Guide to Becoming an
Accredited Economic Development Organization

AEDO

Accredited Economic Development Organization
"Recognizing organizational excellence in economic development."

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INTRODUCTION

In today's competitive and challenging economic environment, it is vital to show that your organization is at the top of the profession, not only to earn the trust of your stakeholders, but to open doors to opportunities reserved only for the best of the best in the field. The Accredited Economic Development Organization (AEDO) program offers you that opportunity. Recognizing the professional excellence of organizations in the field, AEDO status says to your community that your organization is a leading authority on economic development issues.

The Benefits of AEDO Accreditation

As part of the AEDO accreditation process, your organization receives a thorough, peer-reviewed organizational assessment that is unmatched. Internal and external operations are examined, structures and procedures are evaluated, instead of getting feedback from consultants, you are evaluated and mentored by experienced economic developers working in organizations just like yours.

Organizations that earn the AEDO designation enjoy enhanced visibility within the community and better credibility with stakeholders, including business leaders, political leaders, funders, and clients. When your organization earns AEDO accreditation, it becomes part of an elite group of economic development organizations. AEDO status enables you to network with peers in the industry in ways that are unparalleled.

What Type of Organizations are Accredited?

- Local and regional public-private partnerships
- Municipal and county economic development departments
- The economic development departments of utilities
- State-level economic development entities
- The economic development departments of chambers of commerce

The Accreditation Process

The accreditation process consists of two phases, each designed to elicit specific information about the candidate economic development organization.

- Phase 1: Documentation Review

  Documentation materials relevant to the applicant's mission, goals, structure, funding, programs, activities, partners, stakeholders, and community support will be reviewed to determine whether the applicant organization qualifies for potential accreditation. The documentation review process is used to determine if the applicant is eligible for an AEDO Site Visit. The requirements for the documentation review are detailed in this document.

- Phase II: Site Visit

  The AEDO Site Visit is designed to verify the documentation materials and assess the organization in action. A two-person AEDO Review Team is carefully chosen, with an eye toward selecting peers who serve in organizations similar to yours. Members of the AEDO Committee and/or Certified Economic Developers conduct the visit. The guidelines and evaluation criteria for the Site Visit are detailed in this document.

Upon completion of the Documentation Review and the Site Visit, the AEDO Committee considers the results of both phases to determine whether to accredit the applicant. This is not "pass or fail" process. An applicant that fails to earn accreditation will be advised of the necessary steps to be implemented to attain accreditation, and the organization will receive information and guidance on the areas of the accreditation process that require further development.

Showcasing Your AEDO Achievement

Achieving AEDO status is a noteworthy achievement. As such, your organization receives a plaque to display its accreditation status. You will also receive our help in promoting your achievement of AEDO status to local media. We provide links to all AEDO organization web sites from the IEDC web site in order to give you additional recognition and promotion.

Once certified, AEDO organizations are invited to take part in our annual meeting of AEDO's at our annual conference. In addition, as an accredited organization, you receive exclusive use of the AEDO logo for your letterhead, business cards, promotional materials, and website. Accredited organizations are also profiled in IEDC publications including *ED Now* and *Economic Development Journal.*

PROGRAM OVERVIEW

Program Goals

The primary goals of the Accredited Economic Development Organization (AEDO) program are to:

- Assist economic development organizations with independent and authoritative feedback on their operation, structure, and procedures as a means of improving programs and enhancing business and community support.
- Recognize excellence in local economic development organizations and to heighten the visibility of the economic development process in the community.
- Recognize the vital contribution made by the organization's leadership to the economic development process.

Determination of Eligibility

- Applicant organizations must be devoted to economic development, as stated in their bylaws or articles of incorporation.
- Applicant organizations must have a full-time economic development professional in a leadership or senior staff role.
- Applicant organizations must submit information regarding their structure, organization, funding, programs, and staff (see Documentation Review Section).
- Each applicant organization must pay a nonrefundable application fee (see Fee Schedule).

Application Process Overview

The AEDO evaluation process consists of two phases.

- Phase 1: Documentation Review

- Phase 2: Site Visit

Each phase is designed to elicit specific and verifiable information about the structure, funding, programs, staff, stakeholders, and community support of the applicant organization. During the Documentation Review, materials relevant to the mission, goals, structure,

funding, programs, activities, partners, stakeholders, and community support of the applicant will be reviewed to determine whether the applicant organization qualifies for potential accreditation. Then, the Site Visit allows for the verification of the documentation materials and an on-the-ground examination and evaluation of the applicant's operations.

Upon completion of the Documentation Review and Site Visit, the results of both phases are considered to determine whether AEDO accreditation has been earned. This is not "pass or fail" process. Every candidate organization that fails to receive accreditation will be advised of the necessary steps to be implemented to attain accreditation. Each organization will receive information and guidance on the areas of the accreditation process that require further development.

<u>Fees</u>

Application, accreditation, and reaccreditation fees are determined on a sliding scale based on the budget of the applicant organization (see Fee Schedule). All fees (application and accreditation) must be remitted prior to the site visit. The applicant is also responsible for reimbursing the Review Team for all travel, lodging, and food expenses incurred during the site visit.

<u>Confidentiality</u>

Given the nature of the information disclosed, and the sometimes-sensitive workings of applicant economic development organizations, all documentation and proceedings relating to the AEDO accreditation process will remain confidential. Information on candidate organizations, irrespective of whether they obtain AEDO status, will not be disclosed to third parties.

CRITICAL ISSUES FOR ACCREDITATION

The following are four critical issues that must be addressed in both phases of the accreditation process. Before applying for accreditation, each applicant should carefully review the following questions to ensure

1. Does the applicant organization have professional leadership and staffing adequate to its mission? This means that all staff members are qualified for their assigned work, have clearly defined roles that they understand, and work together as a team. Credentialed staff members should be identified in the application materials.

2. Does the organization have the budget and resources adequate to its mission? Most professionals will detect when an organization is "over its head" with too much to do and without adequate budget or staff. Offices and equipment need not be extravagant or highly technical, but they must be adequate to the organization's mission.

3. Does the organization have the respect and support of its community, with active commitment and participation appropriate to its mission? The applicant should enjoy stakeholder support from the private sector (i.e., the business community) and the public sector (i.e., political leadership), as well as neighborhood groups and other entities that are essential to the organization's mission.

4. Does the organization have a strategic plan that it follows, allocating resources based on its mission and the opportunities that it has identified? The plan must be adequate and tailored to the organization and its mission.

THE ACCREDITATION TIMELINE

Application Submission and Assigning a Review Team

1. After receiving an application submission, the AEDO Chair will solicit a two-person Review Team from the AEDO Committee. One of the two Review Team members will be appointed as leader of the Review Team. The Review Team leader will identify any potential conflicts of interest and ensure transparency and probity with the selection of the Review Team and the planning of the site visit. The applicant organization should communicate any perceived conflict of interest.

Documentation Review and Site Visit Approval

2. The Review Team will perform a critical evaluation of the application materials. Feedback—including any questions, concerns, or requests—about the application materials will be provided to the applicant.

3. Once all questions and concerns are satisfied, and the application materials are deemed complete, the Review Team will be responsible for writing a Documentation Report that summarizes the materials. The Review Team will present this report to a meeting of the AEDO Committee, and the committee will be provided an opportunity to ask questions. The Review Team's report will conclude with a recommendation on whether to approve a site visit for the applicant. The AEDO Committee will vote on whether to approve a site visit for the applicant.

4. The applicant will be notified of the AEDO Committee's decision and provided with the Review Team's Documentation Report.

   - If the site visit is approved, the applicant will be provided with the Review Team's contact information and asked to work with them directly to schedule the site visit (see "Site Visit" for more information).

   - If a site visit is not approved, the applicant will be advised of the necessary steps needed to move forward. The applicant will also receive information and guidance on the areas that require further development. This is not a "pass or fail" process.

The Site Visit

5. Once the site visit dates have been determined, the applicant will work with its staff, partners, and stakeholders to schedule interviews and develop an appropriate site visit agenda. This agenda should be based on the Site Visit Agenda Example (see page 20) and should meet the Community Stakeholder Interview Requirements (see page 21). The agenda should be provided to the Review Team 10 days in advance of the site visit in order to give the Review Team an opportunity to provide feedback.

6. During the site visit, the Review Team will meet with the applicant's staff members, partners, and stakeholders. The Review Team will be provided with a tour of the applicant's office and community, if possible. At the end of the site visit, the Review Team should be provided time to begin drafting their Site Visit Report, which will summarize their findings and recommendations.

After the Site Visit

7. The Review Team will submit its Site Visit Report, present its findings to the AEDO Committee, and make a recommendation as to whether accreditation should be approved. The AEDO Committee will consider the findings, ask any questions they may have, and vote on whether to approve accreditation.

8. The AEDO Program Manager will inform the applicant organization of its decision and provide the detailed Site Visit Report that summarizes the Review Team's findings and recommendations.

Promoting Your Accreditation

9. IEDC will recognize accredited organizations by issuing a plaque and media release, conducting a presentation ceremony when possible, and by any other means as agreed to by IEDC and the accredited organization.

Future Reaccreditation

The initial accreditation period will be for three years, after which the accredited organization may seek reaccreditation. Reaccreditation will also be for a period of three years, as will successive periods of reaccreditation.

An AEDO organization's first reaccreditation will not require a site visit unless there has been a significant change to the applicant's mission, organizational structure, leadership, or budget. Every AEDO organization's second reaccreditation application (e.g., the organization's sixth year as an AEDO organization) will automatically require a site visit, regardless of whether or not there have been changes to mission, leadership, budget, or organizational structure. This will allow for more accurate assessment of the organization's operations on a regular basis, provide more detailed feedback and guidance to AEDOs, and increase the credibility of the accreditation program in general. Applicants should plan accordingly when formulating future budgets.

AEDO DOCUMENTATION REQUIREMENTS FOR
NON-PROFIT & PRIVATE APPLICANTS

As part of the accreditation process, documentation relevant to the mission, goals, structure, funding, programs, and activities of the applicant organization will be reviewed. These documentation requirements are listed below. All materials should be submitted electronically to IEDC via the file hosting service Dropbox (www.dropbox.com).

After creating a Dropbox account, the applicant should create one primary folder titled "AEDO Application" that includes 20 sub-folders labeled according to the requirements below. Then, the required documentation should be uploaded into the appropriate folder. Once all materials have been uploaded, a link to the primary folder should be shared with IEDC. Please be sure to address all requirements and do not leave any sections empty.

1. **Letter of Intent**—A one-page letter describing the organization's location, the community it serves, the reason(s) for applying, and the reason(s) why the applicant is a good candidate for accreditation.

2. **Mission Statement and Vision Statement**—The Mission Statement is a formal summary of the applicant's purpose and values. The Vision Statement provides strategic direction and describes what the applicant wants to achieve in the future.

3. **Articles of Incorporation and Bylaws**

4. **Last Audited Financial Statement, Compilation, Review, or Equivalent Financial Disclosure**

5. **Last Annual Report**—A summary of the applicant's activities and accomplishments during the preceding year.

6. **Minutes of Last Four Board of Directors Meetings**

7. **Roster and Position Descriptions of Board Officers**

8. **Organizational Chart and Job Descriptions of All Employees**

9. **Marketing Plan** (see specific Marketing Plan Criteria below)

10. **Strategic Plan** (see specific Strategic Plan Criteria below)

11. **Copies of Marketing Materials Currently in Use**—These materials may include flyers, brochures, information sheets, and other items. Examples of these items can be provided electronically via PDF files. Examples of physical marketing collateral may be shared via a digital photo of the items.

12. **Annual Budget**—A budget for the current fiscal year and any available future budgets, whether approved or pending.

13. **IRS Letter of Exemption**—A letter from the U.S. Internal Revenue Service confirming the applicant's tax-exempt status.

14. **Most Recent IRS Form 990**

15. **Staff Policy and Procedures Manual** (and Ethics Policy, if available)

16. **Commitment of Support**—See specific Commitment of Support Criteria below.

17. **Examples of Organizational Newsletters**—Provide examples from the preceding year and identify how often the newsletters are distributed.

18. **Examples of Media Releases**—Provide 5-10 examples of media releases issued within the preceding year.

Media releases that have been used in local, regional, or national media coverage should be prioritized.

19. **Review of Successful Projects**—A one-page review of 3-5 of the applicant's most successful development projects over the previous three years. For each project, the applicant should include: the company name and a description of its product(s)/service(s); how the project was identified; how the applicant assisted the project (e.g., site location assistance; financial incentives, uniting stakeholders, expedited permitting, etc.); and the outcome of the project (e.g., investment, jobs, etc.)

20. **Resumes for Executive Staff Members**

Upon submission, the AEDO Review Team will analyze all information that is submitted and will request clarification or additional materials if necessary. The Review Team's findings will be summarized in a Documentation Report that will be presented to the AEDO Committee along with the Review Team's site visit recommendation. The AEDO Committee will then vote on whether to approve an accreditation site visit.

AEDO Marketing Plan Criteria[1]

The applicant's marketing plan should include:

- An understanding of the applicant's target market and marketing methods.
- Clearly defined goals and objectives that are accompanied by planned action steps.
- A timeline for implementing goals and objectives.
- Identified staff/partner responsibilities.
- Quantitative performance metrics (when possible) for measuring success.

AEDO Economic Development Organization Strategic Plan Criteria[2]

The applicant's strategic plan should include:

- A Mission Statement and a Vision Statement.
- A realistic appraisal of available resources, constraints, and opportunities.
- Clearly defined goals and objectives that are accompanied by planned action steps.
- A timeline for implementing goals and objectives.
- Identified staff/partner responsibilities.
- Quantitative performance metrics (when possible) for measuring success.

Commitment of Support Criteria

Commitment of Support documentation should provide:

- Evidence of multi-year commitment to the applicant from funders, co-sponsors, and/or partner agencies.
- A listing of the organization's committed funding sources is also required.
- At least three letters expressing the authors' support of the applicant and its mission, leadership, staff, and work in the community. Letters can come from the public sector (e.g., mayor, city councilman, county administrator); the private sector (e.g., an executive of a recently assisted business); workforce development partners (e.g., a community college, a Workforce Investment Board, a K-12 system); the economic development function of a utility; and a regional or state-level economic development partner.

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[1] Based on IEDC's *Introduction to Economic Development Training Manual*, September 2015.
[2] Based on IEDC's *Economic Development Strategic Planning Training Manual*, November 2016.

AEDO DOCUMENTATION REQUIREMENTS FOR PUBLIC ORGANIZATIONS APPLICANTS

As part of the accreditation process, documentation relevant to the mission, goals, structure, funding, programs, and activities of the applicant organization will be reviewed. These documentation requirements are listed below. All materials should be submitted electronically to IEDC via the file hosting service Dropbox (www.dropbox.com).

After creating a Dropbox account, the applicant should create one primary folder titled "AEDO Application" that includes 18 sub-folders labeled according to the requirements below. Then, the required documentation should be uploaded into the appropriate folder. Once all materials have been uploaded, a link to the primary folder should be shared with IEDC. Please be sure to address all requirements and do not leave any sections empty.

1. **Letter of Intent**—A one-page letter describing the organization's location, the community it serves, the reason(s) for applying, and the reason(s) why the applicant is a good candidate for accreditation.

2. **Mission Statement and Vision Statement**—The Mission Statement is a formal summary of the applicant's purpose and values. The Vision Statement provides strategic direction and describes what the applicant wants to achieve in the future.

3. **Articles of Incorporation and Bylaws or Copy of the Resolution/Legislation that Created the Entity**

4. **Last Audited Financial Statement, Compilation, Review, or Equivalent Financial Disclosure (e.g., CAFR)**

5. **Last Annual Report**—A summary of the applicant's activities and accomplishments during the preceding year.

6. **Minutes of Last Four Development Authority or Municipal Council Meetings at which Economic Development Matters were Discussed**

7. **Position Description of City/County Manager or Immediate Report of Economic Development Organization**

8. **Organizational Chart and Job Descriptions of All Employees**

9. **Marketing Plan** (see specific Marketing Plan Criteria below)

10. **Strategic Plan** (see specific Strategic Plan Criteria below)

11. **Copies of Marketing Materials Currently in Use**—These materials may include flyers, brochures, information sheets, and other items. Examples of these items can be provided electronically via PDF files. Examples of physical marketing collateral may be shared via a digital photo of the items.

12. **Annual Budget**—A budget for the current fiscal year and any available future budgets, whether approved or pending.

13. **Staff Policy and Procedures Manual, including Ethics Policy**

14. **Commitment of Support**—See specific Commitment of Support Criteria below.

15. **Examples of Organizational Newsletters**—Provide examples from the preceding year and identify how often the newsletters are distributed.

16. **Examples of Media Releases**—Provide 5-10 examples of media releases issued within the preceding year. Media releases that have been used in local, regional, or national media coverage should be prioritized.

17. **Review of Successful Projects**—A one-page review of 3-5 of the applicant's most successful development projects over the previous three years. For each project, the applicant should include: the company name and a description of its product(s)/service(s); how the project was identified; how the applicant assisted the project (e.g., site location assistance; financial incentives, uniting stakeholders, expedited permitting, etc.); and the outcome of the project (e.g., investment, jobs, etc.)

18. **Resumes for Executive Staff Members**

Upon submission, the AEDO Review Team will analyze all information that is submitted and will request clarification or additional materials if necessary. The Review Team's findings will be summarized in a Documentation Report that will be presented to the AEDO Committee along with the Review Team's site visit recommendation. The AEDO Committee will then vote on whether to approve an accreditation site visit.

AEDO Marketing Plan Criteria[1]

The applicant's marketing plan should include:

- An understanding of the applicant's target market and marketing methods.
- Clearly defined goals and objectives that are accompanied by planned action steps.
- A timeline for implementing goals and objectives.
- Identified staff/partner responsibilities.
- Quantitative performance metrics (when possible) for measuring success.

AEDO Economic Development Organization Strategic Plan Criteria[2]

The applicant's strategic plan should include:

- A Mission Statement and a Vision Statement.
- A realistic appraisal of available resources, constraints, and opportunities.
- Clearly defined goals and objectives that are accompanied by planned action steps.
- A timeline for implementing goals and objectives.
- Identified staff/partner responsibilities.
- Quantitative performance metrics (when possible) for measuring success.

Commitment of Support Criteria

Commitment of Support documentation should provide:

- Evidence of multi-year commitment to the applicant from funders, co-sponsors, and/or partner agencies.
- A listing of the organization's committed funding sources is also required.
- At least three letters expressing the authors' support of the applicant and its mission, leadership, staff, and work in the community. Letters can come from the public sector (e.g., mayor, city councilman, county administrator); the private sector (e.g., an executive of a recently assisted business); workforce development partners (e.g., a community college, a Workforce Investment Board, a K-12 system); the economic development function of a utility; and a regional or state-level economic development partner.

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[1] Based on IEDC's *Introduction to Economic Development Training Manual*, September 2015.
[2] Based on IEDC's *Economic Development Strategic Planning Training Manual*, November 2016.

AEDO DOCUMENTATION REQUIREMENTS FOR UTILITY ECONOMIC DEVELOPMENT ORGANIZATIONS

As part of the accreditation process, documentation relevant to the mission, goals, structure, funding, programs, and activities of the applicant organization will be reviewed. These documentation requirements are listed below. All materials should be submitted electronically to IEDC via the file hosting service Dropbox (www.dropbox.com).

After creating a Dropbox account, the applicant should create one primary folder titled "AEDO Application" that includes 20 sub-folders labeled according to the requirements below. Then, the required documentation should be uploaded into the appropriate folder. Once all materials have been uploaded, a link to the primary folder should be shared with IEDC. Please be sure to address all requirements and do not leave any sections empty. If certain information is not applicable, please provide an explanation.

1. Mission and goals statement

2. Internally or externally audited financial statement

3. Last economic development annual report (internal or external)

4. Organizational chart and job descriptions for economic development department (Where does economic development fit into the utility's chain of command?)

5. Marketing plan (see specific Marketing Plan Criteria)

6. Strategic plan (see specific Strategic Plan Criteria)

7. Copies of all marketing materials currently in use

8. Contact list of key economic development partners

9. Annual budget for economic development

10. Copies of economic development-related media releases issued within the past year

11. One page review of between three and five of your most successful development projects over the past three years

12. Clearly defined asset management goals with identified regions that can be most easily served

13. Clearly articulated description of what is needed from ED partners to effectively respond to service inquiries.

14. Line extension requirements and incentives

15. ED Partnership Program manual (i.e., a description of programs, information on how to apply, and the requirements for approval)

16. Select one from the following:
    o Communications Plan
    o Economic Development Policy and Procedures Manual
    o 3-5 letters of support for the economic development program from within the utility and from its outside partners

Upon submission, the AEDO Review Team will analyze all information that is submitted and will request clarification or additional materials if necessary. The Review Team's findings will be summarized in a Documentation Report that will be presented to the AEDO Committee along with the Review Team's site visit recommendation. The AEDO Committee will then vote on whether to approve an accreditation site visit.

AEDO DOCUMENTATION REQUIREMENTS FOR STATE-LEVEL APPLICANTS

As part of the accreditation process, documentation relevant to the mission, goals, structure, funding, programs, and activities of the applicant organization will be reviewed. These documentation requirements are listed below. All materials should be submitted electronically to IEDC via the file hosting service Dropbox (www.dropbox.com).

After creating a Dropbox account, the applicant should create one primary folder titled "AEDO Application" that includes 20 sub-folders labeled according to the requirements below. Then, the required documentation should be uploaded into the appropriate folder. Once all materials have been uploaded, a link to the primary folder should be shared with IEDC. Please be sure to address all requirements and do not leave any sections empty.

1. Annual Operating Plan
2. Strategic Plan
3. Mission and Goals Statement (Please explain if the departmental goals and objectives are set by the applicant or imposed by the state legislature, another state agency, or other group.)
4. Statutory Authority
5. State Certificate of Sales/Use Tax Exemption/Exclusion (if applicable)
6. Last Audited Financial Statement, Compilation, Review or Equivalent Financial Disclosure
7. Annual Budget
8. Last Annual Report
9. Marketing Plan
10. Copies of All Marketing Materials Currently in Use
11. Minutes of Last Four Department Meeting Minutes (if applicable)
12. Organizational Chart (Please display or explain to which state department your department reports.)
13. Job descriptions of Leadership Staff Positions
14. Staff Policy and Procedures Manual
    a. Personnel manual including information on hiring, compensation, retirement, etc.
    b. Procurement Manual
    c. Travel Policy and Policy Regarding the Use of State Vehicles
15. Commitment of support to Secretary/Director or other evidence of multi-year commitment to the economic development department from funding organization(s), co-sponsors, and/or partner agencies.
16. Demonstration of Active and Ongoing Economic Development Training Program for staff
17. Demonstration of training programs for elected and appointed officials working in areas of economic development
18. Copies of organizational newsletters for the preceding year
19. Copies of media releases issued within the past year
20. Review of significant changes to staff leadership, budget, mission, or organizational structure over the last year
21. One page review of between three and five of your most successful development projects over the past two years

Upon submission, the AEDO Review Team will analyze all information that is submitted and will request clarification or additional materials if necessary. The Review Team's findings will be summarized in a Documentation Report that will be presented to the AEDO Committee along with the Review Team's site visit recommendation. The AEDO Committee will then vote on whether to approve an accreditation site visit.

GUIDELINES FOR SITE VISIT

Site visits are a key element in the success of the AEDO program and provide important feedback as to whether the organization merits AEDO status.

The goals of the site visit are to:

- Examine and evaluate the applicant organization's operations, structure, and procedures as a means of improving programs and enhancing business and community support.

- File a written report regarding the Review Team's findings and recommendations.

The Review Team comprises two volunteers. Review Team members must be Certified Economic Developers (CEcDs) and/or have at least ten years experience in the economic development profession. Review Team members will be drawn from a pool of volunteers that represent regional diversity as well as a mix of experience in small, medium, and large economic development organizations. All costs for travel, meals, and accommodation will be reimbursed by the applicant organization.

SITE VISIT CRITERIA

The Site Visit Team will review and evaluate conditions at the offices of the applicant organization with respect to the following matters.

I.   Internal Environment

      A.   <u>Office</u>

            1.   Professional appearance

            2.   Privacy for conferences

            3.   Computer, network, and phone resources

            4.   Security

                  a.   Personnel

                  b.   Records

      B.   <u>Chief Executive Officer / Manager</u>

            1.   Professional experience

            2.   Professional credentials

            3.   Commitment and compensation

            4.   Continuing professional development

      C.   <u>Staff</u>

            1.   Professional experience

            2.   Professional credentials

            3.   Compensation

            4.   Division of duties and responsibilities

            5.   Current job descriptions

            6.   Continuing professional development

            7.   Turnover

II.   Leadership

A.   <u>Volunteers</u>

     1.   Orientation

     2.   Regular meetings

     3.   Structure of volunteer leadership

B.   <u>Direction and Vision</u>

     1.   Goal-setting process (e.g., strategic plan)

     2.   Budgeting process

     3.   Commitment over time to strategic plan

     4.   Linkage between strategic plan and ongoing operations

III. External Environment

A.   Liaison with public officials

B.   Marketing to outside agencies

C.   Relations with news media, community, other organizations

IV. Financial Resources

A.   Budget

B.   Sources of income

SAMPLE SITE VISIT AGENDA

The following is an example of an AEDO site visit agenda. It is important to note that the site visit agenda is flexible, and every site visit agenda is unique. This example is intended to demonstrate what an agenda may look like generally. The applicant should focus on scheduling meetings and events to best highlight its offerings. The final agenda will depend on the availability of the Review Team and the applicant's staff and stakeholders.

Day One

3:00 – 5:00 pm   Review Team arrives in host community

6:00pm   Meeting to review itinerary or dinner with host organization's leadership

Day Two

8:00 am   Team Welcome Breakfast Meeting with Host Organization

9:00 am   Evaluations of Host Organization

1. Office, equipment, facilities, etc.
2. Interview staff
3. Review internal operations;
4. Community tour

12:00 noon   Lunch with Community Stakeholder (to be determined by host organization)

1:30 pm   More Community Stakeholder Interviews (public/private) (30 minutes/interview)

5:00 pm   Break (team meeting if necessary)

6:00 p.m.   Dinner Meeting (informal with host organization's leadership)

Day Three

8:00 a.m.   Breakfast Meeting with Community Leaders

9:00 a.m.   More Community Stakeholder Interviews as necessary

12:00 noon   Team Debriefing Luncheon with Host Organization Leadership

1:30 p.m.   Time for Review Team to Draft the Preliminary Site Visit Report

3:00 p.m.   Departure

COMMUNITY STAKEHOLDER INTERVIEW REQUIREMENTS

During the site visit, it is important for the Review Team to meet with an array of community leaders who are stakeholders in the local economic development process. To facilitate these interactions, nine categories of community leaders have been identified below. The applicant is asked to arrange interviews with community stakeholders who represent at least four of the nine categories. Each meeting should last for no more than one hour.

Categories include:

1.   Chief operating officer of a recently assisted business

2.   Typical development ally

3.   Industrial/commercial real estate professional

4.   Representative of local/regional financial institution

5.   Key elected official

6.   Head of local planning agency

7.   Representative of state-level economic development agency

8.   Representative of local/regional utility

9.   Open category (any individual not included in any of the above)

State EDO Site-Visit
Example Format

Site team members should arrive in the applicant community on the night prior to start of the site team visit. For those site team members coming from closer areas, they can arrive the day of the site team visit but should abide by the following sample site visit agenda/schedule. Community Stakeholder categories are defined below the agenda.

Day One
9:00 am - Team Welcome Breakfast Meeting with Host Organization
10:00 am - Review Itinerary (at host organization's office)
10:30 am - Evaluations of Host Organization
- Office, equipment, facilities, etc.
- Interview staff
- Review internal operations;
- Community tour

12:00 noon - Lunch with **Community Stakeholder** (to be determined by host organization)
1:30 pm - More **Community Stakeholder** Interviews (public/private)
5:00 pm - Break (team meeting if necessary)
6:00 p.m. - Dinner Meeting (informal with host organization's leadership)

Day Two
8:00 a.m. - Breakfast Meeting with **Community Leaders**
10:00 a.m. - More **Community Stakeholder** Interviews
12:00 noon - Team Debriefing Luncheon with Host Organization Leadership
1:30 p.m. - Draft Preliminary Report
3:00 p.m. - Departure

COMMUNITY STAKEHOLDER INTERVIEWS

An important facet of the site visit is for the visiting team to meet with prominent community leaders who are stakeholders in the local economic development process. To achieve this, nine categories of community leaders have been identified. Each candidate organization is asked to select four categories for the visiting team to meet with, each for no more than one hour. It is important for the Governor and/or a senior administration official to meet with the Review Team.

Categories include:
1. Chief operating officer of a recently-located or recently assisted business;
2. Typical development ally;
3. Industrial/commercial real estate professional;
4. Representative of state/regional financial institution;
5. The Governor or another senior administration official;
6. Representative(s) of regional economic development district;
7. Representative of local economic development organizations;
8. Representative of regional/state utility; and,
9. Open category (any individual not included in any of the above).

International Economic Development Council
AEDO SITE VISIT EVALUATION FORM

I.   INTERNAL ENVIRONMENT

A.   <u>**Office Resources**</u>

   a) Appropriate offices, functional and well-maintained

   b) Availability for private conferences.

   Comments:

   _____

   _____

B.   <u>**Computer Resources**</u>

   a) Adequate computer hardware, software, contact resource management software, and smart phones

   b) Web site, technical support, Social networks

   Comments:

   _____

   _____

D.   <u>**Chief Executive Officer**</u>

   a) Professional experience

      i.   *Economic development experience*

   Comments:

   _____

   _____

   b) Leadership attributes

      i.   *Stakeholder support*

      ii.   *Internal/external working relationships*

   Comments:

   _____

_____

c) Professional credentials

    iii.   CEcD

    iv.   Other

Comments

_____

_____

d) Commitment and range of compensation

    i.   Contract/letter of agreement

    ii.   Comparability of total compensation

Comments:

_____

_____

e) Continuing professional development

    i.   IEDC membership

    ii.   Regional/state economic development organization membership

    iii.   Resources to attend seminars, courses

    iv.   EDC graduate, EDI graduate, and other higher education programs

    v.   Other

Comments:

_____

_____

E.   **<u>Staff</u>**

a) Professional experience and credentials

    i.   Economic development experience

    ii.   CEcD

    iii.   Other professional designations

   Comments:

_____

_____

b) Staff diversity

    i.   Gender, age, race, orientation, etc.

   Comments:

_____

_____

c) Compensation

    i.   Comparability

   Comments:

_____

_____

d) Division of duties and responsibilities

    i.   Current job descriptions

   Comments:

_____

_____

e) Continuing professional development

    i.   IEDC membership

    ii.   Regional/state economic development organization membership

    iii.   Resources to attend seminars, courses

    iv.   EDC graduates, EDI graduate

    v.   Other

Comments:

_____

_____

f) Turnover history

  i. *For past three years*

  ii. *Has staff focus or emphasis changed as a result of staffing changes? Please describe.*

Comments:

_____

_____

g) Availability of ethics policy

  i. *IEDC ethics policy*

  ii. *Other ethics policy*

  Comments:

_____

_____

II. LEADERSHIP:

A. <u>Volunteers</u>

a) Orientation

  i. *Process for orientation*

Comments:

_____

_____

b) Regular meetings

  i. *Agenda and minutes*

  ii. *Meeting schedule*

Comments:

_____

_____

c) Structure of volunteer leadership

    i.   *Continuity*

    ii.   *Clear delegation of duties*

    iii.   *Appointed/elected board*

    iv.   *Appointed/elected officers*

    v.   *Term limits*

    vi.   *Leadership development*

    vii. *Community representation (gender, age, race, orientation, etc.)*

Comments:

_____

B.   **Direction and Vision:**

a) Goal-setting process

    i.   *Existence of strategic plan*

    ii.   *Implementation process*

    iii.   *Involvement of leadership/volunteers in process*

    iv.   *Evaluation of outcomes (measurement metrics, tracking system, review schedule)*

Comments:

_____

_____

b) Budget process

    i.   *One year or multi-year*

    ii.   *Reflects strategic plan/goals and objectives*

    iii.   *Reflects leadership input*

    iv.   *Presentation of budget*

Comments:

_____

_____

c) Commitment to strategic plan

    i.   *Year-to-year continuity*

    ii.   *Periodic updates*

    iii.   *Evaluation of results/method of measurement*

Comments:

_____

_____

d) Linkage between strategic plan and program of work

    i.   *Periodic review*

    ii.   *Review versus budget*

    iii.   *Staff distribution and priorities*

Comments:

_____

_____

III.   EXTERNAL ENVIRONMENT:

A.   <u>Liaison with Public Officials</u>

    i.   *Methods of communication with public officials*

    ii.   *Representation by public officials on board of directors*

    iii.   *Utilization of public officials, key leaders, and resource providers in prospect tours, etc.*

Comments:

_____

_____

B. <u>**Marketing**</u>

    i. *Current marketing plan*

    ii. *Target audiences*

    iii. *Adequate resources committed*

    iv. *Marketing goals tied into overall strategic plan*

    v. *Measures of success or metrics*

    vi. *Examples*

Comments:

_____

_____

C. <u>**Relations with Key Stakeholders**</u>

    i. *Method*

    ii. *Liaison/access when appropriate*

    iii. *Participation in decision-making*

Comments:

_____

_____

D. <u>**Prospect Handling**</u>

    i. *Identification of prospects*

    ii. *Qualification of prospects*

    iii. *Identification of customer communities*

    iv. *Extent of use of Contact Resource Management tools*

    v. *Use of Non-disclosure agreements NDAs)*

Comments:

_____

_____

IV.   FINANCIAL RESOURCES

A.   <u>Budget</u>

      i.   *Linkage with strategic plan*

     ii.   *Appropriate amount*

    iii.   *Re-evaluated as fiscal year progresses*

    iv.   *Includes appropriate fiscal controls*

     v.   *Linkage to fundraising programs*

    vi.   *In-kind contributions*

Comments:

_____

_____

V.   ADDITIONAL COMMENTS

_____

_____

AEDO FEE SCHEDULE

Organizational Budget	Application Fee	Accreditation Fee* Member (Non-member)	Re-accreditation Fee* Member (Non-member)
Under $150,000	$300	$1,320 ($1,650)	$880 ($1,320)
$150,000 – $299,999	$300	$1,430 ($1,870)	$990 ($1,430)
$300,000 – $499,999	$300	$1,650 ($2,200)	$1,100 ($1,650)
$500,000 – $749,000	$300	$1,980 ($2,970)	$1,320 ($1,980)
$750,000 – $999,999	$300	$2,420 ($3,520)	$1,430 ($2,090)
$1 mil – $1,999,999 mil	$300	$2,860 ($4,180)	$1,760 ($2,640)
$2 mil – $2,999,999 mil	$300	$5,390 ($7,920)	$3,630 ($4,950)
$3 mil – $3,999,999 mil	$300	$6,820 ($10,010)	$4,345 ($5,830)
$4 mil – $4,999,999 mil	$300	$7,480 ($11,000)	$4,950 ($6,490)
Above $5 million	$300	$8,140 ($11,990)	$5,500 ($7,150)

State Agency

	Application Fee	Accreditation Fee* Member (Non-member)	Re-accreditation Fee* Member (Non-member)
Small (Population < 3 million)	$330	$7,700 ($11,550)	$5,005 ($6,655)
Medium (Population: 3 million – 10 million)	$330	$9,900 ($14,850)	$6,435 ($8,580)
Large (Population > 10 million)	$330	$12,100 ($18,150)	$8,030 ($10,450)

*Fee based on 3-year period