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# Guidelines for Community Economic Development Organizations





# **Guidelines for Community Economic Development Organizations**

*Commissioned and Facilitated by:*  
**The Minnesota Center  
for Community Economic Development**

*Developed by:*  
**Rainbow Research, Inc.**

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*Rainbow Research, Inc.  
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621 West Lake Street  
Minneapolis, Minnesota 55408  
612.824.0724*



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## Preface

These Guidelines were developed under contract with the Minnesota Center for Community Economic Development (MCCED) to help community economic development (CED) organizations in Minnesota gauge their performance and identify organizational areas in need of improvement.

The development of the Guidelines is timely because the field of community economic development is still relatively young and has not yet developed a codified set of standards, yardsticks, or criteria that provide a way for evaluating CED performance. As a result, they represent a major step forward in helping MCCED strengthen the effectiveness of its member organizations.

A working group of member organizations of the MCCED were very involved in the development of the Guidelines. They met twice to review and critique prior drafts of the document. The members of that working group were:

John Hawley	<i>Executive Director, North Star Community Development Corporation</i>
James R. Klein	<i>Directory, Region 2 Community Development Corporation</i>
Warren Hanson	<i>Deputy Director, Saint Paul Department of Planning and Economic Development, Neighborhood Development Division</i>
Caren Dewar Saxton	<i>Executive Director, Seward Redesign</i>
John Meyer	<i>Director, Western 5 Community Development Corporation</i>
Terry Erickson	<i>Executive Director, Southeast Minnesota Development Corporation</i>

Paul Fate of the MCCED facilitated the process by convening the working group and providing resource material to the effort.

In addition, two independent consultants with extensive experience with CED organizations, Ann Waterhouse and Jaimie Markham, reviewed drafts of the document and gave their valuable perspectives to Rainbow Research staff.

## **Considerations in Using the Guidelines**

The “Guidelines” and the “Self-Assessment Tool” are intended to provide directions that a CED organization can strive for an move towards. They are not absolute standards or statements of authority. Their purpose is to encourage and guide CED organizations as they build their capacity for effective community economic development, rather than to declare a standard model.

The “Guidelines” and the “Self-Assessment Tool” have been designed to be useful to CED organizations across a range of developmental stages. For example, an emerging organization may use the “Guidelines” in establishing its initial structure. An evolving organization may use the “Self-Assessment Tool” to identify where additional policies are needed or where policies need further clarification. A mature organization may use the “Guidelines” or the “Self-Assessment Tool” as a check on its existing policies and practices.

In reviewing the “Guidelines,” it is important to be sensitive to the current state of a CED organization and to hold realistic expectations for the organization. It is not necessary or recommended that an organization address every area covered by the “Guidelines” immediately or simultaneously. Organizational development is an evolving process and some areas will be more appropriate than other areas at any given time.

## **Companion Piece: “A Self-Assessment Tool”**

Recently, the “Guidelines” have been transformed into a companion publication, “A Self-Assessment Tool for Community Economic Development Organizations.” Based on the model developed in the “Guidelines,” the “Self-Assessment Tool” provides a framework and a process that staff and board members of CED organizations can follow to examine their organization’s structure, identify areas needing further attention, and develop plans for the future.

# Part I:

## Organizational Mission

### Section A: Constituency Served

1. A CED organization should serve a clearly identifiable geographic community or target constituency that is referenced in its mission.
2. A CED organization should be organized to serve and empower low-income and disadvantaged people to attain economic independence.
3. A CED organization should strive to include all people regardless of race, color, religion, sex, age, or national origin in its activities.
4. A CED organization should be committed to providing services and products that are not adequately provided by the private market.

### Section B: Organizational Activities

1. The program agenda of the CED organization could include the following types of economic development activities:

Small business development including:

- technical assistance to small businesses
- entrepreneurial identification development
- assuring access to affordable financing opportunities including start-up capital, revolving loan funds, debt and equity financing
- identification of market niches

Real estate development including:

- housing
- park and open-space
- business and industrial
- commercial and industrial development
- development of community services

Education including:

- business management training
  - job and career skills training
  - entrepreneurial education
  - education regarding the economic system of the community
  - information sharing about community issues
2. A CED organization should strive for local ownership of strategies and projects.
  3. A CED organization should balance an emphasis on profits and margins with an emphasis on the social benefits of an economic activity.
  4. A CED organization should be prepared to face a greater level of economic risk than the private sector.
  5. A CED organization should operate consistently with business practices that ensure accountability to the community and its other constituencies (including the low-income community and funders).
  6. A CED organization should explore creative ways to increase its own resources through building partnerships with private corporations and public institutions and developing earned income opportunities.

## **Section C: Decision-Making Process**

1. A CED organization should derive its working priorities with input from residents and business owners of its defined geographic community or members of its target constituency.
2. A CED organization should have a plan for developing and maintaining effective participation in the decision-making process of the organization.

## **Part II: Organizational Structure**

### **Section A: Corporate Structure and Supporting Documentation**

1. A CED organization should be incorporated and registered as a nonprofit charitable organization by both state and federal authorities.
2. A CED organization should have clearly defined by-laws that delineate the rules of the organization. These by-laws should be reviewed and updated at least every two years reflecting any statutory or internal policy changes.
3. A CED organization should have the following operating policies and procedures in place:
  - for the members: explaining how to become a member, how to participate in the decision-making process of the organization, and the responsibilities and benefits of membership.
  - for the board: responsibilities, roles and points of intervention in organizational decision-making.
  - for personnel: roles and responsibilities.
  - for loans, investments, and grants: a clear process that defines the target constituency, and with clear credit and eligibility criteria for approving or denying loans, investments or grants.
  - for fiscal management: methods of control and responsibility.

## **Section B: Membership**

1. A CED organization's membership should be composed of people living and working within its geographic boundaries or members of its target constituency.
2. A CED organization should have commitment to engaging its members as active participants within the organization.
3. A CED organization should involve all sectors of the community including the "key actors" who are influential in decisions about the community's economic or business development.

## **Section C: Board of Directors**

1. The Board of Directors should develop and review policies in the areas of finance, personnel, organizational planning, fundraising, publicity/outreach/education/marketing, project development and evaluation, and membership.
2. The Board should have a composition that allows for effective representation of the geographic community to target constituency.
3. The tenure of Board Members should be long enough to guarantee continuity of effort.
4. The CED organization should provide training to the Board on community economic development issues and the role of the Board in the organization.
5. The Board should have a regular meeting schedule with special meetings called as necessary.
6. The minutes of Board meetings should be clearly recorded and made available to members.
7. The organization should have a clear conflict of interest statement.

8. The Board meetings should be open to the public and the Board should have a clearly defined policy on how and when meetings can be closed to the public.
9. Board members should recognize that their primary role is to set policy for staff implementation. Board members should serve as volunteers or assist staff as secondary role. Board members should understand the difference between these roles and when each role is appropriate.

## **Section D: Committee Structure**

1. The Board of Directors should work through a committee structure which allows them to dispatch their responsibilities.
2. Committees should have clear, written job descriptions that address their roles, responsibilities, and authority.
3. The committees should be vehicles for the in-depth discussion of issues after which they report their recommendations to the Board.
4. The Board may authorize committees to take action independent of Board approval in some specifically defined instances.
5. The committee structure should be open to and actively seek non-Board members to participate in decisions and committee work load.

## **Section E: Organizational Planning**

1. A CED organization should have a clear mission statement and economic development strategy.
2. A CED organization's goals should be grounded in a clearly identified community need.
3. A CED organization has a ongoing process for defining, implementing and adjusting organizational goals and strategies.

4. The formulation and review of organizational goals should involve member of the Board, target population and larger community.
5. Organizational planning should take place with a common conception of the organization's development role in the community.
6. Organizational planning should take into account the goals and intentions of other community organizations serving the same area or similar constituencies.
7. The planning process should establish short and long-term goals which are consistent with the organization's mission and mandate.
8. The planning process should include the preparation of a detailed action paln with responsibilities and a timeline.
9. Planning should anticipate a changing environment and provide for contingency plans, if necessary.
10. Planning should project future findings, staffing, and operational needs.
11. An annual of all plans should take place before a new board is elected. Plans should be reviewed and updated early after board elections.

## **Section F: Staff**

1. A Board should have clear expectations of the staff defined by up-to-date personnel policies and job descriptions that are consistent with the mission, the by-laws, and plans for projects or programs.
2. The CED organization should have an Executive Director who provides consistent leadership for the organization, understands community economic development, and is proficient in organizational management and non-profit administration.
3. The CED organization has a range of paid, qualified staff who provide the expertise needed by the organization to sufficiently support its current operations and to plan its future initiatives.

4. A CED organization should be staffed with or have access to people with skills in:
  - fiscal management
  - organizational development
  - verbal and written communication skills
  - real estate
  - small business administration
  - fundraising
  - planning
  - managing the development process
  - legal matters
5. A CED organization should have a means for controlling staff work levels that includes the ability to limit new projects, estimate resource requirements, and divide work equally among staff.
6. A CED organization should have a performance appraisal process for support staff that includes an annual review of performance, salary, and opportunities for skill development.
7. A CED organization should be committed to helping staff develop their skills through a written policy on staff development and training and resources should be available for implementation of the policy.
8. A CED organization should have clearly understand and separate roles for staff and board members.
9. A CED organization should be committed to affirmative action and hiring people from the community it represents. The commitment should include the availability of training resources for staff.
10. A CED organization should have a clear policy on when and how to engage consultants. When a consultant is hired, there should be a clear negotiated written agreement on the scope of consulting services to be provided. There should also be a plan for monitoring the agreement.

11. The Board should have a performance appraisal process for executive staff the includes an annual review performance, salaries, and opportunities for skill development.

## **Section G: Financial Management**

1. A CED organization should have an annual budget process that:
  - involves the Board in its development and receives Board approval.
  - strives for a balanced and diversified funding base.
  - shows anticipated revenues and expenditures for the current year.
  - accurately projects income and expense levels and cash needs.
  - supports essential programs and administrative operations.
2. A CED organization should have a bookkeeping system and regular financial reporting system (at least quarterly) that:
  - shows the relationship between budgeted and actual revenues and expenses and includes a narrative accounting for variances.
  - allows for preparation of cash flow projections at the beginning of projects and careful cash flow management throughout projects
  - is submitted regularly for review and acceptance by the board of directors
3. A CED organization should have written statements on fiscal policies and accounting procedures that follow generally accepted accounting principles.
4. A CED organization should conduct an annual financial review and a formal audit at least every two years. The audit should be conducted by an outside, independent auditor and be done according to generally accepted accounting principles.
5. A CED organization should have a fundraising plan that takes into account the organization's need for both operating and capital support.

6. The organization should have an appropriate reporting mechanism to accurately monitor the expenditure of funds raised and to provide financial information in a clear, comprehensive, and timely manner to funding sources.
7. A CED organization should have policies on short-term and long-term investments and deposits of cash.
8. A CED organization should have an insurance program that provides for the protection of the Board of Directors, staff, volunteers, and its physical and financial resources.

The organization should have:

- liability insurance for staff
- bonding for those with fiduciary responsibility
- worker's compensation
- unemployment insurance
- property insurance
- project insurance as required

## **Section H: Legal Practices**

1. A CED organization should have a good working relationship with a legal counsel that is familiar with community economic development. (Many have recruited lawyers to be members of their boards of directors.)
2. A CED organization should have a clear policy on who can negotiate and enter into contracts on behalf of the organization.
3. A CED organization should fulfill all legal organizational obligations, such as paying taxes on time and honoring contracts.

## **Section I: Communications and Accountability**

1. A CED organization should have a plan for keeping the following people regularly informed of the mission, decisions, and activities of the organization:
  - members
  - funders
  - local constituent or advocacy groups whose support is needed in implementing the development process
  - elected officials
  - traditional economic organizations and others in private sector development
  - other CED organizations
  - the media
  - small businesses
  - the community
  
2. A CED organization should prepare and distribute an Annual Report of the organization. This may be a less formal publication in the initial years of operation.
  
3. A CED organization should be visible in the community and have a plan for publicizing the organization and its projects using the following media:
  - business cards
  - brochures
  - Public Service Announcements (PSAs)
  - news releases
  - newsletters
  - reports on specific projects
  - social events
  - advertising

4. A CED organization should have a plan for recruiting and involving key sectors of the community in support its activities including the:
  - public sector (including elected officials, related public agency heads, etc.)
  - private sector ( including foundations, commercial lenders, and the investment community, etc.)
  - low-income community and their representatives
  - nonprofit organizations
  - educational institutions
  - other community resources
  
5. A CED organization should pay special attention to recruiting and maintaining the involvement of low-income people in the organization.

## **Part III: Project Development Practices**

### **Section A: Community Needs Assessment**

1. A CED organization should conduct an assessment of the community's economic resources and needs at least every two years.
2. The community assessment should seek to discover the economic, social, technological, and political conditions of the community which relate to the problems of economic development and their solutions.
3. The community assessment should include discussions with the key constituents of the CED organization, and consider their views and experience.

### **Section B: Development the Focus and Scope of Community Economic Development Activities**

1. Before deciding to undertake specific projects, the CED organization should evaluate market opportunities in the community with an eye for gaps and niches that need to be filled.
2. A CED organization should develop projects and programs that leverage its skills, resources, and advantages.
3. The Board of Directors and staff should be involved in developing the focus and scope of the organization's development activities.
4. All community economic development activities must be compatible with the organization's mission.

## **Section C: Roles for the CED Organization**

1. During the first years of operation, the CED organization should be committed to doing a few things well in order to establish a sound track record. In subsequent years, it should be committed to building on its good reputation with its consistency and the funding community.
2. A CED organization should consider the most appropriate development role it can play in a project. This may include:
  - facilitating development of ventures
  - managing project or real estate developments
  - developing cooperatives or limited partnerships
  - owning ventures solely
  - working with others jointly
  - offering technical assistance including
3. A CED organization should be a catalyst for developing and promoting partnerships for venture or real estate development. It should:
  - fully consider the ramifications of any proposed partnerships
  - develop partnerships which will be mutually supportive of each partners' mission
4. A CED organization should strive to continually expand its usefulness to the community through such ways as:
  - keeping a record of minority and local contractors
  - having the capacity to obtain regulatory approvals in a timely fashion (including the ability to develop the political consensus necessary to win such approval)
  - having the capacity to obtain "developer" designation for government-sponsored projects
  - being informed about businesses in the community

## **Section D: Development Practices for Business and Real Estate Ventures**

1. Review by Board of Directors
  - a. A CED organization's Board of Directors should review the overall concepts of particular ventures and determine whether or not they fit the mission, plans, and resources of the organization.
  - b. The Board should review the product of each major stage of a venture and be prepared to decide whether or not to go forward.
  - c. The Board should have access to accurate projections of the resources required to proceed with a project.
2. Selection criteria for specific projects
  - a. A CED organization should develop project selection criteria to be used in the initial evaluation potential of projects. Examples of criteria that have been used include whether the project:
    - employs low income people
    - is located in the community
    - does not compete with existing businesses
    - stops leakage of community money
    - uses existing organizational assets
    - provides needed community services or products
    - does not displace current residents
    - produces affordable products or services
    - helps fulfill the CED organization's mission
  - b. A CED organization should have developed entrepreneurial assessment criteria to be used in the initial evaluation of an individual's readiness to undertake a venture.

3. Feasibility studies

- a. A CED organization should conduct feasibility studies for new business or development ventures which analyze various methods of business operation.
- b. Completed feasibility studies should include an analysis of the:
  - Product – what is the product or service that the business or real estate project will produce?
  - Market – what are the primary and secondary markets? How large are the markets? What share of the market can the venture or real estate project be expected to capture?
  - Competition – what other sellers or suppliers provide products in this market? How will the market respond to the new venture or project?
  - Organization – what are the management and personnel requirements of the venture or project? What are the legal and organizational relationships between the venture or project and the CED organization?
  - Finance – what are the projects' estimated start-up capital requirements? What funds are available? What level of cash flow, profits, losses, and return on investment can be expected? What is the anticipated break-even point?

4. Business Plans

- a. A CED organization should obtain or prepare a business plan for each new business or development venture.
- b. The business plan should not only be the basis for deciding to go ahead with an idea, but should also be used for monitoring the project.
- c. A business plan should be considered complete when it has addressed the following points:
  - the industry and the business
  - product(s) and service(s) to be sold
  - the market

- a marketing plan
  - a break-even analysis
  - pre-start-up and start-up plans and schedules including availability of staff to carry out these plans
  - operating plans
  - organization and management
  - financial plans including plans for raising operating capital
  - control and feedback systems
  - a discussion of critical risks and assumptions associated with the business and the business plan
  - the relation to the CED organization's mission
- d. Business plans should describe the intended benefits of the project to the community.
- e. Business plans should be reviewed by more than one person knowledgeable in the business' industry before being presented to the Board or used to obtain financing.
- f. If the CED organization provides technical assistance or financing to an entrepreneur without holding an ownership position in the business, the entrepreneur should have a major role in preparing the plan because the entrepreneur should own and understand the business plan.
5. Financing
- a. A CED organization needs to consider the impact of financing arrangements on its operations.
- b. A CED organization should have access to staff or consultants who understand and have the ability to use the variety of financing methods for project development including debt and equity financing.
- c. A CED organization should analyze potential financial packages using standard key business ratios.
- d. The staff and board should understand the basics of structuring financial arrangements for businesses and ventures including forms, sources, and uses of debt and equity.

6. Monitoring project/program performance
  - a. A CED organization should have a project/program monitoring system in place before any project is commenced.
  - b. Monitoring systems should include a method for communicating with and maintaining accountability to the Board and the organization.
  - c. A CED organization should periodically assess a project/program in terms of its role in meeting the overall goals and mission of the organization.
  - d. In monitoring a project/program CED should regularly examine:
    - Cash flow projections, showing cash on hand and the bills actually due during the time period. (Perhaps monthly or weekly for a new project and quarterly for established projects with more predictable outcomes.)
    - Profit and loss statements, which compare income and expenses. (Typically monthly for a new project, quarterly for older expenses.)
    - Balance sheet, which shows the project's assets and liabilities. (Typically monthly for a new project, quarterly for older projects.)
    - Management, assessing the effectiveness and ability of the project manager to manage human and financial resources to meet the project's goals. (Typically once or twice a year.)
    - Performance goals for growth, asset activity and profitability, efficiency, employee relations, and resource use. (Typically monthly for a new project and quarterly for established projects.)

- e. A CED organization should complement its written reports with other monitoring functions such as:
    - on-site visits to the project/program
    - hiring consultants or appropriate technical people to review the project/program's activities when appropriate.
7. Accounting and bookkeeping
- a. A CED organization should make every effort to ensure that a project's accounting system provides adequate and timely information for managing the project management.
  - b. A CED organization should make every effort to ensure that a project's accounting system is established according to generally accepted accounting principles.
  - c. A CED organization should make every effort to ensure that a project's accounting system is able to respond to the financial monitoring needs of the project.
8. Marketing
- a. A CED organization should monitor each project's marketing activities since marketing is critical to overall project success.
  - b. Marketing should be viewed as an on-going activity that engages both established and potential customers.
  - c. Marketing systems should have coordinated activities in the following areas:
    - Market analysis and feedback – including a continuous flow of relevant information is sufficient detail to adapt to changing community needs.
    - Market segmentation – including a constant attention to whether appropriate user or client groups are being reached and whether new client groups should be included.

- Customer communication – including accurate, informative, and timely promotion of the project’s purpose, approach, and results tailored to different market segments.

9. Loan fund management

- a. A CED organization should operate its loan fund according to good lending practices that analyze a financial package according to the following element:
  - term (the rate invested funds and interest will be repaid)
  - risk (the probability of repayment from primary or secondary sources)
  - administrative cost – (the time and effort per dollar required to insure repayment and adequate control)
  - return – (the rate-of-return to the fund)
  - secondary benefits – (the financial or non-financial benefits to the community)
  - portfolio fit and expertise – (the match of the loan to the CED organization’s abilities and interests)
- b. An organization should assess an applicants management capacity and business viability before approving a loan.
- c. A CED organization’s loan fund should have guidelines that set well-defined criteria for target applicants, fund purposes, and methods of enforcing pay back schedules.
- d. A CED organization’s loan fund should be willing to accept higher levels of risk than the private market.
- e. A CED organization’s loan fund should have adequate controls to monitor loan repayments and established practices for dealing with delinquencies or defaults.

- f. A CED organization should recognize that good loan fund management is essential to keeping the loan fund as a viable community resource. Loan fund management services should include:
- meeting with clients at least annually
  - collecting and reviewing financial statements on a regular basis (often monthly, at least quarterly)
  - an on-site examination of collateral, comparing it with the loan balance
  - verifying job creation and job targeting claims
  - verifying insurance coverage and naming lender(s) as co-insured
  - conducting a judgment and tax-lien search
  - verifying that real estate taxes on business-owned and principal-owned property are current
  - verifying that income taxes are paid for employees and principals of the project
  - monitoring progress on business plan protections

## **Section E: Development Services**

1. Services to businesses
  - a. A CED organization should be actively involved with the small businesses of the community.
  - b. A CED organization could provide help by organizing businesses to collectively promote and enhance economic development in the community.

- c. A CED organization should provide information and assistance to those in the process of starting-up new ventures or developments.
  - d. A CED organization could provide technical assistance and counseling defined to make businesses self-sufficient in the following areas:
    - marketing
    - planning
    - financial management
    - development financing
2. Services to real estate developers
- a. A CED organization should be actively involved with the real estate developers and marketers of the community.
  - b. A CED organization should be able to provide technical assistance and counseling to real estate developers in the areas of:
    - community involvement
    - financing assistance
    - partnerships with developers
  - c. A CED organization should work with real estate developers to ensure their projects meet the needs of the community.
3. Services to entrepreneurs
- a. A CED organization should provide resources to people interested in developing projects within the community, possibly including:
    - written materials such as manuals, guidebooks, or papers
    - informational workshops
    - individualized technical assistance
    - entrepreneurial skill development workshops
    - business plan development
    - revolving loan funds

- b. A CED organization should be able to provide financial technical assistance to entrepreneurs in its community including reviewing financial plans, conducting credit assessments and doing financial modeling.

## **Part IV: Contribution to the CED Movement**

### **Section A: Networking with Other Organizations**

1. A CED organization should be in communication with other CED organizations about the issues of concern in the community economic development field.
2. A CED organization should join the MCCED.

### **Section B: Improving Public Policy**

1. A CED organization should work together with other CED organizations to develop a thoughtful and consistent community economic development political platform at the regional and state level.
2. A CED organization should be prepared to lend support to national initiatives which foster community economic development.
3. A CED organization should work to cultivate the support of area legislators, local officials, and business leaders for specific programs and public policies which enhance the future prospects of effective community economic development.
4. A CED organization should inform key policy-makers about its projects, activities, and needs.

### **Section C: Community Education**

1. A CED organization should publicize the results of its community needs assessment.
2. A CED organization should be involved in educating the community about how it is affected by larger economic issues and how the community economic system is

organized.

3. An organization should inform the community about the nature and scope of its activities.

## **Section D: Interaction with the Media**

1. A CED organization should inform the media of its activities and events.
2. A CED organization should establish relationships with media staff and regularly publish press releases for community media which feature community economic development activities.

## **Section E: Relationships with Other Institutions and Organizations**

1. A CED organization should be aware of other regional players in the economic development field. A CED organization should make sure that these organizations are discussed or included in the discussions concerning overall economic planning for the community.

A CED organization should, whenever appropriate and practical, form alliances with other CED practitioners to complete specific projects or to accomplish general public policy and/or legislative initiatives.

The work of the CED organization should be communicated to offices responsible for housing, industrial revenue bonds, employment and training programs, revenue policy, and high technology development.

## **Section F: Training of CED Practitioners**

1. A CED organization should seek out training in current subject matter.
2. A CED organization should exchange ideas, problems and innovations with other CED organizations.



**O**ur mission is to help increase the effectiveness and impact of socially concerned organizations in responding to social problems. We work in support of organizations and communities to help them achieve their goals.

**Y**our organization and community can experience these results from participation in Rainbow Research activities – tailored studies, workshops, and partnerships – and use of our tools and publications.

**W**e can help you to:

**Improve your understanding** of key program elements that contribute to program effectiveness.

**Improve program impact** through integrating principles of program effectiveness into day-to-day operations.

**Improve management** of resources to achieve program purposes.

**Improve the fit** between your organization's activities and your community's needs and opportunities.

**Improve commitment** of staff and Board to your organization's mission.

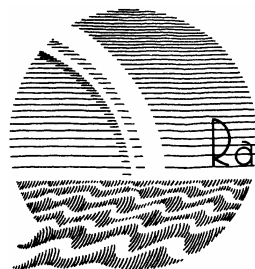
**Improve communication** between your organization and its various stakeholders and publics.

**Improve linkages** between your organization and other like-minded organizations.

**Improve access** to tools and support services that strengthen program performance.

## Related Rainbow Research Publications:

- **Self - Assessment Tool for Community Economic Development Organizations;** Rainbow Research; *iv plus 31 pages plus attachments (1990); #108B – \$15.00.*
- **Promoting Job Opportunities: Towards a Better Future for Low-Income Children and Families;** by Tom Dewar and David Scheie; *98 pages plus appendices (1995); #160F – FREE*
- **Promoting Job Opportunities: Strategies for Community - Based Organizations;** by David Scheie; *6 pages (1997); #165 - \$5.00*
- **Affordable Housing Evaluation Toolbox: Residents;** by Rainbow Research, Inc.; *68 pages (1990); #115r - \$17.50*
- **Affordable Housing Evaluation Toolbox: Board;** by Rainbow Research, Inc.; *47 pages (1990); #115b - \$17.50*
- **Venture Capital and Job Development Strategies for the Black Community;** by Theartrice Williams, Vincent Delusia, and Jack Whitehurst; *34 pages (1987); #303 – \$9.00*



Rainbow Research Inc.

621 West Lake Street  
Minneapolis, Minnesota 55408