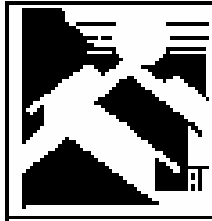




Self-Assessment Tool for Community Economic Development Organizations



Rainbow Research Inc.



Self-Assessment Tool for Community Economic Development Organizations

Developed for:

**The Minnesota Center for
Community Economic Development**

By:

Rainbow Research, Inc.

*Rainbow Research, Inc.
January, 1990
621 West Lake Street
Minneapolis, Minnesota 55408
612.824.0724*

Self-Assessment Tool for Community Economic Development Organizations

Table of Contents

INTRODUCTION	i
INSTRUCTIONS	iii
PART I: ORGANIZATIONAL MISSION	1
Section A: Constituency Served	2
Section B: Organizational Activities	2
Section C. Decision-Making Process.....	4
PART II: ORGANIZATIONAL STRUCTURE	5
Section A. Corporate Structure and Supporting Documentation	6
Section B. Membership	7
Section C. Board of Directors	7
Section D. Committee Structure.....	8
Section E. Organizational Planning.....	9
Section F. Staff.....	10
Section G. Financial Management	12
Section H. Legal Practices	13
Section I. Communications and Accountability	14
PART III: PROJECT DEVELOPMENT PRACTICES	16
Section A. Community Needs Assessment.....	17
Section B. Developing the Focus and Scope of Community Economic Development Activities	17
Section C. Roles for the CED Organization.....	18
Section D. Development Practices for Business and Real Estate Ventures.....	19
Section E. Development Services	28

PART III: PROJECT DEVELOPMENT PRACTICES.....30

Section A. Networking with Other Organizations31
Section B. Improving Public Policy.....31
Section C. Community Education32
Section D. Interaction with the Media.....32
Section E. Relationships with Other Institutions and Organizations.....33
Section F. Training CED Practitioners34

ATTACHMENTS

Summary Assessment Form A-1
Group Discussion Form B-1
Action Plan C-1

INTRODUCTION

This self-assessment tool was developed to help community economic development (CED) organizations improve their effectiveness through organizational development. While this tool cannot guarantee success, it can provide a framework through which you can examine your organization's structure, identify areas that need further attention, and develop plans for the future. You can use the tool to:

- re-examine your organization's mission and how the mission is translated into policies and projects;
- strengthen the policies guiding your organization's internal operations;
- enhance your organization's practices in community economic development projects; and
- build your organization's role in the field of community economic development.

Before you begin working with this tool, you might want to become familiar with the areas covered by the tool and how they are organized within the tool.

Areas Covered by the Self-Assessment Tool

There are four major parts to the self-assessment tool:

Part 1: Organizational Mission

Part 2: Organizational Structure

Part 3: Project Development Practices, and

Part 4: Contribution to the Community Economic Development Movement.

Within each part, there are sections and sub-sections. For example, the organizational structure sections cover membership, board of directors, committee structure, organizational planning and staff. The first page of each part contains an overview and a listing of sections.

For each section of the self-assessment tool, along with some sub-sections, you will be asked to respond to a series of statements designed to help you understand your organization's practices with regard to that topic. Your responses to these statements will allow you to form an overall rating for your organization on that topic, which you can use to prioritize the topics that need further attention.

Stages of Organizational Development

This tool has been designed to be helpful to CED organizations across a range of developmental stages. For example, an emerging organization may use the tool for guidance in establishing its initial structure. An evolving organization may use the tool to identify areas where additional policies are needed or where policies need further clarification. A mature organization may use the tool as a check on its existing policies and practices.

As you work with the tool, be sensitive to the current stage of your organization and realistic in your expectations of the organization. Some of the statements, possibly entire sections, may not apply to your organizations; they may be more appropriate for an organization at another stage of development. You may decide to leave blank any statements or sections that seem inappropriate at this time. As you identify priorities and create an action plan, remember that not every section needs to be addressed immediately and that organizational development is an evolving process.

INSTRUCTIONS

This self-assessment tool is designed to allow CED organizations flexibility in how the tool is used, who is involved in the self-assessment process, and when self-assessment takes place. You can decide what type of self-assessment process is most appropriate for your setting and stage of development.

There are four basic steps to the self-assessment process:

Step 1: Answer the questions in each section and sub-section;

Step 2: Provide summary ratings for each section and sub-section;

Step 3: Use the summary ratings to decide which sections and sub-sections to prioritize for immediate attention; and

Step 4: Develop an action plan that describes what activities to undertake in the areas you prioritized.

We have created two examples of how you can use the tool along with worksheets to guide you through the self-assessment process:

- The first example is for an individual staff or board member-possibly an executive director or president of the board C completing the self-assessment process alone.
- The second example is for a groups C such as a board of directors, an executive committee, or another committee of the board C completing the self-assessment process together.

Example 1: Individual Assessment

An individual staff or board member simply follows steps 1-4 outlined above. To further facilitate the process:

- a. The summary assessment form (Attachment A) can be used during Step 3 to prioritize the areas needing attention by the organization.
- b. The action plan form (Attachment C) can be used during Step 4 to help translate the priority areas into specific activities.

More specific instructions are available preceding each form.

Example 2: Group Assessment

When a group begins the self-assessment process, it is generally useful to designate a planning coordinator to organize and facilitate the process. Each committee member, individual, completes Steps 1-3. The summary assessment form can be used to prioritize the areas needing attention during Step 3. After Step 3:

- a. Transfer the individual summary ratings from Attachment A to the group discussion form (Attachment B) and calculate the average rating for each section and sub-section.
- b. Talk about the ratings on the group discussion form during a group meeting. Revise the ratings, as necessary, based on the discussion.
- c. As a group, decide which sections and sub-sections to prioritize for immediate attention.

Specify the activities that will be used to support each high-priority area and create an action plan (using Attachment C) as part of Step 4.

Once again, more specific instructions are available preceding each worksheet. Our site tests revealed that using a group to complete the self-assessment tool is beneficial for both the organization and the group members. The group discussion often results in changes in the summary ratings and in the areas identified as priorities. During the discussion, members can ask questions and learn about aspects of the organization with which they are not familiar. Decisions about the organization's priorities and activities are informed by a wider range of perspectives. And, by being more involved in the decision-making process, members are more committed to the organization's priorities and activities.

Part 1: Organizational Mission

THE QUESTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE ABOUT:

- Who is served by the CED organization?
- Who participates in the CED organization?
- What types of community economic development activities are being undertaken by the organization?
- What is the organization's basic approach to those activities?

THE SECTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE:

	<u>Page</u>
Section A. Constituency Served.....	2
Section B. Organizational Activities	2
Section C. Decision-making Process	4

Part 1: Organizational Mission

Section A: Constituency Served

Circle one per statement:

- | | | | | |
|--|--------|------------------|------------|-------|
| 1. The CED organization serves a clearly identifiable geographic or target constituency that is referenced in its mission. | Yes | No | | |
| 2. The CED organization is organized to serve and empower low-income and disadvantaged people to attain economic independence. | Always | Most of the time | Some-times | Never |
| 3. The CED organization strives to include all people regardless of race, color, religion, sex, age, or national origin in its activities. | Always | Most of the time | Some-times | Never |
| 4. The CED organization is committed to providing services and products that are not adequately provided by the private market. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the CONSTITUENCY SERVED:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section B: Organizational Activities

1. The CED organization's program agenda includes the following types of economic development activities:

Check all that apply

Small business development including:

- Technical assistance to small businesses _____
- Assuring access to affordable financing opportunities including start-up capital, revolving loan funds, debt and equity financing. _____

- Identification of market niches _____
- Entrepreneurial identification and development _____

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 economy of the community _____
- Information sharing about community issues _____

1.

Circle one per statement:

- | | | | | | |
|----|---|--------|------------------|------------|-------|
| 2. | The CED organization encourages the use of self-help strategies to revitalize and empower distressed communities | Always | Most of the time | Some-times | Never |
| 3. | The CED organization strives for local ownership of strategies and projects. | Always | Most of the time | Some-times | Never |
| 4. | The CED organization balances an emphasis on profits and margins with an emphasis on the social benefits of an economic activity. | Always | Most of the time | Some-times | Never |
| 5. | The CED organization is prepared to face a greater level of economic risk than the private sector. | Always | Most of the time | Some-times | Never |
| 6. | The CED organization operates consistently with business practices that ensure accountability to its constituencies (including the low-income community and funders). | Always | Most of the time | Some-times | Never |
| 7. | The CED organization explores creative ways to increase its own resources through building partnerships with private corporations and public institutions and developing earned income opportunities. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the ORGANIZATIONAL ACTIVITIES:

5 = *We do an excellent job in this area.*
4 = *We do a good, respectable job in this area.*
3 = *We do an OK job in this area, but still need improvement.*
2 = *We don't do this well, and our poor performance holds us back as an organization.*
1 = *We've done nothing in this area.*
N/A = *More information on our work in this area is needed before assigning a rating.*

Section C. Decision-Making Process

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| 1. The CED organization derives its working priorities with input from residents and business owners of its defined geographic community or members of its target constituency. | Always | Most of the time | Some-times | Never |
| 2. The CED organization has a plan for developing and maintaining effective resident and/or business owner participation in its decision-making process. | | Yes | No | |

Circle one summary rating on the DECISION-MAKING PROCESS:

5 = *We do an excellent job in this area.*
4 = *We do a good, respectable job in this area.*
3 = *We do an OK job in this area, but still need improvement.*
2 = *We don't do this well, and our poor performance holds us back as an organization.*
1 = *We've done nothing in this area.*
N/A = *More information on our work in this area is needed before assigning a rating.*

Part II: Organizational Structure

THE QUESTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE ABOUT:

- Does the organization have a mission statement, an economic development strategy, and a planning process?
- Does the organization have operating principles and procedures?
- Who is on the Board of Directors? What is the role of the Board and what policies and procedures do they follow?
- What role do committees play in the organization?
- Does the organization have skilled staff members and an effective management structure? Are other resource people available to the organization?
- What are the legal practices of the organization?
- Who is actively involved in the organization from the local community and from organizations serving the local community?
- Who does the organization regularly communicate with and through what media?

THE SECTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE:

	<u>Page</u>
Section A. Corporate Structure and Supporting Documentation.....	6
Section B. Membership.....	7
Section C. Board of Directors.....	7
Section D. Committee Structure.....	8
Section E. Organizational Planning.....	9
Section F. Staff.....	10
Section G. Financial Management.....	12
Section H. Legal Practices.....	13
Section I. Communications and Accountability.....	14

Part II. Organizational Structure

Section A. Corporate Structure and Supporting Documentation

Circle one per statement:

- | | | |
|--|-----|----|
| 1. The CED organization is incorporated and registered as a non-profit charitable organization by both state and federal authorities. | Yes | No |
| 2. The CED organization has clearly defined by-laws that delineate the rules of the organization. These by-laws are reviewed and updated at least every two years to reflect any statutory or internal policy changes. | Yes | No |
| 3. The CED organization has the following operating policies and procedures in place: | | |

Check all that apply:

- For members: 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 reporting. _____

<p>Circle one summary rating on the CORPORATE STRUCTURE AND SUPPORTING DOCUMENTATION:</p> <p>5 = <i>We do an excellent job in this area.</i></p> <p>4 = <i>We do a good, respectable job in this area.</i></p> <p>3 = <i>We do an OK job in this area, but still need improvement.</i></p> <p>2 = <i>We don't do this well, and our poor performance holds us back as an organization.</i></p> <p>1 = <i>We've done nothing in this area.</i></p> <p>N/A = <i>More information on our work in this area is needed before assigning a rating.</i></p>

Section B. Membership

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| 1. The CED organization is composed of people living and working within its geographic boundaries or members of its target constituency. | Yes | No | | |
| 2. The CED organization engages members as active participants within the organization. | Always | Most of the time | Some-times | Never |
| 3. The CED organization involves all sectors of the community including the “key actors” who are influential in decisions about the community’s economic or business development. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the MEMBERSHIP:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section C. Board of Directors

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| 1. The Board of Directors develops and reviews policies in the areas of finance, personnel, organizational planning, fundraising, publicity/outreach/education/marketing, project development and evaluation, and membership. | Yes | No | | |
| 2. The Board has a composition which allows for effective representation of the geographic community or target constituency. | Yes | No | | |
| 3. The tenure of Board members is sufficient to guarantee continuity of effort. | Yes | No | | |
| 4. The CED organization provides training to the Board on community economic development issues and the role of the Board in the organization. | Always | Most of the time | Some-times | Never |
| 5. The Board has a regular meeting schedule and special meetings are called as necessary. | Yes | No | | |

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| 6. | The minutes of Board meetings are clearly recorded and made available to members. | Always | Most of the time | Some-times | Never |
| 7. | The organization has a clear conflict of interest statement. | | Yes | No | |
| 8. | The Board meetings are open to the public and the Board has a clearly defined policy on how and when meetings can be closed to the public. | | Yes | No | |
| 9. | Board members recognize that their primary role is to set policy for staff implementation. Board members may also serve as volunteers or assist staff. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the BOARD OF DIRECTORS:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

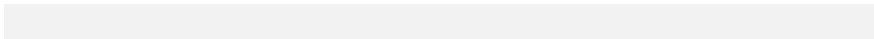
1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section D. Committee Structure

Circle one per statement:

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| 1. | The Board of Directors has a committee structure which allows them to dispatch their responsibilities. | Always | Most of the time | Some-times | Never |
| 2. | Committees have clear written job descriptions that address their roles, responsibilities and authority. | Always | Most of the time | Some-times | Never |
| 3. | The committees are vehicles for the in-depth discussion of issues after which they report their recommendations to the Board. | Always | Most of the time | Some-times | Never |
| 4. | The Board authorizes committees to take action independent of Board approval in some specifically defined instances. | | Yes | No | |
| 5. | The CED committee structure is open to and actively seeks non-Board members to participate in decisions and committee work load. | Always | Most of the time | Some-times | Never |



Circle one summary rating on the COMMITTEE STRUCTURE:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section E. Organizational Planning

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| 1. The CED organization has a clear mission statement and economic development strategy. | Yes | No | | |
| 2. The CED organization's goals are grounded in a clearly identified community need. | Always | Most of the time | Some-times | Never |
| 3. The CED organization has an ongoing process for defining, implementing & adjusting organizational goals and strategies. | Yes | No | | |
| 4. The formulation and review of organizational goals involve members of the Board, target population and larger community. | Always | Most of the time | Some-times | Never |
| 5. Organizational planning takes place with a common conception of the CED organization's development role in the community. | Always | Most of the time | Some-times | Never |
| 6. Organizational planning takes into account the goals and intentions of other planning organizations serving the same area or similar constituencies. | Always | Most of the time | Some-times | Never |
| 7. The planning process establishes short and long term goals which are consistent with the organization's mission and mandate. | Always | Most of the time | Some-times | Never |
| 8. The planning process includes the preparation of a detailed action plan with responsibilities and a timeline. | Yes | No | | |
| 9. Planning anticipates a changing environment and provides for contingency plans, if necessary. | Always | Most of the time | Some-times | Never |
| 10. Planning projects future funding, staffing and operational needs. | Always | Most of the time | Some-times | Never |

11. An annual evaluation of all plans takes place before a new board is elected. Plans are reviewed and updated yearly after board elections. Yes No

Circle one summary rating on the ORGANIZATIONAL PLANNING:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section F. Staff

Circle one per statement:

1. The Board has 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. Yes No
2. The CED organization has an effective executive director who provides consistent leadership for the organization, understands community economic development, and is proficient in organizational management and non-profit administration. Always Most of the time Some-times Never
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. Always Most of the time Some-times Never

4. The CED Organization is staffed with or has access to people with skills in:

- fiscal management
- organizational development
- verbal and written communications skills
- real estate
- small business administration
- fundraising
- planning
- managing the development process
- legal matters

Check all that apply:

- Circle one per statement:
- | | | | | | |
|-----|---|--------|------------------|------------|-------|
| 5. | The CED organization has a means for controlling staff work levels that includes the ability to limit new projects, estimate resource requirements and divide work equally among staff. | Always | Most of the time | Some-times | Never |
| 6. | The organization has a performance appraisal process for support staff that includes an annual review of performance, salary, and opportunities for skill development. | | Yes | No | |
| 7. | The CED organization is committed to helping staff develop their skills through a written policy on staff development. Training and resources are available for implementation of the policy. | Always | Most of the time | Some-times | Never |
| 8. | The organization has clearly understood and separate roles for staff and board members. | Always | Most of the time | Some-times | Never |
| 9. | The organization is committed to affirmative action and hiring people from the community it represents. The commitment includes the availability of training resources for staff. | | Yes | No | |
| 10. | The CED organization has a clear policy on when and how to engage consultants. When a consultant is hired, there is a clear negotiated written agreement on the scope of consulting services to be provided. There is also a plan for monitoring the agreement. | Always | Most of the time | Some-times | Never |
| 11. | The Board has a performance appraisal process for executive staff that includes an annual review of performance, salaries, and opportunities for skill development. | | Yes | No | |

Circle one summary rating on the STAFF:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section G. Financial Management

1. The CED organization has an annual budget process that: Check all that apply:

- 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; and _____
- Supports essential programs and administrative operations. _____

2. The CED organization has 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; and _____
- Allows for preparation of cash flow projections at the beginning of projects and careful cash flow management throughout projects; and _____
- Is submitted regularly for review and acceptance by the Board of Directors. _____

Circle one per statement:

3. The organization has written statements of fiscal policies and accounting procedures that follow generally accepted accounting principles. Yes No

4. The CED organization conducts an annual financial review and a formal audit at least every two years. The audit is conducted by an outside, independent auditor and is done according to generally accepted accounting principles. Yes No

5. The organization has a fundraising plan that takes into account the organization's need for both operating and capital support. Yes No

6. The organization has an appropriate reporting Yes No

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. The CED organization has policies on short-term and long-term investments and deposits of cash. Yes No

8. The organization has an insurance program that provides for the protection of the Board of Directors, staff, volunteers, and its physical and financial resources.

The organization has:

Check all that apply:

- Liability insurance for staff _____
- Bonding for those with fiduciary responsibility _____
- Workers' compensation _____
- Unemployment insurance _____
- Property insurance _____
- Project insurance as required _____

Circle one summary rating on the FINANCIAL MANAGEMENT:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section H. Legal Practices

Circle one per statement:

1. The organization has a good working relationship with a legal counsel that is familiar with community economic development. Yes No
2. The CED organization has a clear policy on who can negotiate and enter into contracts on behalf of the organization. Yes No
3. The organization fulfills all legal organizational obligations, such as paying taxes on time and honoring Yes No

contracts.

Circle one summary rating on the LEGAL PRACTICES:	
5 =	<i>We do an excellent job in this area.</i>
4 =	<i>We do a good, respectable job in this area.</i>
3 =	<i>We do an OK job in this area, but still need improvement.</i>
2 =	<i>We don't do this well, and our poor performance holds us back as an organization.</i>
1 =	<i>We've done nothing in this area.</i>
N/A =	<i>More information on our work in this area is needed before assigning a rating.</i>

Section I. Communications and Accountability

1. The CED organization has a plan for keeping the following people regularly informed of the mission, decisions, and activities of the organization:

Check all that apply:

- 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
- Media
- Small business
- The community

Circle one:

2. The organization prepares and distributes an Annual Report of the organization. This may be a less formal publication in the initial year of operation.

Yes No

3. The CED organization is visible in the community and has a plan for publicizing the organization and its

projects using the following media:

Check all that apply:

- Business cards _____
- Brochures _____
- Public service announcements _____
- News releases _____
- Newsletters _____
- Reports on projects _____
- Social events _____
- Advertising _____

4. The organization has a plan for recruiting and involving key sectors of the community in support of 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 communities and their representatives _____
- Non-profit organizations _____
- Educational institutions _____
- Other community resources _____

Circle one:

5. The organization pays special attention to recruiting and maintaining the involvement of low-income people in the organization. Always Most of the time Some-times Never

Circle one summary rating on the COMMUNICATIONS AND ACCOUNTABILITY:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Part III: Project Development Practices

THE QUESTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE ABOUT:

- Does the organization regularly assess the resources and needs of the community? What is covered in that assessment?
- What criteria are used to decide which economic development activities to undertake? What is the organization's role in those activities?
- What role does the Board play in evaluating projects? What criteria are used to evaluate projects? Are feasibility studies and/or business plans prepared? What do they include?
- Are the board and staff able to structure and analyze various types of financial packages?
- How does the organization monitor a project or program?
- What guidelines and practices are used to manage the CED organization's loan fund?
- What services does the organization provide to businesses, real estate developers, and entrepreneurs?

THE SECTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE:

	<u>Page</u>
Section A. Community Needs Assessment.....	17
Section B. Developing the Focus and Scope of Community Economic Development Activities	17
Section C. Specific Roles for the CED Organization	18
Section D. Development Practices for Business and Real Estate Ventures.....	19
1. Review by Board of Directors.....	19
2. Selection Criteria for Specific Projects.....	20
3. Feasibility Studies	21
4. Business Plans.....	21
5. Financing	23
6. Monitoring Project/Program Performance.....	24
7. Accounting and Bookkeeping	25
8. Marketing.....	25
9. Loan Fund Management	26
Section E. Development Services.....	28
1. Services to Businesses.....	28
2. Services to Real Estate Developers	28
3. Services to Entrepreneurs	29

Part III. Project Development Practices

Section A. Community Needs Assessment

Circle one per statement:

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| 1. | The CED organization conducts an assessment of the community's economic resources and needs at least every two years. | Yes | No | | |
| 2. | The community assessment seeks to discover the economic, social, technological, and political conditions of the community which relate to the problems of economic development and their solution. | Always | Most of the time | Some-times | Never |
| 3. | The community assessment includes discussions with the key constituents of the organization and considers their views and experience. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the COMMUNITY NEEDS ASSESSMENT:

- 5 = *We do an excellent job in this area.*
 4 = *We do a good, respectable job in this area.*
 3 = *We do an OK job in this area, but still need improvement.*
 2 = *We don't do this well, and our poor performance holds us back as an organization.*
 1 = *We've done nothing in this area.*
 N/A = *More information on our work in this area is needed before assigning a rating.*

Section B. Developing the Focus and Scope of Community Economic Development Activities

Circle one per statement:

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| 1. | Before deciding to undertake specific projects, the organization evaluates market opportunities in the community with an eye for gaps and niches that need to be filled. | Always | Most of the time | Some-times | Never |
| 2. | The CED organization develops projects and programs that leverage its particular skills, resources and advantages. | Always | Most of the time | Some-times | Never |
| 3. | The Board of Directors and staff are involved in developing the focus and scope of the organization's development activities. | Always | Most of the time | Some-times | Never |
| 4. | All of the organization's community development | Yes | No | | |

activities are compatible with the organization's mission.

Circle one summary rating on the DEVELOPING THE FOCUS AND SCOPE OF COMMUNITY DEVELOPMENT ACTIVITIES:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section C. Roles for the CED Organization

1. During the first years of operation, the CED organization is committed to doing a few things well in order to establish a sound track record. In subsequent years, it is committed to building on its good reputation with its constituency and the funding community.

Circle one:

Yes No

2. The CED organization considers the most appropriate development role it can play in a project. This includes:

- Facilitating the development of ventures
- Managing project or real estate developments
- Developing cooperatives or limited partnerships
- Owning ventures solely
- Working with others jointly
- Offering technical assistance

Check all that apply:

3. The organization is a catalyst for developing and promoting partnerships for venture or real estate development.

Circle one:

Always Most of the time Some-times Never

4. When the CED organization becomes involved in developing and promoting partnerships for venture or real estate development, it:

- Fully considers the legal and practical ramifications of any proposed partnerships; and
- Develops partnerships which will be mutually

Check all that apply:

supportive of each partner's missions.

5. The organization strives to continually expand its usefulness to the community by (not an exhaustive list):

Check all that apply:

- Keeping a record of minority and local contractors; _____
- Having the capacity to obtain regulatory approvals in a timely fashion (including 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. _____

Circle one summary rating on the ROLES FOR THE CED ORGANIZATION:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section D. Development Practices for Business and Real Estate Ventures

Circle one per statement:

1. Review by Board of Directors

- | | |
|---|--|
| <p>a. The CED organization's Board of Directors reviews the overall concepts of particular ventures and determines whether or not they fit the mission, plans, and resources of the organization.</p> | <p>Always Most of the time Some-times Never</p> |
| <p>b. Board reviews the product of each major stage of a venture and is prepared to decide whether or not to go forward.</p> | <p>Always Most of the time Some-times Never</p> |
| <p>c. The Board has access to accurate projections of resources required to proceed with a project.</p> | <p>Always Most of the time Some-times Never</p> |

Circle one summary rating on the REVIEW BY THE BOARD OF DIRECTORS:

5 =	We do an excellent job in this area.
4 =	We do a good, respectable job in this area.
3 =	We do an OK job in this area, but still need improvement.
2 =	We don't do this well, and our poor performance holds us back as an organization.
1 =	We've done nothing in this area.
N/A =	More information on our work in this area is needed before assigning a rating.

2. Review by Board of Directors

a. The organization develops project selection criteria to be used in the initial evaluation of potential projects. Examples of criteria that have been used include whether the project:

Check all that apply:

- 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 _____

Circle one:

b. The organization has developed entrepreneurial assessment criteria that are used in the initial evaluation of an individual's readiness to undertake a venture.

Always Most of the time Some-times Never

Circle one summary rating on the SELECTION CRITERIA FOR PROJECTS:

5 = We do an excellent job in this area.
 4 = We do a good, respectable job in this area.
 3 = We do an OK job in this area, but still need improvement.
 2 = We don't do this well, and our poor performance holds us back as an organization.
 1 = We've done nothing in this area.
 N/A = More information on our work in this area is needed before assigning a rating.

3. Feasibility Studies

Circle one per statement:

- | | | | | | |
|----|---|--------|------------------|------------|-------|
| a. | The CED organization conducts feasibility studies for new business or development ventures which analyze various methods of business operation. | Always | Most of the time | Some-times | Never |
| b. | Completed feasibility studies include an analysis of the product, market, competition, organization, and financing. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the FEASIBILITY STUDIES:

5 = We do an excellent job in this area.
 4 = We do a good, respectable job in this area.
 3 = We do an OK job in this area, but still need improvement.
 2 = We don't do this well, and our poor performance holds us back as an organization.
 1 = We've done nothing in this area.
 N/A = More information on our work in this area is needed before assigning a rating.

4. Business Plans

Circle one per statement:

- | | | | | | |
|----|---|--------|------------------|------------|-------|
| a. | The CED organization obtains or prepares a business plan for each new business or development venture which describes, in detail, the project's operating plan and its assumptions. | Always | Most of the time | Some-times | Never |
| b. | The business plan is used for deciding to go ahead with an idea and for monitoring the project. | | Yes | No | |

- c. Each completed business plan describes the following:
- Check all that apply:
- The industry and business; _____
 - Product(s) and services(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; _____
- Relation to the CED organization's mission. _____

Circle one per statement:

- | | | | | |
|--|--------|------------------|------------|-------|
| d. Business plans describe the intended benefits to a project to the community. | Always | Most of the time | Some-times | Never |
| e. Business plans are reviewed by more than one person knowledgeable in the business industry before being presented to the Board or used to obtain financing. | Always | Most of the time | Some-times | Never |

- | | | |
|--|-----|----|
| f. If the CED organization provides technical assistance or financing to an entrepreneur without | Yes | No |
|--|-----|----|

holding an ownership position in the business, it requires that the entrepreneur have a major role in preparing the plan because the entrepreneur must own and understand the business plan.

Circle one summary rating on the BUSINESS PLANS:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

5. Financing

Circle one per statement:

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| a. | The CED organization considers the impact of financing arrangement on its operations. | Always | Most of the time | Some-times | Never |
| b. | The organization has access to staff or consultants who understand and have the ability to use a variety of financing methods for project development including debt and equity financing. | Always | Most of the time | Some-times | Never |
| c. | The CED organization analyzes potential financial packages using standard key business ratios. | Always | Most of the time | Some-times | Never |
| d. | The staff and Board understand the basics of structuring financial arrangements for businesses and ventures including forms, sources and uses of debt and equity. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the FINANCING:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

6. Monitoring Project/Program Performance

Circle one per statement:

- | | | | | |
|--|--------|------------------|------------|-------|
| a. The CED organization has a project/program monitoring system in place before any project is commenced. | Always | Most of the time | Some-times | Never |
| b. Monitoring systems include a method for communicating with and maintaining accountability to the Board and organization. | Always | Most of the time | Some-times | Never |
| c. The organization periodically assesses a project/program in terms of its role in meeting the overall goals and mission of the organization. | Always | Most of the time | Some-times | Never |
| d. In monitoring a project/program, the CED regularly examines: | | | | |

Check all that apply:

- 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. (Perhaps monthly for a new project, quarterly for established projects.) _____
- 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. The CED organization complements its written reports with other monitoring functions such as:

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| • On-site visits to the project/program; and | Always | Most of the time | Some-times | Never |
| • Hiring consultants or appropriate technical people to review project/program activities when appropriate. | Always | Most of the time | Some-times | Never |

**Circle one summary rating on the MONITORING PROJECT/
PROGRAM PERFORMANCE:**

5 = *We do an excellent job in this area.*
 4 = *We do a good, respectable job in this area.*
 3 = *We do an OK job in this area, but still need improvement.*
 2 = *We don't do this well, and our poor performance holds us back as an organization.*
 1 = *We've done nothing in this area.*
 N/A = *More information on our work in this area is needed before assigning a rating.*

7. Accounting and Bookkeeping

Circle one per statement:

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| a. | The CED organization makes every effort to ensure that a project's accounting system provides adequate and timely information on project management. | Always | Most of the time | Some-times | Never |
| b. | The organization makes every effort to ensure that a project's accounting system is established according to generally accepted accounting principles. | Always | Most of the time | Some-times | Never |
| c. | The organization makes every effort to ensure that a project's accounting system is able to respond to the financial monitoring needs of the project. | Always | Most of the time | Some-times | Never |

**Circle one summary rating on the ACCOUNTING AND
BOOKKEEPING:**

5 = *We do an excellent job in this area.*
 4 = *We do a good, respectable job in this area.*
 3 = *We do an OK job in this area, but still need improvement.*
 2 = *We don't do this well, and our poor performance holds us back as an organization.*
 1 = *We've done nothing in this area.*
 N/A = *More information on our work in this area is needed before assigning a rating.*

8. Marketing

Circle one per statement:

- | | | | | | |
|----|---|--------|------------------|------------|-------|
| a. | The CED organization monitors a project's marketing activities, since marketing is critical to overall project success. | Always | Most of the time | Some-times | Never |
| b. | Marketing is viewed as an on-going activity that engages both established and potential customers. | | Yes | No | |

c. Marketing systems have coordinated activities in the following areas: Check all that apply:

- Market analysis and feedback _____
- Market segmentation _____
- Customer communication _____

Circle one per statement:

d. The organization monitors the packaging, product design, product positioning, and quality of a project's products or services. Always Most of the time Some-times Never

Circle one summary rating on the MARKETING:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

9. Loan Fund Management

a. The CED organization operates its fund according to good lending practices that analyze a financial package according to the following elements: Check all that apply:

- Term _____
- Risk _____
- Administrative cost _____
- Return _____
- Secondary benefits _____
- Portfolio fit and expertise _____

Circle one per statement:

b. The organization assesses an applicant's management capacity and business viability before approving a loan. Yes No

c. The organization's loan fund has guidelines that set well-defined criteria for target applicants and fund Yes No

purposes.

- | | | | |
|----|--|------------------------------|----|
| d. | The organization's loan fund is willing to accept higher levels of risk than the private market. | Yes | No |
| e. | The organization's loan fund has adequate controls to monitor loan repayments and established policies for dealing with delinquencies or defaults. | Yes | No |
| f. | The CED organization's loan management services include: | <i>Check all that apply:</i> | |

- 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 principals of the project. _____
- Monitoring progress on business plan projections. _____

Circle one summary rating on the LOAN FUND MANAGEMENT:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

Section E. Development Services

1. Services to Businesses

Circle one per statement:

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| a. | The CED organization is actively involved with the small businesses of the community. | Always | Most of the time | Some-times | Never |
| b. | The organization provides help by organizing businesses to collectively promote and enhance economic development in the community. | Always | Most of the time | Some-times | Never |
| c. | The organization provides information and assistance to those in the process of starting-up new ventures or developments. | | Yes | No | |
| d. | The organization provides technical assistance and counseling designed to make businesses self-sufficient in the following areas: | | | | |

Check all that apply:

- Marketing _____
- Planning _____
- Financial management _____
- Development financing _____

Circle one summary rating on the SERVICES TO BUSINESSES:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

2. Services to Real Estate Developers

Circle one per statement:

- | | | | | | |
|----|--|--------|------------------|------------|-------|
| a. | The CED organization is actively involved with the real estate developers and marketers of the community | Always | Most of the time | Some-times | Never |
| b. | The organization is able to provide technical assistance and counseling to real estate developers in the areas of: | | | | |

Check all that apply:

- Community involvement _____

- Financing assistance _____
- Partnerships with developers _____

Circle one per statement:

- c. The organization works with real estate developers to ensure their projects meet the needs of the community.
- Always Most of the time Some-times Never

Circle one summary rating on the SERVICES TO REAL ESTATE DEVELOPERS:

5 = *We do an excellent job in this area.*

4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*

3. Services to Entrepreneurs

Circle one per statement:

- a. The CED organization provides resources to people interested in developing projects within the community.
- Yes No
- b. The organization is able to provide financial technical assistance to entrepreneurs in the community, including reviewing financial plans, conducting credit assessments, and doing financial modeling.
- Always Most of the time Some-times Never

Circle one summary rating on the SERVICES TO ENTREPRENEURS:

5 = *We do an excellent job in this area.*

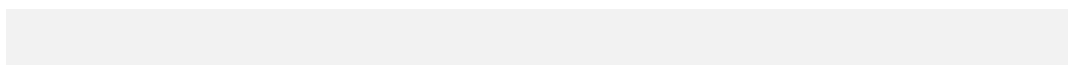
4 = *We do a good, respectable job in this area.*

3 = *We do an OK job in this area, but still need improvement.*

2 = *We don't do this well, and our poor performance holds us back as an organization.*

1 = *We've done nothing in this area.*

N/A = *More information on our work in this area is needed before assigning a rating.*



Part III: Project Development Practices

THE QUESTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE ABOUT:

- Does the CED organization communicate regularly with other organizations involved in community economic development?
- Does the organization work with public policy officials to develop and/or support public policies related to community economic development?
- Does the CED organization educate the local community on community economic development issues and the services available through the organization?
- Does the organization inform the media of its activities and events?
- Does the CED organization participate in training opportunities and stay informed of innovations in community economic development?

THE SECTIONS IN THIS PART OF THE SELF-ASSESSMENT TOOL ARE:

	<u>Page</u>
Section A. Networking with Other Organizations	31
Section B. Improving Public Policy	31
Section C. Community Education.....	32
Section D. Interaction with the Media	32
Section E. Relationships with Other Institutions and Organizations.....	33
Section F. Training of CED Practitioners	34

Part IV. Contribution to CED Movement

Section A. Networking with Other Organizations

Circle one per statement:

- | | | | | |
|--|--------|------------------|------------|-------|
| 1. The CED organization is in communication with other CED organizations about issues of concern in the field of community economic development. | Always | Most of the time | Some-times | Never |
| 2. The CED organization is a member of MCCED. | | Yes | No | |

Circle one summary rating on the NETWORKING WITH OTHER ORGANIZATIONS:

- 5 = *We do an excellent job in this area.*
4 = *We do a good, respectable job in this area.*
3 = *We do an OK job in this area, but still need improvement.*
2 = *We don't do this well, and our poor performance holds us back as an organization.*
1 = *We've done nothing in this area.*
N/A = *More information on our work in this area is needed before assigning a rating.*

Section B. Improving Public Policy

Circle one per statement:

- | | | | | |
|--|--------|------------------|------------|-------|
| 1. The CED organization works together with other CED organizations to develop a thoughtful and consistent community economic development political platform at the regional and state level. | Always | Most of the time | Some-times | Never |
| 2. The CED organization is also prepared to lend support to national initiatives which foster community economic development. | Always | Most of the time | Some-times | Never |
| 3. The organization works 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. | Always | Most of the time | Some-times | Never |
| 4. The CED organization informs key policy-makers about its projects, activities, and needs. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the IMPROVING PUBLIC POLICY:

5 = *We do an excellent job in this area.*
 4 = *We do a good, respectable job in this area.*
 3 = *We do an OK job in this area, but still need improvement.*
 2 = *We don't do this well, and our poor performance holds us back as an organization.*
 1 = *We've done nothing in this area.*
 N/A = *More information on our work in this area is needed before assigning a rating.*

Section C. Community Education

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| 1. The CED organization publicizes the results of its community needs assessment. | Yes | No | | |
| 2. The organization is involved in educating the community about how it is affected by larger economic issues and how the community economic system is organized. | Always | Most of the Time | Some-times | Never |
| 3. The organization informs the community of the nature and scope of its services. | Always | Most of the Time | Some-times | Never |

Circle one summary rating on the COMMUNITY EDUCATION:

5 = *We do an excellent job in this area.*
 4 = *We do a good, respectable job in this area.*
 3 = *We do an OK job in this area, but still need improvement.*
 2 = *We don't do this well, and our poor performance holds us back as an organization.*
 1 = *We've done nothing in this area.*
 N/A = *More information on our work in this area is needed before assigning a rating.*

Section D. Interaction with the Media

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| 1. The CED organization informs the media about its activities and events. | Yes | No | | |
| 2. The organization establishes relationships with media staff and regularly public press releases for community media which feature community economic development activities. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the INTERACTION WITH THE MEDIA:

5 =	<i>We do an excellent job in this area.</i>
4 =	<i>We do a good, respectable job in this area.</i>
3 =	<i>We do an OK job in this area, but still need improvement.</i>
2 =	<i>We don't do this well, and our poor performance holds us back as an organization.</i>
1 =	<i>We've done nothing in this area.</i>
N/A =	<i>More information on our work in this area is needed before assigning a rating.</i>

Section E. Relationships with Other Institutions and Organizations

Circle one per statement:

- | | | | | | |
|----|---|--------|------------------|------------|-------|
| 1. | The CED is aware of other regional players in the economic development field. The organization makes sure that these organizations are discussed or included in the discussions concerning overall economic development planning for the community. | Yes | No | | |
| 2. | The CED organization does, wherever appropriate and practical, form alliances with other CED practitioners to complete specific projects or to accomplish general public policy and/or legislative initiatives. | Always | Most of the time | Some-times | Never |
| 3. | The work of the organization is communicated to offices responsible for housing, industrial revenue bonds, employment and training programs, revenue policy, and high technology development. | Always | Most of the time | Some-times | Never |

Circle one summary rating on the RELATIONSHIPS WITH OTHER INSTITUTIONS AND ORGANIZATIONS:	
5 =	<i>We do an excellent job in this area.</i>
4 =	<i>We do a good, respectable job in this area.</i>
3 =	<i>We do an OK job in this area, but still need improvement.</i>
2 =	<i>We don't do this well, and our poor performance holds us back as an organization.</i>
1 =	<i>We've done nothing in this area.</i>
N/A =	<i>More information on our work in this area is needed before assigning a rating.</i>

Section F. Training CED Practitioners

Circle one per statement:

- | | | | | |
|---|--------|------------------|------------|-------|
| 1. The CED organization attempts to seek out training in current subject matter. | Always | Most of the time | Some-times | Never |
| 2. The CED organization exchanges ideas, problems and innovations with other CED organizations. | Always | Most of the time | Some-times | Never |

<p>Circle one summary rating on the TRAINING CED PRACTITIONERS:</p> <p>5 = <i>We do an excellent job in this area.</i></p> <p>4 = <i>We do a good, respectable job in this area.</i></p> <p>3 = <i>We do an OK job in this area, but still need improvement.</i></p> <p>2 = <i>We don't do this well, and our poor performance holds us back as an organization.</i></p> <p>1 = <i>We've done nothing in this area.</i></p> <p>N/A = <i>More information on our work in this area is needed before assigning a rating.</i></p>

NOTES:

ATTACHMENTS

Summary/Assessment Form A-1

Group Discussion Form.....B-1

Action PlanC-1

Summary Assessment Form

The summary assessment form allows you to compare the ratings you provided for the sections and sub-sections of the tool and use those ratings to identify priorities for your organization's activities. You will want to copy the Summary Assessment Form before using it so that you have a clean original copy.

To complete the summary assessment form:

- a. Transfer your summary rating for each section and sub-section to the summary assessment form; and
- b. Check the top five to ten areas that need your organization's immediate attention.

You may also want to note any specific activities that could be used to address the priority sections or sub-sections that you identified.

Rating Scale:

- 5 = *We do an excellent job in this area.*
4 = *We do a good, respectable job in this area.*
3 = *We do an OK job in this area, but still need improvement.*
2 = *We don't do this well, and our poor performance holds us back as an organization.*
1 = *We've done nothing in this area.*
N/A = *More information on our work in this area is needed before assigning a rating.*

Summary Assessment Form

Respondent's Initials: _____ Date: _____

**Summary
Rating: Priority: Notes:**

Part I. Organizational Mission

- | | | | |
|----------------------------|-------|-------|-------|
| A. Constituency Served | _____ | _____ | _____ |
| B. Organization Activities | _____ | _____ | _____ |
| C. Decision-making Process | _____ | _____ | _____ |

Part II. Organizational Structure

- | | | | |
|------------------------------------|-------|-------|-------|
| A. Corporate Structure | _____ | _____ | _____ |
| B. Membership | _____ | _____ | _____ |
| C. Board of Directors | _____ | _____ | _____ |
| D. Committee Structure | _____ | _____ | _____ |
| E. Organizational Planning | _____ | _____ | _____ |
| F. Staff | _____ | _____ | _____ |
| G. Financial Management | _____ | _____ | _____ |
| H. Legal Practices | _____ | _____ | _____ |
| I. Communications & Accountability | _____ | _____ | _____ |

	Summary Rating:	Priority:	Notes:
Part III. Project Development Practices			
A. Community Needs Assessment	_____	_____	_____
B. Developing the Focus and Scope of CED Activities	_____	_____	_____
C. Specific Roles for the CED Organization	_____	_____	_____
D. Development Practices for Business and Real Estate Ventures			
1. Review by Board of Directors	_____	_____	_____
2. Selection Criteria	_____	_____	_____
3. Feasibility Studies	_____	_____	_____
4. Business Plans	_____	_____	_____
5. Financing	_____	_____	_____
6. Monitoring Project/Program Performance	_____	_____	_____
7. Accounting and Bookkeeping	_____	_____	_____
8. Marketing	_____	_____	_____
9. Loan Fund Management	_____	_____	_____
E. Development Services			
1. Businesses	_____	_____	_____
2. Real Estate Developers	_____	_____	_____
3. Entrepreneurs	_____	_____	_____
Part IV. Contribution to the CED Movement			
A. Networking with Other Organizations	_____	_____	_____
B. Improving Public Policy	_____	_____	_____
C. Community Education	_____	_____	_____
D. Interaction with the Media	_____	_____	_____
E. Relationships with Other Institutions and Organizations	_____	_____	_____
F. Training of CED Practitioners	_____	_____	_____

Group Discussion Form

The group discussion form helps your committee to develop a common understanding of your organization's current policies and activities and to identify sections and subsections where further attention is needed. You will want to copy the Group Discussion Form before using it so that you have a clean copy.

To prepare the group discussion form:

- a. Transfer the summary rating from each member's summary assessment forms (worksheet A) to the group discussion form. One column can be used for each member's ratings.
- b. Calculate the average rating for each section or subsection to get an overall sense of the organization's work in the area.

Hold a committee meeting to talk about the group discussion form. You will want to be sure to consider sections and subsections where:

- a. members had an obvious difference of opinion;
- b. the ratings indicate that the organization needs improvement; and
- c. members didn't have enough information on the organization to answer the statements in the tool;
- d. the ratings show that the organization is doing a good job.

The committee may want to make adjustments to the ratings based on their discussion. It is not necessary for the committee to reach a consensus on each summary rating, but the discussion should clarify which areas need further work.

Based on the group discussion, the committee can identify the sections and subsections that are priorities for further attention. You will want to select a reasonable and manageable number of priorities, possibly 5 to 10.

Rating Scale:

- | | |
|-------|--|
| 5 = | <i>We do an excellent job in this area.</i> |
| 4 = | <i>We do a good, respectable job in this area.</i> |
| 3 = | <i>We do an OK job in this area, but still need improvement.</i> |
| 2 = | <i>We don't do this well, and our poor performance holds us back as an organization.</i> |
| 1 = | <i>We've done nothing in this area.</i> |
| N/A = | <i>More information on our work in this area is needed before assigning a rating.</i> |

Group Discussion Form

INITIALS OF EACH RESPONDENT: _____

	Summary Rating From each Resident:	Average:	Check Top Priorities:
Part I. Organization Mission			
A. Constituency Served	_____	_____	_____
B. Organization Activities	_____	_____	_____
C. Decision-making Process	_____	_____	_____
Part II. Organizational Structure			
A. Corporate Structure	_____	_____	_____
B. Membership	_____	_____	_____
C. Board of Directors	_____	_____	_____
D. Committee Structure	_____	_____	_____
E. Organizational Planning	_____	_____	_____
F. Staff	_____	_____	_____
G. Financial Management	_____	_____	_____
H. Legal Practices	_____	_____	_____
I. Communications and Accountability	_____	_____	_____
Part III. Project Development Practices			
A. Community Needs Assessment	_____	_____	_____
B. Developing the Focus and Scope of CED Activities	_____	_____	_____
C. Roles for the CED Organization	_____	_____	_____
D. Development Practices for Business and Real Estate Ventures			
1. Review by Board of Directors	_____	_____	_____
2. Selection Criteria	_____	_____	_____
3. Feasibility Studies	_____	_____	_____
4. Business Plans	_____	_____	_____
5. Financing	_____	_____	_____

	Summary Rating From each Resident	Average:	Check Top Priorities:
6. Monitoring Project/Program Performance	-----	_____	_____
7. Accounting and Bookkeeping	-----	_____	_____
8. Marketing	-----	_____	_____
9. Loan Fund Management	-----	_____	_____
E. Development Services			
1. Businesses	-----	_____	_____
2. Real Estate Developers	-----	_____	_____
3. Entrepreneurs	-----	_____	_____
Part IV. Contribution to the CED Movement			
A. Networking with Other Organizations	-----	_____	_____
B. Improving Public Policy	-----	_____	_____
C. Community Education	-----	_____	_____
D. Interaction with the Media	-----	_____	_____
E. Relationships with Other Institutions and Organizations	-----	_____	_____
F. Training of CED Practitioners	-----	_____	_____

Action Plan

The action plan is designed to help you translate the sections or subsections you identified as priorities for your organization into specific activities to complete. You will want to copy the Action Plan before using it so that you have a clean original copy.

To begin the action plan, write the mission statement of your organization on the top of the action plan. This will ensure that the activities you select for your organization are consistent with its mission.

Next, write one of the priority sections or subsections you identified for your organization in each of the boxes. These sections or subsections can be taken from the last column of either the summary assessment form (attachment A) or the group discussion form (attachment B).

For each priority section or subsection, the action plan has a place for you to describe:

- a. what activities will be undertaken to strengthen your organization in that section or subsection;
- b. what resources are needed for each activity;
- c. who will complete each activity; and
- d. when each activity will be completed.

To generate ideas on the activities that could be used to support each section or subsection, you may want to refer back to those sections or subsections of the self-assessment tool.

The activities on this action plan will need to be incorporated with any other planning process or planning documents used by your organization. If you are completing the self-assessment process as an individual board or staff member, the action plan can be used as a framework for sharing your findings and decisions with other staff and board members.

Rating Scale:

- | | |
|-------|--|
| 5 = | <i>We do an excellent job in this area.</i> |
| 4 = | <i>We do a good, respectable job in this area.</i> |
| 3 = | <i>We do an OK job in this area, but still need improvement.</i> |
| 2 = | <i>We don't do this well, and our poor performance holds us back as an organization.</i> |
| 1 = | <i>We've done nothing in this area.</i> |
| N/A = | <i>More information on our work in this area is needed before assigning a rating.</i> |

Action Plan

Organization: _____ Date: _____

Mission statement: _____

Priority Section: _____		Rating: _____	
Activities:	Resources Needed:	Committee or Individual to Complete	Timeline:
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority Section: _____		Rating: _____	
Activities:	Resources Needed:	Committee or Individual to Complete	Timeline:
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority Section: _____		Rating: _____	
Activities:	Resources Needed:	Committee or Individual to Complete	Timeline:
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

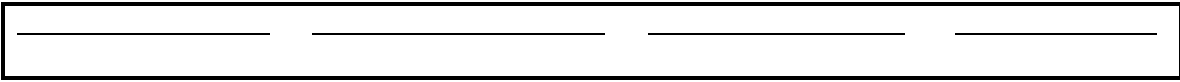
Priority Section: _____		Rating: _____	
Activities:	Resources Needed:	Committee or Individual to Complete	Timeline:
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority Section: _____		Rating: _____	
Activities:	Resources Needed:	Committee or Individual to Complete	Timeline:
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority Section: _____		Rating: _____	
Activities: _____	Resources Needed: _____	Committee or Individual to Complete _____	Timeline: _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority Section: _____		Rating: _____	
Activities: _____	Resources Needed: _____	Committee or Individual to Complete _____	Timeline: _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority Section: _____		Rating: _____	
Activities: _____	Resources Needed: _____	Committee or Individual to Complete _____	Timeline: _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____



Our 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.

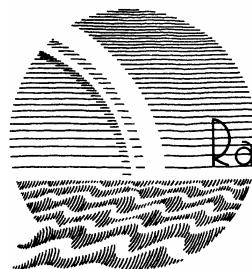
Your organization and community can experience these results from participation in Rainbow Research activities – tailored studies, workshops, and partnerships – and use of our tools and publications.

We 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:

- **Guidelines for Community Economic Development Organizations**; Rainbow Research; *ii plus 19 pages (1990)*; #108A – \$10.00.
- **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