

Regional Economic Development Organization Rubric, 2020

Organization Indicators	Not done	Early-stage	Middle-stage	Advanced-stage	Self-Assessment Question(s)
<b>STAFF</b>	No economic development staff.	Principal leader has any length of experience.  Total full-time staff: 0-2 FTE	Principal leader has at least three years of experience.  Total full-time staff: 3-5 FTE	Principal leader has at least five years of experience.  Total full-time staff: 6+ FTE	4. Please indicate the number of Full Time Equivalents (FTE) of staff in your REDO, 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 _____  6. 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
<b>BUDGET</b>	No budget for economic development.	Total budget <\$299,999 <b>OR</b> Per capita budget <\$1.5	Total budget is at least \$300,000 <b>AND</b> Per capita budget is at least \$1.5	Total budget is at least \$800,000 <b>AND</b> Per capita budget is at least \$3.5	7. 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.
<b>TRAINING</b>	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.	20. Does your REDO offer training opportunities for staff? a. Yes b. No  21. (For yes responses) Please check all of the ways your REDO offers training opportunities for its staff. a. Dedicates funding for staff to attend training sessions/opportunities (e.g., Virginia Economic Development Association, Virginia Institute for Economic Development) 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
<b>ECONOMIC DEVELOPMENT PLAN</b>	No economic development plan in use.	Type of plan: any.  How often updated: any timeframe.  Plan includes some of the following: an analysis of competitive factors, 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 competitive factors, a vision and mission statement, defined goals, initiatives developed to meet goals, timely coordination with member EDOs, input from business/ community members; at least <u>one</u> of the following: a timeline for each initiative, concrete performance metrics.	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>five</u> of the following an analysis of competitive factors, a vision and mission statement, defined goals, initiatives developed to meet goals, timely coordination with member EDOs, input from business/ community members; at least <u>one</u> of the following: a timeline for each initiative, concrete performance metrics.	10. Please indicate the type of plan in use by your REDO for determining the economic development strategies and activities your REDO pursues. a. Comprehensive plan for the region with economic development strategies included b. Standalone strategic plan for your REDO c. Both a and b d. Other _____ e. My REDO does not have an economic development plan currently in use  11. (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  12. (for responses a-d) Please check all of the features included in your REDO's plan. a. Analysis of competitive factors (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/ community members f. Timely coordination with member EDOs g. Timeline for each initiative h. Concrete performance metrics for plan goals and each initiative

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<b>TARGET INDUSTRY ANALYSIS</b>	Does not use a target industry analysis (TIA).	Either conducts their own TIA, contracts with a consultant to create one, or incorporates another organization's TIA into economic development efforts.  Includes some of the following: qualitative research of local firms, relevant quantitative data, resulting target list is narrow.	Either conducts their own TIA, or contracts with a consultant to create one.  TIA includes qualitative research of local firms and relevant quantitative data; resulting target industry list is narrow OR resulting target industry list is specific.	Either conducts their own TIA, or contracts with a consultant to create one.  TIA includes qualitative research of local firms and relevant quantitative data; the resulting target industry list is narrow AND specific.	13. Does your REDO 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 another organization'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  14. (for responses a-c) Please check all of the following features included in your REDO'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.)
<b>MARKETING MATERIAL</b>	No marketing material in use.	Marketing plan status: has either their own marketing plan or follows another organizations marketing plan.  Marketing material includes some of the following: has standard identifiers in communication and promotion (logos, tag lines) that reflect key selling points of the community; materials designed to target specific industries; up-to-date website with relevant information for target industries.	Marketing plan status: has their own marketing plan either separate from or incorporated in their economic development plan.  Marketing material includes at least two of the following: 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; includes at least one of the following: list available sites and buildings on the website along with relevant information about the site or building, REDO's website contains testimonials from community residents and business leaders, LEDOs incorporate marketing materials, uses digital channels to promote the region, 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 includes: 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, list available sites and buildings on the website along with information about the site or building; at least two of the following: REDO's website contains testimonials from community residents and business leaders, LEDOs incorporate marketing materials, uses digital channels to promote the region, uses self-identification methods on the website.	15. Does your REDO 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 another organization/government body's marketing plan d. No, we do not follow a formal marketing plan  16. Please check all of the following that characterizes your REDO'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 region 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 REDO website e. Website contains testimonials from community residents and business leaders f. Digital channels (LinkedIn, Facebook, etc.) are used to promote the region and connect communities to the REDO's marketing efforts g. LEDOs have incorporated REDO marketing material and strategies into their marketing efforts when relevant h. Self-identification methods (e.g., direct contact forms or IP address tracking) are used on website to connect with potential prospects i. Our REDO does not produce or maintain print or online marketing materials
<b>PROSPECT HOSTING</b>	Does not have a process in place for hosting potential business prospects.	Includes some of the following: a checklist for prospect team has been developed, research has been informed and shared about the prospect, or itinerary and information material have been prepared.	Includes at least <u>two</u> of the following: a checklist for prospect team has been developed, research has been informed and shared about the prospect, and itinerary and information material have been prepared; at least <u>two</u> of the remaining components are included.	Includes at least <u>two</u> of the following: a checklist for prospect team has been developed, research has been informed and shared about the prospect, and itinerary and information material have been prepared; at least <u>three</u> of the remaining components are included.	17. Please check all of the ways your REDO coordinates with member EDOs for 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 informational material for the visit has 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 REDO does not have any processes in place to coordinate with member EDOs for hosting potential business prospects

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<p><b>PARTNERSHIPS</b></p>	<p>REDO does not engage with partners.</p>	<p>REDO works with at least one of the following: private sector OR government/public sector OR nonprofit sector partners to develop and implement initiatives.</p>	<p>REDO engages with their GOVA region; REDO works with at least one of the following to develop or implement initiatives: private sector, government/public sector, nonprofit sector partners, OR leverages external partners to market the community.</p>	<p>REDO engages with their GOVA region; REDO leverages external partners to market the community; REDO works with all of the following to develop or implement initiatives: private sector, government/public sector, nonprofit sector partners, and leverages external partners to market the community.</p>	<p>19. Please check all of the ways your REDO engages with external partners.                      a. My REDO formally engages with our corresponding GO Virginia Region                      b. My REDO works with private sector partners to develop and implement initiatives                      c. My REDO works with nonprofit sector partners to develop and implement initiatives                      d. My REDO works with government/public sector partners to develop and implement initiatives                      e. My REDO leverages external partners to market the community</p>
<p><b>LEDO MEMBER ENGAGEMENT</b></p>	<p>REDO does not engage with member LEDOs.</p>	<p>Scores 1-12                       Each component is scored based on frequency selected:                      0 for N/A                      1 for Rarely (annually)                      3 for Sometimes (quarterly)                      4 for Frequently (monthly or more)                       Min score: 0                      Max score: 24</p>	<p>Scores 13-20                       Each component is scored based on frequency selected:                      0 for N/A                      1 for Rarely (annually)                      3 for Sometimes (quarterly)                      4 for Frequently (monthly or more)                       Min score: 0                      Max score: 24</p>	<p>Scores 21-24                       Each component is scored based on frequency selected:                      0 for N/A                      1 for Rarely (annually)                      3 for Sometimes (quarterly)                      4 for Frequently (monthly or more)                       Min score: 0                      Max score: 24</p>	<p>18. Please choose the option that most closely matches the level of collaboration between your REDO and your region's member EDOs.                       My REDO engages all member EDOs in discussions about regional initiatives/regional planning                      My REDO meets, shares resources, and attends relevant conventions together with all member EDOs                      My REDO works with member EDOs to partner on joint programs                      My REDO works with member EDOs to collaborate on grants and other programmatic funding opportunities                      My REDO checks in with all member EDOs to understand specific operational and programmatic challenges they may be having                      My REDO leverages staff to support member EDOs with operational and programmatic needs when applicable, such as providing technical resources, support for strategic plan development, etc.</p>

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Strategy Indicators	Not done	Early-stage	Middle-stage	Advanced-stage	Self-Assessment Question(s)
<b>BUSINESS RETENTION AND EXPANSION</b>	Does not run their own BRE strategy/program.	Business Retention and Expansion program includes some of the following: REDO 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.	Business Retention and Expansion program includes at least <u>two</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, 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, 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.	33. (for yes responses) Please check all that is included in your region's business retention and expansion initiative(s). a. Local and regional economic assets that can support growing firms have been assessed b. Engagement (meetings, calls, etc.) with firms to assess potential needs is regularly conducted c. Technical resources to connect firms with suppliers/distributors are provided d. Technical resources to expand a firm's customer base or optimize business operations are provided (e.g. market research, classes at local education institutions) e. A business one-stop center has been established for permitting and other immediate needs f. Growing firms are connected with experienced entrepreneurs to support/mentor leadership g. Financial support (e.g. tax credits, loans, bond programs) for firms in critical growth phases (R&D, international expansion, etc.) is provided h. Strategy for identifying and tracking potential high-growth existing firms has been developed i. Project life cycles have been well communicated and there is a responsible party at each step in the cycle 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
<b>EXPORT ASSISTANCE AND SUPPORT</b>	Does not run their own export assistance strategy/program.	Export assistance includes: a point of contact in REDO for local businesses interested in export opportunities has been determined.	Export assistance includes: a point of contact in REDO for local businesses interested in export opportunities, trade programs are promoted as part of REDO's BRE efforts.	Export assistance includes: a point of contact in REDO for local businesses interested in export opportunities, trade programs are promoted as part of REDO's BRE efforts; and at least <u>one</u> of the following components included: relevant trade shows and inbound buying missions are attended by REDO staff, policies that support increased exports are advocated for at the appropriate level by the REDO, export strategy has been developed for the REDO that includes overall export growth targets for the community.	34. (for yes responses) Please check all of the ways your REDO provides export assistance and support for companies. a. Point of contact in REDO 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 as part of REDO's business retention and expansion efforts c. Relevant trade shows and inbound buying missions are attended by REDO staff d. Policies that support increased exports are advocated for at the state and local level by the REDO e. Export strategy has been developed for the REDO 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 potential out-of-state markets for companies to export 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
<b>BUSINESS ATTRACTION</b>	Does not run their own 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.	27. (for yes responses) Please check all that is included in your region'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 REDO staff and other local leaders g. Policies for upstream (from your REDO to VEDP) and downstream (from REDO to your member EDOs) communication regarding prospect attraction has 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 in the cycle

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Strategy Indicators	Not done	Early-stage	Middle-stage	Advanced-stage	Self-Assessment Question(s)
<b>AVAILABLE SITES</b>	Does not run their own available sites strategy/program.	Sites program includes some of the following: information about sites is publicly available on your REDO's website, roster of sites is actively maintained and up-to-date and recorded on VirginiaScan, sites are classified according to relevant data.	Sites program includes: information about sites is publicly available on your REDO'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, site development is included in strategic plan for economic development and aligns with target industries, sites are actively marketed to companies, sites with identified shortcomings have a plan to become "project ready."	Sites program includes: information about sites is publicly available on your REDO's website, roster of sites is actively maintained and up-to-date and recorded on Virginia Scan; and at least two of the following: 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."	28. (for yes responses) Please check all that is included in your region's available sites initiative(s). a. Information about sites is publicly available on your REDO's website b. Roster of sites is actively maintained and up-to-date and recorded on Virginia Scan c. Sites are classified according to demographic data, zoning codes, transportation logistics, community resources, utility connection, and labor market d. Available sites are characterized or in the process of being characterized (assigned a tier level by an engineer) e. Sites are actively marketed to developers (some or all sites) f. Sites with identified shortcomings have a plan to become "shovel ready" should a prospect company become interested (some or all sites)
<b>AVAILABLE BUILDINGS</b>	Does not run their own available buildings strategy/program.	Available buildings program includes some of the following: information about buildings is publicly available on your REDO's website, buildings are classified according to some relevant data.	Available buildings program includes the following: information about buildings is publicly available on your REDO'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 the following: information about buildings is publicly available on your REDO's website, buildings are classified according to some relevant data, relationships established with real estate brokers to capture building info; at least one additional component included.	29. (for yes responses) Please check all that is included in your region's available building initiative(s). a. Information about buildings is publicly available on your REDO's website b. Available buildings are classified according to demographic data, zoning codes, transportation logistics, community resources, utility connection, and labor market c. Relationship with real estate brokers established to capture available buildings d. Available buildings are actively marketed to developers (some or all buildings) e. Buildings with identified shortcomings have a plan to become "build-out" ready for prospect companies (some or all buildings)
<b>INFRASTRUCTURE CAPACITY</b>	Does not run their own infrastructure capacity strategy.	Infrastructure capacity initiative includes some or all 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 initiative 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, local business community has been convened to discuss and advocate for certain projects.	Infrastructure capacity initiative 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 local business community has been convened to discuss and advocate for certain projects; at least <u>one</u> additional component included.	32. (for yes responses) Please check all of the ways your REDO 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. Local business community has been convened to discuss and advocate for certain projects d. Federal and state trends in infrastructure spending have been analyzed e. Financing options for desired infrastructure projects, including but not limited to, public-private partnerships have been developed
<b>ENTREPRENEURSHIP</b>	Does not run their own 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.	35. (for yes responses) Please check all of the components included in your region'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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<b>CONSERVATION, SUSTAINABILITY, AND RESILIENCE (SCR) STRATEGY</b>	Does not run their own sustainability, conservation, or resilience (SCR) strategy/program.	SCR initiative includes some of the following: REDO'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 two of the following: REDO's 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 understands the financial burden on community members and businesses to participate in the initiative.	SCR initiative includes all of the following: REDO's 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; at least one other component included.	38. (for yes responses) Please check all of the components included in your region'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. At least one staff person is dedicated or primarily focused on conservation, sustainability or community resilience g. Stable funding source for the initiative(s) has been established
<b>PLACEMAKING</b>	Does not run their own placemaking strategy/program.	Placemaking initiative includes some of the following: Plan has a narrowly focused target neighborhood or intervention type for each initiative, utilizes professional planning expertise in development of initiative and specific projects.	Placemaking initiative includes the following: Plan has a narrowly focused target neighborhood or intervention type for each initiative, utilizes professional planning expertise in development of initiative and specific projects; initiative includes at least <u>one</u> of aspects described in components c,d,e,f.	Placemaking initiative includes some or all of the following: Plan has a narrowly focused target neighborhood or intervention type for each initiative, utilizes professional planning expertise in development of initiative and specific projects; initiative includes at least <u>one</u> of the aspects described in components c,d,e,f; initiative has either one staff person <u>OR</u> initiative has a stable funding source established.	36. (for yes responses) Please check all of the components included in your region's placemaking initiative(s). a. Target neighborhood or intervention type has a narrow focus for each initiative b. Professional planning expertise in development of initiative and specific projects has been utilized c. Community spaces, such as parks, areas of culture, or places of social activity, have been enhanced d. Alternative transportation options, such as walking or biking, have been enhanced e. Mixed use/live-work developments have been created or encouraged f. Commercial and residential density, as dictated by the community's comprehensive plan, has been targeted g. At least one staff person is dedicated or primarily focused on placemaking h. Stable funding source for the initiative(s) has been established
<b>LOW-INCOME COMMUNITY SUPPORTS</b>	Does not run their own 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; and at least <u>one</u> of the following: addresses financial well-being <u>OR</u> 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; and at least <u>one</u> of the following: pilot program assessed using performance metrics, initiative has a dedicated staff person, initiative has a stable funding source.	37. (for yes responses) Please check all of the components included in your region'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

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Strategy Indicators	Not done	Early-stage	Middle-stage	Advanced-stage	Self-Assessment Question(s)
<b>WORKFORCE / TALENT DEVELOPMENT</b>	Does not run their own workforce/talent development strategy/program.	Workforce program includes some of the following: local labor market information is utilized to quantify supply and demand, 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.	Workforce program includes at least <u>two</u> of the following: utilizes local labor market information to quantify supply and demand, 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 the following: utilizes local labor market information to quantify supply and demand, 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, OR 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.	30. (for yes responses) Please check all of the components included in your region's workforce/talent development initiative(s). a. Local labor market information is utilized to quantify supply and demand b. Industries/occupations with potential for high growth have been identified within target industries c. Stakeholders in target industries have been engaged to identify most needed skills in labor market and develop program curriculum d. Plan has been created for program implementation. Plan includes metrics, timeline, and relevant stakeholders e. Local K-12 school system is integrated into programmatic training efforts and coordinates with businesses to provide programming f. Community colleges (either inside OR outside the region's jurisdiction) are integrated into programmatic training efforts and coordinates with businesses to provide programming g. Four-year public or private institutions (either inside OR outside the region's jurisdiction) are integrated into programmatic training efforts and coordinates with businesses to provide programming h. At least one staff person is dedicated or primarily focused on workforce/talent development Stable funding source for the initiative(s) has been established
<b>TALENT ATTRACTION</b>	Does not run their own talent attraction strategy/program.	Talent attraction program 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 program includes <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>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 program includes 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 <u>two</u> remaining components included.	31. (for yes responses) Please check all of the components included in your region'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