE BUILDINGS	Does not have an available buildings strategy/program.	Available buildings program includes some or all of the following: EDO is maintaining a roster of available buildings, information about buildings is publicly available on your EDO's website, buildings are classified according to some relevant data.	Available buildings program includes at least <u>three</u> of the following: a roster of available buildings is actively maintained, information about buildings is publicly available on your EDO's website, buildings are classified according to some relevant data, and relationships established with real estate brokers to capture building info.	Available buildings program includes: a roster of available buildings is actively maintained, information about buildings is publicly available on your EDO's website, buildings are classified according to some relevant data, relationships established with real estate brokers to capture building info; at least <u>one</u> additional component included.	32. (for yes responses) Please check all that is included in your locality's available building initiative(s). a. Roster of available buildings is actively maintained and up-to-date in local record b. Information about buildings is publicly available on your EDO's website c. Available buildings are classified according to demographic data, zoning codes, transportation logistics, community resources, utility connection, and labor market d. Relationship with real estate brokers established to capture available buildings e. Available buildings are actively marketed to developers (some or all buildings) f. Buildings with identified shortcomings have a plan to become "build-out" ready for prospect companies (some or all buildings) g. EDO advises elected officials and building owners, when appropriate, on potential zoning changes to increase building attraction
INFRASTRUCTURE CAPACITY	Does not have an infrastructure capacity strategy.	Infrastructure capacity strategy includes some of the following: prioritized infrastructure projects have been presented to decision-making body based on economic development strategy, community leaders have been educated on infrastructure's role in economic development strategy.	Infrastructure capacity strategy includes: prioritized infrastructure projects have been presented to decision-making body based on economic development strategy, community leaders have been educated on infrastructure's role in economic development strategy; and at least <u>one</u> of the following: efforts to fully fund the Capital Budget have been supported by EDO, local business community has been convened to discuss and advocate for certain projects.	Infrastructure capacity strategy includes: prioritized infrastructure projects have been presented to decision-making body based on economic development strategy, community leaders have been educated on infrastructure's role in economic development strategy, efforts to fully fund the Capital Budget have been supported by EDO, and local business community has been convened to discuss and advocate for certain projects.	35. (for yes responses) Please check all of the ways your EDO engages in infrastructure capacity planning. a. Prioritized infrastructure projects have been presented to decision-making body based on economic development strategy b. Community leaders have been educated on infrastructure's role in economic development strategy c. Efforts to fully fund the Capital Budget have been supported or informed by EDO d. Local business community has been convened to discuss and advocate for certain projects e. Federal and state trends in infrastructure spending have been analyzed f. Financing options for desired infrastructure projects, including but not limited to, public-private partnerships have been developed
ENTREPRENEURSHIP	Does not have an entrepreneurship strategy/program.	Entrepreneurship program includes some of the following: process for business formation has been streamlined, channel has been established to connect entrepreneurs to potential funding opportunities and pathways, training program covering business fundamentals has been established.	Entrepreneurship program includes at least <u>three</u> of the following: process for business formation has been streamlined, channel has been established to connect entrepreneurs to potential funding opportunities and pathways, training program covering business fundamentals has been established, and training program has been actively marketed.	Entrepreneurship program includes: process for business formation has been streamlined, channel has been established to connect entrepreneurs to potential funding opportunities and pathways, training program covering business fundamentals has been established, training program has been actively marketed; at least <u>one</u> other component included.	38. (for yes responses) Please check all of the components included in your locality's entrepreneurship initiative(s). a. Process for business formation has been streamlined b. Channel has been established to connect entrepreneurs to potential funding opportunities and pathways, including alternative financing models c. Training program covering business fundamentals, including but not limited to cash flow management, budget creation, and business proposal development, has been established d. Training program has been actively marketed e. Budding entrepreneurs are connected with established business leaders in the community and other active entrepreneurs f. At least one staff person is dedicated or primarily focused on entrepreneurship g. Stable funding source for the initiative(s) has been established

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CONSERVATION, SUSTAINABILITY, AND RESILIENCE (SCR) STRATEGY	Does not have a sustainability, conservation, or resilience (SCR) strategy/program.	SCR initiative includes some or all of the following: EDO's initiative is led by a team of resilience leaders/ public stakeholders/ private stakeholders, has engaged with low-income and other vulnerable populations.	SCR initiative includes at least <u>two</u> of the following: is led by a team of resilience leaders/ public stakeholders/ private stakeholders, has engaged with low-income and other vulnerable populations, involves sustainability/ resilience experts in program formulation, uses a cost-benefit analysis to explore alternatives and understands the financial burden on community members and businesses to participate in the initiative.	SCR initiative is led by a team of resilience leaders/ public stakeholders/ private stakeholders, has engaged with low-income and other vulnerable populations, involves sustainability/ resilience experts in program formulation; uses a cost-benefit analysis to explore alternatives and understand the financial burden on community members and businesses to participate in the initiative; at least one staff person is dedicated or primarily focused on conservation/ sustainability/ community resilience OR initiative has a stable funding source; uses incentives to increase buy-in and participation OR addresses changes in municipal laws.	41. (for yes responses) Please check all of the components included in your locality's conservation, sustainability, or community resilience initiative(s). a. Initiative is led by a team of conservation/resilience leaders, public stakeholders, and private stakeholders b. Low-income and other vulnerable populations have been engaged c. Conservation/sustainability/resilience experts are involved in program formulation d. Cost-benefit analysis is conducted to understand the financial burden of participating in each initiative on community members and businesses e. Incentives (financial or nonfinancial) are used to increase buy-in and participation of the community and business partners f. Changes in municipal laws, such as zoning and building codes, necessary to achieve initiative goals are enacted g. At least one staff person is dedicated or primarily focused on conservation, sustainability or community resilience h. Stable funding source for the initiative(s) has been established
PLACEMAKING	Does not have a placemaking strategy/program.	Placemaking initiative includes some of the following: plan has a narrowly focused target neighborhood or intervention type for each initiative, and addresses changes in municipal laws, such as zoning and building codes, to achieve initiative goals.	Placemaking initiative includes at least <u>two</u> of the following: a narrowly focused target neighborhood or intervention type for each initiative, addresses changes in municipal laws to achieve initiative goals, utilizes professional planning expertise in development of initiative and specific projects; initiative includes at least <u>one</u> of either d,e,f,g.	Placemaking initiative has a narrowly focused target neighborhood or intervention type for each initiative, addresses changes in municipal laws to achieve initiative goals, utilizes professional planning expertise in development of initiative and specific projects; initiative includes at least <u>one</u> of either d,e,f,g; and includes: at least one staff person OR has a stable funding source.	39. (for yes responses) Please check all of the components included in your locality's placemaking initiative(s). a. Target neighborhood or intervention type has a narrow focus for each initiative b. Appropriate changes in municipal laws, such as zoning and building codes, have been enacted c. Professional planning expertise in development of initiative and specific projects has been utilized d. Community spaces, such as parks, areas of culture, or places of social activity, have been enhanced e. Alternative transportation options, such as walking or biking, have been enhanced f. Mixed use/live-work developments have been created or encouraged g. Commercial and residential density, as dictated by the community's comprehensive plan, has been targeted h. At least one staff person is dedicated or primarily focused on placemaking i. Stable funding source for the initiative(s) has been established
LOW-INCOME COMMUNITY SUPPORTS	Does not have a low-income community supports strategy/program.	Low-income community supports includes some of the following: EDO has defined program goals based on engagement with target communities, has a narrowly focused target neighborhood or intervention type for each initiative.	Low-income community supports has defined program goals based on engagement with target communities, has a narrowly focused target neighborhood or intervention type for each initiative; at least <u>one</u> of the following: addresses financial well-being OR provides resources and infrastructure to link families to nonprofits.	Low-income community supports has defined program goals based on engagement with target communities, has a narrowly focused target neighborhood or intervention type for each initiative, addresses financial well-being, provides resources and infrastructure to link families to nonprofits; at least <u>one</u> of the following: pilot program assessed using performance metrics OR initiative has a dedicated staff person OR initiative has a stable funding source.	40. (for yes responses) Please check all of the components included in your locality's low-income community support initiative(s). a. Program goals have been established based on engagement with target communities b. Target neighborhood or intervention type has a narrow focus for each initiative c. Pilot programs are assessed using concrete performance metrics d. Financial well-being educational programming has been developed e. Families are provided resources to connect with nonprofit support systems f. At least one staff person is dedicated or primarily focused on low-income community support initiatives g. Stable funding source for the initiative(s) has been established

Local Economic Development Organization Rubric, 2020

Strategy Indicators	Not done	Early-stage	Middle-stage	Advanced-stage	Self-Assessment Question(s)
WORKFORCE / TALENT DEVELOPMENT	Does not have a workforce/talent development strategy/program.	Workforce program includes some of the following: local labor market information is utilized to quantify supply and demand, initiative development is coordinated with region when applicable, industries/occupations with potential for high growth have been identified.	Workforce program includes at least <u>three</u> of the following: utilizes local labor market information to quantify supply and demand, initiative development is coordinated with region when applicable, industries/occupations with potential for high growth have been identified, stakeholders in target industry have been engaged to identify most needed skills and develop program curriculum, and plan has been created for program implementation; at least <u>one</u> education entity (K-12, community colleges, or four-year institutions) are integrated into programmatic efforts.	Workforce program includes at least <u>four</u> of the following: utilizes local labor market information to quantify supply and demand, initiative development is coordinated with region when applicable, industries/occupations with potential for high growth have been identified, stakeholders in target industry have been engaged to identify most needed skills and develop program curriculum, plan has been created for program implementation; has a stable funding source for the initiative, <u>OR</u> at least one staff person is dedicated or primarily focused on workforce/talent development; at least <u>one</u> education entity (K-12, community colleges, or four-year institutions) are integrated into programmatic efforts.	33. (for yes responses) Please check all of the components included in your locality's workforce/talent development initiative(s). a. Local labor market information is utilized to quantify supply and demand b. Initiative development is coordinated with region when applicable c. Industries/occupations with potential for high growth have been identified within target industries d. Stakeholders in target industries have been engaged to identify most needed skills in labor market and to develop program curriculum e. Plan has been created for program implementation. Plan includes metrics, timeline, and relevant stakeholders f. Local K-12 school system is integrated into programmatic training efforts and coordinates with businesses to provide programming g. Community colleges (either inside OR outside the locality's jurisdiction) are integrated into programmatic training efforts and coordinates with businesses to provide programming h. Four-year public or private institutions (either inside OR outside the locality's jurisdiction) are integrated into programmatic training efforts and coordinates with businesses to provide programming i. At least one staff person is dedicated or primarily focused on workforce/talent development j. Stable funding source for the initiative(s) has been established
TALENT ATTRACTION	Does not have a talent attraction strategy/program.	Talent attraction strategy includes some of the following: an analysis of current talent gaps has been conducted, a recruitment and retention strategy has been created with input from business leaders, and includes timelines and metrics, pitch material contains information about the locality and region.	Talent attraction strategy includes <u>one</u> of the following: an analysis of current talent gaps, a recruitment and retention strategy has been created with input from business leaders, and includes timelines and metrics, pitch material contains information about the locality and region; at least <u>one</u> of the following: pitch material (one-pagers, slides, videos, etc.) has been developed for each occupation type, recruitment efforts at education institutions in Virginia are conducted, recruitment efforts at education institutions out-of-state are conducted, local companies actively participate in marketing/outreach efforts.	Talent attraction strategy includes at least <u>two</u> of the following: an analysis of current talent gaps, a recruitment and retention strategy has been created with input from business leaders, and includes timelines and metrics, pitch material contains information about the locality and region; at least <u>two</u> of the following: pitch material (one-pagers, slides, videos, etc.) has been developed for each occupation type, recruitment efforts at education institutions in Virginia are conducted, recruitment efforts at education institutions out-of-state are conducted, local companies actively participate in marketing/outreach efforts, and at least two remaining components included.	34. (for yes responses) Please check all of the components included in your locality's talent attraction initiative(s). a. An analysis of current talent gaps has been conducted (e.g. a survey of local business talent needs) b. A recruitment and retention strategy has been created with input from business leaders, and includes timelines and metrics c. Pitch material (one-pagers, slides, videos, etc.) has been developed for each occupation type d. Pitch material contains information about local and regional economic assets, employment opportunities, and other selling points relevant to your target audience e. Local companies actively participate in marketing/outreach efforts, including attendance at recruitment events either in-state or out-of-state f. Recruitment efforts at in-state education institutions are conducted g. Recruitment efforts at out-of-state education institutions are conducted h. At least one staff person is dedicated or primarily focused on talent attraction