



CERTIFIED DEVELOPMENT COMMUNITY (CDC) PROGRAM

ENTREPRENEURIAL TRACK MANUAL

West Virginia Development Office
Community Development Division
Phone: 304.558.2234
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CERTIFIED DEVELOPMENT COMMUNITY PROGRAM

Applicant Information	
Name of Organization	
Contact Person	
Title	
Address	
Telephone	
Fax	
Email Address	
Website Address	
Date Last Updated	
County	
Multiple Counties	
Year of Participation	

PLEASE TYPE OR PRINT

Section 1: CDC Program

The West Virginia Certified Development Community (CDC) program is intended to spur communities across the Mountain State to better prepare and equip them to respond to the needs of existing and prospective business and industry.

The current CDC program builds upon the basics of community development and moves communities to the next steps in the preparedness process: prospect servicing, commercial building inventory, and industrial site development.

The CDC certification has been an integral part of our community and economic development programs since its 1992. To date, 50 counties have received CDC designation. It is our goal that all 55 counties complete the certification process.

The existing CDC program has evolved; therefore, our objective is to build on that program to provide an avenue for those Local Economic Development Authorities seeking certification, giving them a greater opportunity to achieve this and expand their local economic base. It will also provide additional resources to current CDCs that want to develop and/or broaden entrepreneur programs in their communities. With this additional track, which is meant to be a complement to the existing program, the non-certified counties have an alternative to the existing CDC program.

How to Apply:

Entry into the West Virginia Certified Development Community program is open at any time to any community in West Virginia. For the purpose of the program, a community shall be either a county or multi-county region.

It is strongly encouraged, where applicable, to utilize the geographic area of responsibility of any existing development organization(s). It is not the intent of this certification program to create duplication in local development programs. Also, communities that do not have a full-time professional development staff should work, where possible, with the closest appropriately funded and staffed program.

To enter, a community first needs to complete the entry application and resolution of participation and cooperation in this packet and return them to the Project Development Unit of the West Virginia Development Office, Building 6, Room 553, Capitol Complex, Charleston, West Virginia 25305. Entries should also be endorsed by those agencies (public and private) that will be involved in this development program (development authority, area chamber of commerce, etc.).

Multi-county applications require a resolution of participation and cooperation from each county.

**WEST VIRGINIA
CERTIFIED DEVELOPMENT COMMUNITY (CDC) PROGRAM
OFFICIAL ENTRY APPLICATION**

The _____ hereby formally expresses its (Name
of community - county or region)

desire to participate in the West Virginia Certified Development Community (CDC) Program this
____ day of _____, 20____. Our community understands the requirements for
certification are demanding, and we have 18 months from today to successfully complete the
program. We also understand this program will require the cooperation, assistance, and
commitment of dedicated individuals within our community who are willing to volunteer their
expertise and energy toward the completion of the program.

To this end, we have formed a local steering committee consisting of such key people
from both the public and private sector and have selected the following person to serve as our
CDC Program Coordinator:

(Name of CDC Program Coordinator) (Occupation/Title)

(Address)

(Daytime phone number)

(Name of cooperating, professionally staffed development organization)

I, _____, have reviewed the West Virginia (Name
of CDC Program Coordinator)
Certified Development Community (CDC) Program Manual and hereby pledge my commitment
to the successful completion of the program.

(Signature of CDC Program Coordinator)

WEST VIRGINIA

CERTIFIED DEVELOPMENT COMMUNITY (CDC) PROGRAM

RESOLUTION OF PARTICIPATING AND COOPERATION

WHEREAS, the governing body of _____ is
(Name of Community)
interested in the economic well-being of its citizenry and the community at-large; and

WHEREAS, the governing body is prepared to support appropriate efforts within
the community to become totally prepared to promote economic development; and

WHEREAS, the **West Virginia Chamber of Commerce, the West Virginia
Economic Development Council and the West Virginia Development Office** are
offering a program that is specially designed to help West Virginia communities become
better prepared for industrial and related economic development; and,

WHEREAS, BE IT RESOLVED by the _____, that
(Name of Community)
our community and/or region wishes to participate in the Certified Development
Community program, and that the leadership of this community fully realizes this
program requires dedicated effort; and,

BE IT FURTHER RESOLVED, that by making entry into this program, we are pledging
our
honest effort to become designated as a "Certified" community; and

BE IT FURTHER RESOLVED, that the program requires the existence or formation of a
Local
Economic Development Organization, and this governing body designates the
_____ as representing our community for the purpose of participating in this
program.

This resolution is in full effect upon its adoption this ____ day of _____,
20____.

Name of Official

Title

Attest _____

Title _____

Section 2: CDC Requirements:

Entrepreneurs are the new prototype for economic development. Many Local Economic Development Authorities have no formal program to develop this potential within their communities.

A community's preparation will be facilitated by successfully completing the Certified Development Community Entrepreneur Track requirements and becoming "certified." Successful entrants are required to fulfill 3 main objectives:

Objective 1: Entrepreneurial Leadership Team

Creating an entrepreneur-friendly community/state makes it easier to attract and retain industry and other business. Not only does "entrepreneur-friendly" relate to business, but to community environment as well.

As local economic developers, we can make better use of our limited resources and market opportunities. By taking advantage of local assets, available skills, and talents, we will have a more diversified economy less impacted by external forces, providing new options for economic opportunity for both youth and adult entrepreneurs.

A designation and formation of an Entrepreneurial Leadership Team will be required. This team should be thoroughly familiar with community data, site information, and the community financing capacities. The team should be able to discuss each topic with potential and current entrepreneurs.

The development organization will designate a program coordinator to administer the local development organization. The development organization will also be responsible for the designation of a program coordinator, as well as the Entrepreneurial Leadership Team.

Entrepreneurship development requires an infrastructure of public/private support to facilitate entrepreneurship. The system of support should be responsive to the obstacles faced by rural entrepreneurs. The Entrepreneurial Leadership Team can face these obstacles and, by using their available skills and talents, strategize to overcome them.

The Entrepreneurial Leadership Team should be comprised of a combination of the following groups. Each category should be represented to make the team complete. Please submit a completed Entrepreneurial Leadership Team Form, found in Section 3, with your application.

- **Educational institutions:** *Community colleges, Board of Education members, High Schools with entrepreneurial programs/clubs such as FBLA, and any other primary or secondary institution.*
- **Private sector:** *Entrepreneurs from the private sector that is non-governmental and can lend support to fledgling entrepreneurs and insight to the Entrepreneurial Leadership Team.*
- **Service providers:** *Any organization or entity that provides various levels of support to entrepreneurs; i.e., business plan development, finding investors/funding for their business, business sustainability, and technical support such as internet, fax, etc.*

- **Chamber of Commerce:** *Key in on their devotion to promoting the business interests of their members, and encourage them to give advice to new entrepreneurs.*
- **Elected officials:** *Any governmental official: city, county, state, etc.*
- **Capital providers:** *Any angel investors, individuals that represent financial institutions in the area, and any other type of capital supplier.*

<i>NAME</i>	<i>ADDRESS</i>	<i>ORGANIZATION</i>	<i>TITLE/CAPACITY</i>
<i>John Smith</i>	<i>123 Anywhere Dr. Anywhere, USA</i>	<i>Anywhere Community College</i>	<i>President</i>
<i>Sally Smith</i>	<i>456 Anywhere St Anywhere, USA</i>	<i>Magistrate Court of Anywhere</i>	<i>Magistrate</i>

Objective 2: Visitation Protocol and Community Assessment/Profile

In completing the community assessment/profile, the designated coordinator will be responsible for ensuring the creation of a visitation and interview schedule of local entrepreneurs. The Entrepreneurial Leadership Team will interview and collect data from local entrepreneurs; this data will be reviewed and compiled to determine appropriate strategies. All interviews should be conducted face to face by members of the Entrepreneurial Leadership Team. *Use the forms provided in Section 3. See samples included in this section.*

The completion of a community assessment/profile is required. The designated coordinator will work with the Entrepreneurial Leadership Team to ensure the completion of an assessment/profile. The community assessment/profile is fundamental to our ability to build strategies that make sense and provide economic development results. Assessment enables the community to connect the right opportunities with the right resources. We need to discover the core assets within our communities if we are to build an optimal economic development strategic plan.

An assessment plays a central role in helping communities create their best possible development strategies. Through assessment we want to take stock of the key assets and needs within a community. This information gives us the right tools to build strategies.

At the start of a new development initiative, an assessment can play two critical roles. First, it can provide essential information necessary for building the strongest strategy. The assessment does this by providing a common understanding of what the conditions and opportunities for development are within a community. Second, the assessment provides a reference point for measuring change and progress as the initiative unfolds.

This community assessment is extremely important, because it identifies the people in the community that have ideas, motivations, and some of the skills necessary for creating and growing new or better businesses.

The community assessment/profile will contain the following five sets of information:

- Summary Insights
- Demographic Profile
- Leadership and Civic Capacity
- Development Capacity
- Entrepreneurial Talent

It is important that this assessment/profile provide all involved with a sound understanding of the economy of the area, including, “How did the economy develop, and where is it headed?” Understanding the economy is central to building the best possible development strategy. *Complete a comprehensive community assessment/profile following the instructions included in this section. Refer to Sample Assessment also included in this section.*

Instructions for Visitation Protocol

The following is a step-by-step process for conducting in-person visitation with targeted entrepreneurs within a community setting. This process is adapted from the ***Business Retention and Expansion Program*** visitation process, so it should be familiar to those who have worked with that program. However, your protocol is now focused on the entrepreneur, not necessarily the business. We are looking for folks who (1) fit our targeting and (2) are open to partnering with us through our development program.

Proposed Protocol

The following protocol is proposed to guide the visitation for growth businesses. The elements of the protocol are as follows:

- Focus of the Development Effort
- Process Steps
- Desired Outcomes
- Visitation / □ Communications

Focus:

The focus of this visitation tool is to act as a catalyst and should be used in creating your strategic planning process.

Process Steps:

We propose the following 4-stepped process:

Step 1 – Identification and Targeting: The first step involves identification of target entrepreneurial businesses. We suggest the following considerations to guide targeted identification:

Consideration 1 – Entrepreneurs: *Entrepreneurs who fit the community's targeting.*

Consideration 2 – Open to Assistance: *The current owners/operators are open to participating in the assistance program to be offered by the community and its partners.*

Step 2 – Visitation: The second step is to visit each of the targeted businesses employing a modified *Business Retention and Expansion* interview process. This will be addressed in detail in a following section of this tool.

Step 3 – Tracking: A simple tracking system should be established to annually access each business initially identified, with particular focus on those businesses enrolled in the program.

Step 4 – Plan Evolution: Each year this economic development plan should be critically assessed, determined if it should continue as a strategic part of the community's ED effort, and, if continued, evolved to ensure its appropriateness and effectiveness.

Desired Outcomes: This activity should result in the following desired outcomes:

- Identify specific development issues that, if addressed, could enable the business to do better.

- Gain insight into the attitudes of the entrepreneurs and community involved in the economic development plan, focusing on targeted entrepreneurial development.
- Identify critical community specific development issues that might inform infrastructure needs for the community.

Visitation / Communication: We propose the following five areas to be probed during the visitation. The initial visitation should be between 30 and 50 minutes long. A team of two should conduct the visitation, with one person conducting the questioning and the second person taking notes on responses and asking clarifying questions.

Inquiry Area 1 – About the Business: First, we want to gain insight into the business or businesses (there may likely be more than one) owned and/or operated by the interviewee.

Inquiry Area 2 – About the Owners/Operators: The second area of inquiry focuses on the owners/operators.

Inquiry Area 3 – Future Plans: Additionally, we want to gain insight into their personal/business plans. (note: use confidentiality form to ensure entrepreneur that future plans are kept in confidence and will not be compromised in any way).

Inquiry Area 4 – Development Issues: Every business faces real and perceived development issues. Often these issues become personal and clouded by emotions. It is important to discover those issues that are core to the development of the (1) entrepreneur and (2) their venture(s).

Inquiry Area 5 – Engagement Attitudes: The final area focuses on the attitudes of the interviewee to become engaged in the community's economic development program.

Inquiry Area 1 – About the Business: First, we want to gain insight into the business or businesses (there may likely be more than one) owned and/or operated by the interviewee.

Name of your business:		ACME Inc.		
What year was this business started?		2007		
What year did you become owner?		2012		
Which best describes how you came to own this business?		Started the business <u> X </u>	Purchased the business ___	Inherited the business ___
How is your business organized?	Corporation ___	Sole Proprietorship <u> X </u>	Partnership ___	Subchapter S corporation ___
Which best describes you primary business activity?	Service <u> X </u>	Retail (including Restaurants) ___	Finance/ Insurance/ Real estate ___	Wholesale/distribution ___
Transportation ___	Business/Professional Services ___	Manufacturing ___	Construction ___	Other: _____ (Please List)
How many years of experience in this specific business activity do you have?		15		
In an average week, how many hours do you devote to your business?		75		
How many employees do you have?		Full-Time <u> 5 </u>	Part -Time <u> 2 </u>	
Do you buy local product for your business?		NO		
What was your annual sales volume last year (\$ amount)?		\$75,000.00		
Do you manage your own finances or employ a professional bookkeeper?		Employ bookkeeper		

Inquiry Area 2 – About the Owners/Operators: The second area of inquiry focuses on the owners/operators.

1. Name of Owner:		John Q. Public		
2. Address of Owner:		PO Box 1234 Anywhere, WV		
3. Phone number and Fax number of Owner:		(555) 555-5555 and (555) 555-5556		
4. Email of Owner: (& website if applicable)		www.ACME.com Johnqpublic@acme.com		
5. Sex of Owner:	Male <input checked="" type="checkbox"/>	Female <input type="checkbox"/>		
6. Marital Status of Owner:	Single <input type="checkbox"/>	Married <input checked="" type="checkbox"/>	Divorced <input type="checkbox"/>	Separated <input type="checkbox"/>
7. Number of children owner has:				
8. Highest level of education completed by owner:		High School		
9. How many total years of personal business experience does owner have?		15		
10. Was either of the owner's parents ever involved in owning and operating their own business?		yes <input checked="" type="checkbox"/>	no <input type="checkbox"/>	
11. If yes to # 10 please identify which parent and briefly describe the business activity		John's Dad owned the business for the 30 years, John took it over 15 year ago and renamed it ACME, Inc		

Inquiry Area 3 – Future Plans: Third, we want to gain insight into personal/business plans.

Note – The following questions are intended to be a menu to probe for insight. It is best to start with the following open-ended question and then use the specific questions for probing and clarification.

Primary Question

What are your plans for your business(es) in the next five years?

Do you have longer-term business plans? If yes, what are they?

Begin to groom my son to take over the business once he graduates from college and completes his degree. Johnny Jr. has been working on our business plans as one of his class projects. We are going to begin to offer our services via the web as soon as we get our website up and running. We are also wanting to expand and open another office in the next town over which will employ 5 more people with 2 additional part-time staff.

Below please rank the following statements as they apply to your business:

1= Have thought about 2= may think about 3= not sure

4= may not think about 5= absolutely will not think about

1. Add new product or service	(1)	2	3	4	5
2. Sell to new market	1	(2)	3	4	5
3. Research new markets	1	2	(3)	4	5
4. Expand distribution channels	1	(2)	3	4	5
5. Expand advertising and promotions	(1)	2	3	4	5
6. Invest in new equipment	1	(2)	3	4	5
7. Replace current equipment	1	2	3	(4)	5
8. Expand current facilities	(1)	2	3	4	5
9. Redesign current facilities	1	2	3	(4)	5
10. Seek additional financial capital	1	2	(3)	4	5
11. Computerize current operations	(1)	2	3	4	5
12. Upgrade computer systems	(1)	2	3	4	5
13. Redesign operating methods	1	2	(3)	4	5
14. Expand scope of operating activities	1	(2)	3	4	5
15. Seek professional or technical advice	1	2	3	(4)	5
16. Add specialized employees	1	2	3	(4)	5
17. Invest in offsite training for employees	1	2	(3)	4	5

Inquiry Area 4 – Development Issues: Every business faces real and perceived development issues. Often these issues become personal and clouded by emotions. It is important to discover those issues that are core to the development of the (1) entrepreneur and (2) their venture(s).

Primary Question

Please list and describe the five most important issues facing your business’s ability to be profitable and/or grow.

1. Keeping quality workers at a pay that I can afford and a benefit package I can afford.
2. Paying and keeping up with local B & E taxes as well as all of the state regulations.
3. Getting the word out and getting community support.
4. Keeping up with technological advances that other companies have and use.
5. Putting the time in every week that it takes to run this company on my own, can’t wait for Johnny Jr. to graduate and take over.

Probing Questions

Which of the following business development issues are critical to your business’s success and future growth:

Rank on a 1 to 5 scale where 1 is very concerned and 5 is no concern.

1. Access to financing or capital	1	(2)	3	4	5
2. Access to new markets	(1)	2	3	4	5
3. Assistance with business planning	1	2	(3)	4	5
4. Assistance with business transfer or sale	1	2	3	(4)	5
5. Lowering local taxes	(1)	2	3	4	5
6. Lowering state and/or federal taxes	(1)	2	3	4	5
7. Providing benefits to workers (i.e. Healthcare, 401K)	(1)	2	3	4	5
8. Finding motivated and/or skilled workers	1	(2)	3	4	5
9. Lack of community awareness and support	1	2	3	4	5
10. Assistance in improving production	1	(2)	3	4	5
11. Access to higher quality telecommunications services	1	2	(3)	4	5

Inquiry Area 5 – Engagement Attitudes: *The final area focuses on the attitudes of the interviewee to become engaged in the community’s economic development program.*

1. Our community is considering creating a program to provide customized development assistance to entrepreneurs like you - would you (and your team) be interested in learning more about such a program?

Yes No No Sure

2. What questions would you need to have answered before you could decide to become part of this program?

Please List:

3. *You have a successful business in this community – would you consider giving of your time and experience in any of the following ways:*

Are you willing to mentor other entrepreneurs? Yes _____ No _____

If yes, are you willing to mentor other entrepreneurs (please check all that apply):

- One on one _____
- Through an entrepreneurs’ network that meets periodically X
- Through an entrepreneurs’ network on the Internet X
- Other Please describe. _____

4. Do you think an entrepreneurial or vocational internship/apprentice program would be useful in helping people gain experience in starting their own businesses?

Yes _____ No _____

- Would you be willing to participate in such an entrepreneurial apprentice program?

Yes _____ No _____

Instructions for Assessment

At the start of a new development initiative, an assessment can play two critical roles. First, it can provide essential information necessary for building the strongest strategy. The assessment does this by providing a common understanding of what the conditions and opportunities for development are within a community. Second, the assessment provides a reference point for measuring change and progress as the initiative unfolds.

The whole point of economic development is to change things for the better. We want to create more business, increase jobs and income, expand our tax base, and create wealth. It is important that we take a good look at the existing conditions and the history of a community. Where is your community today, and how did it get there? What are the key trends impacting your community? What have you been doing to address these trends?

Assessment Information

This assessment will include five sets of information:

- Summary Insights
- Socio-Economic Profile
- Leadership and Civic Capacity
- Development Capacity
- Entrepreneurial Talent

Summary Insights:

The assessment may be conducted by the entrepreneurial leadership team. During initial visits to the community and discussions with entrepreneurs, the team is gathering insight on the baseline condition within the community. These initial insights are captured in the Summary section.

Socio-Economic Profile:

Since the point of this work is to stimulate and support development within the community, building an understanding of the social and economic history and conditions of the community is fundamental to doing good work. The socioeconomic factors considered during this assessment include:

- Regional location and conditions (degree of rural land)
- Community culture and tradition
- Structure and vitality of the area's economy
- The status of the main street community
- The status of the business transfer situation (i.e. business transferred to family member or other vested party within the business; or business left to no one once owner passes on.)

Leadership and Civic Capacity:

Very little gets done without good leadership and strong civic capacity. Civic capacity is the ability of a community to get things done. Leadership enables communities to focus, mobilize, and realize progress. During this assessment we consider three key factors:

- Who are the champions of economic development and entrepreneurship?

- What is the orientation of the larger community towards entrepreneurship?
- What is the capacity of the development organization(s) in the community?

Development Capacity: During this baseline assessment we want to get an initial picture of things. We typically explore the following questions:

- What is the current economic development game plan?
- Is there an entrepreneurship strategy?
- What are the current expectations for development?
- What is the funding and staffing present in the community?
- Are there development tools like loan funds?
- What is the nature of the volunteer leadership?
- Is there an existing development resource network?

Entrepreneurial Talent: During this assessment process we will identify and visit entrepreneurs within the community. During the assessment, we generally meet with a group of knowledgeable community leaders (e.g., economic developers, bankers, government officials, and business leaders) to gain some insight. Some of the questions we typically explore include:

- Is there entrepreneurial talent present?
- Are there serial and high growth entrepreneurs present?
- Are there lifestyle entrepreneurs present?
- Are there existing businesses with growth possibilities?
- Are there folks in the community wanting to start businesses?
- Are informal entrepreneurial networks working in the community?

Sample Assessment

The following is a sample assessment of a Mock Community; use this as a guide only. Please follow format as instructed. The sample assessment is organized into the following sections:

- Summary Assessment and Insights
- Socio-Economic Profile
- Entrepreneurship and Economic Development Assessment (Development Capacity & Entrepreneurial Talent)
- Leadership and Civic Capacity Assessment

Summary Assessment and Insights: The following represents the Entrepreneurial Leadership Team's (ELT) initial assessment and insights of the sample communities:

- The sample community has strong traditions of being a “can do” community. The community has dealt with numerous challenges leading to a stronger community over time.
- There is strong and dedicated core leadership in this community, but the leadership pool is narrow, and the process for growing new leadership is informal. There is an emerging vision supporting regional cooperation.
- The changing economy, particularly with regard to agriculture and manufacturing, is impacting this community. Loss of population, sub par income levels, and lack of opportunities for younger adults are challenging the future of this sample community.
- The sample community has taken positive and significant steps towards strengthening their development capacity. The housing rehabilitation program in the sample community and the passage of LB 840 in Atkinson are clear examples of strong and visionary leadership.
- We have found remarkable entrepreneurs in the community suggesting that there are opportunities for growing stronger, more diverse, and attractive (for young adults) economies. The overall entrepreneurial pool is large, and the opportunity for supporting more growth from these enterprises exists.
- There appears to be a strong potential to build a more effective development program within each community and regionally. The ELT process should ensure that the sample community move to the next level of development.
- Resources, both people and money, are tight. The capacity of local governments and main streets to increase investment into an expanded development program is limited. However, there is considerable intergenerational wealth in the community. Tapping this wealth through donor development can provide necessary new dollars to support this work and other community betterment opportunities.
- A good start is emerging, and we believe that, in 2009, significant progress can be made in building the capacity necessary for more aggressive and successful development in this sample community.

Demographic profile:

For sustained and successful development to occur it is critically important for a community to understand as fully as possible its historic and current social and economic conditions within the context of the larger regional and international economies and communities. Today the free market economic system is more global than at any time in human history. Ensuring economic success that, in turn, enables community and family success requires a development approach that is both regionally and globally competitive. The following profile provides some key social and economic indicators to support this process of understanding the communities and economies of the Stuart/Atkinson regional community. This profile is organized into key indicator sections including:

- Geography
- Demographics
- Wealth
- Economic Structure

Geography: Located in the state, this area is truly rural by most definitions (see Figure 1). With a population density of 4.8 persons per square mile (2000 Census), this region is considered frontier, defining the strength of its rurality. The region is shaped by the Elkhorn River and its extensive valley. River valley environments evolved a type of agriculture heavily dependent upon forage production. To the south and west of the Elkhorn Valley (with a small region north of the Sample County) we find the eastern reaches of Sand Hills with the associated cow/calf ranching operations. Further north we find dissected plains with their hilly land, sharp ridge crests, and remnants of old eroded plains. The Elkhorn Valley and a 100-plus years of ranching history contribute a lasting legacy of the character and economy of the Sample region.

Demographics: Population is a key indicator for a community. Figure 2 provides the population history for Sample County and the Sample communities. Sample County's population peaked in 1920 and has gone through two brief periods of population growth and two longer periods of population decline. The 2001 population for the county is 66 percent that of the peak year population level. Age demographics are also very important indicators of community well-being. Community specific information is not yet available from the 2000 Census, but Sample County data is available and can provide a relatively good substitute for the communities. Figure 3 provides the age demographics for Sample County in comparison to the State (2000 Census).

Figure 1 - Map of the Region

(Insert Map)

Figure 2 – Population History for the Sample Region

Total Population 2001-2010

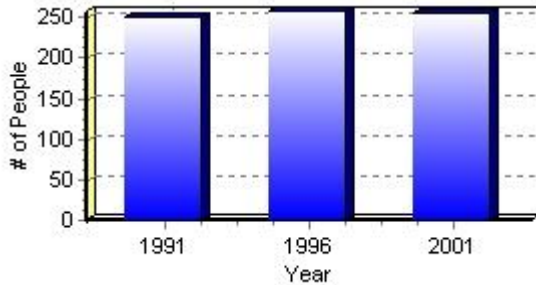
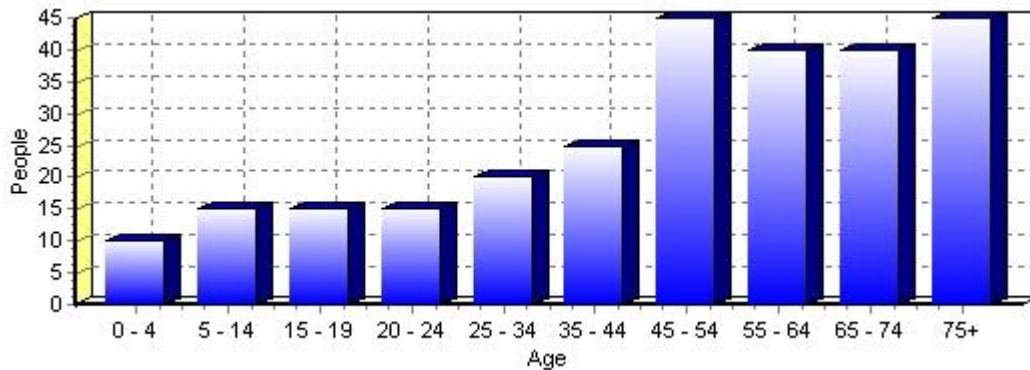


Figure 3 – Age Demographics for Sample Region

Population by Age Group (2012)



This region has a comparable youth population to that of the state. There is a significant drop in young adults, reflecting the high percentage of youth who leave the region to attend higher education or seek employment outside of the region (61% of state average). Like youth, the middle-age demographic in the region is very comparable with the state, suggesting that young adults are returning in some numbers and repopulating this demographic. This is a positive indicator. Finally, like much of rural Sample State, the region has a significantly higher elder population, particularly in the 75-years-of-age-and-older group. Retaining elders, particularly with the aging of the baby boomer demographic, has significant implications for health care and the elder care industries within the region.

In America, our homes are a powerful symbol of our status. The region has a strong home ownership rate of 73.6% compared with the state rate of 67.4%. Roughly 9.1% of the households reside in mobile homes compared with 5.1% for the state. Housing stock age is another matter, with the region having a considerably older housing stock when compared to the state.

Wealth:

It is hard to measure the wealth of a community. However, wealth is critically important. It is a measure of how well the economy is doing and the economic status of the families living within the community. We employ a number of indicators that help us understand the dimensions of wealth within a community:

- Median Household Incomes and Per Capita Income Levels.
- Housing Stock Age and Value.
- Income Distribution and Source of Income.

Income Levels:

If population is the most important demographic indicator, income is the second most important one. Median household income in the County is \$30,738 compared with \$39,250 for the state (nearly 22% lower). Poverty rates are roughly the same at 9.8% for the county and 9.7% for the state. These values suggest two things. First, the economy is performing at a sub-par level. Simply put, the economy is not producing enough wealth to support higher income levels. Over time, this trend can result in lower overall wealth capacity within the community and rising poverty rates. The relatively comparable poverty rates suggest that, while the economy is subpar, it is generating enough wealth to avoid an increase in chronic poverty rates.

Housing Stock Age and Value:

Housing is one of the most primary investments we make. It reflects how well our families are doing economically. Communities with older and lower value housing stock reflect a historic economy that has not done an adequate job creating wealth for a broad segment of the community's population. The housing stock in the sample county is significantly older when compared to the state averages (Figure 4). However, during the decades of the 1970s and 1980s, comparable rates of new home construction were realized in the county (e.g., good times). During the past decade and continuing into the current decade, housing start rates have again fallen behind state averages reflecting slower growth. Home values are also significantly lower in Sample County when compared to the state, reflecting lower overall historic income levels and the lower occurrence of higher income families (Figure 5).

Figure 4 – Housing Stock Age – Sample County and State

Unit Age	Sample County	State
1999 Forward	1.5%	2.0%
1990s	5.5%	11.8%
1980s	10.8%	10.3%
1970s	17.3%	18.9%
1960s	10.1%	13.4%
1940s & 50s	21.2%	18.6%
Pre-1940	33.5%	25.3%

Percent of Total Housing Stock – Source: U.S. Census Bureau

Figure 5 – Housing Stock Value – Sample County and State

Value Range	Sample County	State
Less than \$50,000	39.9%	18.6%
\$50,000 to \$99,999	44.1%	42.8%
\$100,000 to \$149,999	12.6%	23.4%
\$150,000 to \$200,000	2.3%	8.3%
Greater than \$200,000	1.1%	6.9%
Percent of Total Housing Units		
Home Ownership Rate	74 %	
Number of Mobile Homes	9.8%	6.7%

Source: U.S. Census Bureau

Income Distribution and Sources:

Like most of this rural state, there is a higher percentage of households in the low-and-moderate-income ranges and a lower percentage of households in the middle-to-upper-income ranges when compared to the state (Figure 6). These differences would be even more striking if compared to urban places. A potential key economic development goal would be to increase over time the number of households in the middle-to-upper-income ranges. With more spending power, the overall economy would likely grow.

Figure 6 – Income Distribution – Sample County and State

Income Group	Sample County	State
Low Income	21.8%	14.9%
Low to Moderate Income	35.0%	29.5%
Middle Income	35.2%	38.8%
Middle to Upper Income	6.8%	14.2%
Upper Income	1.3%	2.6%
Key:		
Low Income	=	Less than \$15,000
Low to Moderate Income	=	\$15,000 to \$34,999
Middle Income	=	\$35,000 to \$74,999
Middle to Upper Income	=	\$75,000 to \$149,999
Upper Income	=	\$150,000 & Higher

Source: U.S. Census Bureau

The rural pattern continues with income by source (Figure 7). Sample County has a significantly lower percentage of households earning their incomes through salaried positions (nearly 32% lower than the state average). Typically this means fewer jobs in the county with benefits like health insurance, vacation, pension programs, and the like. There is a significantly higher dependence upon non-farm proprietor income, reflecting the strength of small business and self-employment in the county. Sample County has nearly 2.5 times more income derived through self-employment when compared to the state averages. There is also a higher dependency upon dividend, interest, and rent income, reflecting the relatively higher percentage of households that are of retirement age.

Figure 7 – Income by Source – Sample County and State

Source of Income	Sample County	State
Wage & Salaries	32.5%	52.1%
Other Labor Income	3.9%	6.1%
Farm Proprietor Income	2.3%	1.5%
Non-Farm Proprietor Income	19.1%	7.5%
Transfer Payments	18.3%	20.6%
Dividends, Interest & Rents	23.8%	12.2%

Percent of Total Income – Source: U.S. Bureau of Economic Analysis. Note – Income from farms and ranches is highly variable, and these numbers vastly underestimate the importance of agriculture in the county.

Economic Structure:

In our Home Town Competitiveness strategy, we recommend an asset-based economic development approach. In other words, develop the economy based on the assets that are currently present within the community. Economic structure is critically important. We need to understand it and build upon the existing foundations within the current economic landscape. We employ the following indicators:

- Economic Output and Employment
- Occupations and Class of Worker
- Workforce
- Educational Attainment
- Entrepreneurial Activity
- Market Opportunity

Economic Output and Employment:

As one might expect, Sample County is considerably more dependent upon agriculture than the state (Figure 8). There is also a significantly lower presence of manufacturing, government, and FIRE (i.e., finance, insurance and real estate) output and employment in sample County when compared to state averages. TCPU (i.e., transportation, communications and public utilities) has a larger presence in Sample County.

Figure 8 – Economic Output and Employment Sample County and State

Sector	Economic Output		Employment	
	Sample Co.	State	Sample Co.	State
Agriculture	40.6%	9.7%	27.9%	6.8%
Mining	0.3%	0.1%	0.4%	0.2%
Construction	4.7%	7.1%	4.5%	6.5%
Manufacturing	4.7%	25.7%	2.5%	10.5%
TCPU	16.4%	10.6%	3.7%	5.2%
Trade	10.3%	11.6%	23.0%	21.5%
FIRE	6.5%	10.1%	3.8%	6.8%
Services	11.0%	15.7%	20.8%	27.9%
Government	5.3%	9.0%	11.2%	14.0%
Other	0.3%	0.4%	0.8%	0.6%

Percent of Total Activity Source: Nebraska IMPLAN Economic Model, 2008
 TCPU = Transportation, Communications and Public Utilities.
 FIRE = Finance, Insurance and Real Estate

Occupations and Class of Worker:

The overall occupation breakouts for Sample County are not dramatically different when compared to the state with two exceptions (Figure 9). There are 5.3 times more persons engaged in agriculture in the County compared with the state. There are nearly 21 percent fewer persons engaged in production (manufacturing) and transportation work.

Figure 9 – Occupation – Sample County and State

Occupation Category	Sample County	State
Management & Professional	32.7%	33.0%
Service	15.7%	14.6%
Sales & Office	21.8%	26.4%
Farming	8.5%	1.6%
Construction	9.3%	9.3%
Production & Transportation	12.0%	15.1%

Percent of Total Source: U.S. Census Bureau, 2010.

Workforce:

There are significantly fewer wage and salary workers and significantly more self-employed persons (Figure 10). These numbers hold two important implications. It is likely that with fewer wage and salary positions and associated benefits (particularly third-party pay), prevalence of health insurance is less in Sample County when compared with the state. The second implication is the relatively high percentage of the population that is engaged in some kind of business activity, contributing to the entrepreneurial assets of the community.

Figure 10 – Class of Worker, Sample County and State

Category	Sample County	State
Wage & Salary	64.0%	77.1%
Government	11.3%	13.7%
Self-Employment	22.5%	8.7%
Unpaid Family Workers	2.2%	0.5%

Percent of Total Source: U.S. Census 2010

Educational Attainment:

Like most of the rural State, educational attainment is lower in Sample County when compared to the state as a whole (Figure 11). There is a higher percentage of residents with high school or less education and a lower percentage with advanced educational attainment. However, the percentage of residents with associate degrees is comparable, reflecting the growing importance of community college and vocational education in our economy and society.

Figure 11 – Educational Attainment, Sample County and State

Highest Attainment	Sample County	State
Less than High School	15.4%	13.4%
High School	41.2%	31.3%
Some College	21.5%	24.3%
Associate Degree	7.4%	7.3%
Bachelors Degree	10.6%	16.5%
Graduate or Professional Degree	3.9%	7.3%

Percent of Total -- Source: U.S. Census, 2000.

Entrepreneurial Activity:

Entrepreneurship rates are extremely high in Sample County compared to the state and the U.S (Figure 12). Sample County has three times the number of proprietors relative to its population compared with the nation. However, when income is considered, the entrepreneurs in Sample County are struggling with a long-term decline in average income and the significantly lower average earnings per proprietor.

Figure 12 – Indicators of Entrepreneurial Activity

Indicator	Sample Co.	State	U.S.
Employment Change – 1970 to 2000	+40%	+66%	+ 84%
Proprietors Change – 1970 to 2000	+17%	+41%	+124%
Proprietors to Employees Ratio	60%	23%	20%
Change in Proprietors Income – 70-00	- 29%	- 29%	-10%
Proprietors to Employees Income Ratio	68%	18%	15%
Earnings Per Proprietor (2000)	\$20,646	\$28,876	\$36,316

Source: U.S. Bureau of Economic Analysis.

Market Opportunity:

The market opportunities for Stuart/Atkinson are as follows:

- The local market for the sample community is relatively small, with approximately 3,500 consumers plus associated business and government units. The local market is shrinking. This size of market inherently limits the size and growth potential of any business restricted to the local market.
- The regional market is larger, possibly 50,000 consumers with correspondingly greater diversity of government and business enterprises. The regional market is stagnate and not projected to experience sustained growth over the foreseeable future.
- State, national, and international markets are growing and growing rapidly and offer significant opportunity for those entrepreneurs able to acquire the capacity to effectively compete in these larger markets.

Entrepreneurship and Economic Development Assessment:

The following observations are based on initial visits to the communities and discussions with residents.

- There appears to be a healthy entrepreneurial community with a rather remarkable range of entrepreneurial talent. Some of the entrepreneurs identified are engaging in rather sophisticated dealings including exporting, joint ventures, and working with major corporations. This talent base represents a significant asset for building a stronger economic development strategy.
- The local and area markets are relatively small (number of consumers) with comparatively lower spending power (due to lower income levels). The opportunity to grow a new generation of businesses based on local and area markets is very limited. There is a need within the economic development strategy to identify and work with businesses that are willing and able to reach beyond local and area markets to regional, state, national, and international markets. These firms hold the best hope for creating significant economic development impacts.
- The sample area is relatively isolated. This isolation has contributed to a stronger mix of local retail and service businesses. The main streets of the sample community are moderately healthy. However, external competition in both the retail and service sectors will greatly challenge the viability of current main street businesses. There is also an aging ownership group where business transfer is an emerging issue. There is a critical need to ensure the successful transfer of existing businesses and the evolution of a new generation of highly competitive main street business owners and ventures.
- The development capacity within the area has been enhanced with the addition of the LB 840 program in the sample community. The community (on a more informal basis) is quite effective with community development and capturing economic development opportunities when they arise.
- The sample community represents a trade center for the region. The hospital in Sample County, coupled with complimentary health care services, retail, entertainment, and business services, represent a strong draw for area consumers.

Leadership and Civic Capacity Assessment:

The following observations are based on initial visits to the communities and discussions with residents:

- There appear to be strong and effective leadership, civic capacity, and resident engagement in the sample community. There are strong and consistent signs of progress, for example, the remarkable housing rehabilitation work in Sample County and the integration of town and rural fire services as well.
- Like many rural communities, the exceptional leadership in the community is relatively narrow. There are a relatively few individuals who are carrying a significant load within each community. There is a clear need to expand not only the leadership base in the community, but create pathways for emergent leaders (i.e., community builders) to become more involved and eventually assume traditional leadership roles.

- There is not a formal process of capacity building and leadership development within the sample community. However, these processes are present, but very organic in nature. There is an opportunity for a more intentional process of capacity building and leadership development that would not only strengthen the community, but also enhance opportunities for regional collaboration.
- There is not a strong pattern of systemic conflict within the community. There are normal community conflicts, but it does not appear such conflicts have rooted, creating serious divisions within the community.
- One critical issue facing the community is the future of K-12 education. A significant change in enrollment coupled with State aid policy is challenging the viability of the existing educational system. This issue will demand considerable community time and energy to resolve and could result in community conflict if not handled well.
- The Sample County is a “can do” community that has the opportunity to move forward with support of a stronger and more strategic leadership and civic capacity building process. Additional assessment work will be undertaken by the Heartland Center for Leadership Development as it works with the communities on a leadership development program.

Objective 3: Strategic Planning/Outcome Measurement

Strategic Planning

Coordination and communication are key elements in the success of any economic development program. A regular means of communication should be established between the Entrepreneurial Leadership Team and the program coordinator designated by the local development organization. This communication may take the form of a monthly report on program activities, an organizational meeting, weekly memos, or other appropriate communications. Communication ***must*** take place on a regular basis, as the program coordinator is responsible for the development of a strategic plan.

The creation of development goals helps to set the overall direction for your initiative. Achieving these goals is a long-term effort, but you must begin your work soon and maintain enthusiasm and support for your efforts over time. The best way to do this is to set realistic objectives that your team will achieve in the next three months, and the three months after that – moving you toward your long-term goals. Articulate these objectives in the same way that you clarified your development goals – by getting input from the leadership team and the board members who are going to help move the community closer toward the development goals. Keep these objectives concrete and achievable. Celebrate every objective you accomplish by sharing your success with the community.

The starting point in defining your development goals is to build on what has already been done with economic development visioning and planning. However, it is fundamental to cover all the bases and ensure a strong degree of agreement on what the community needs from economic development. There are likely to be as many perceptions and opinions about what is needed in the community as there are residents. Once completed, the assessment/profile process will have the work group focused on this issue. Now, take some time to review what goals your leadership team identifies, and where there is consensus or division. Using the completed assessment/profile, develop a strategic plan to address deficiencies identified. Also, identify your participating partners; develop a referral system or method of delivery of various levels of assistance programs, provided by your partners. These programs should include, but are not limited to, the following:

- Networking for entrepreneurs
- Mentor programs
- Micro lending or other business financing services
- Entrepreneurial training
- Business counseling services
- Promotional programs of entrepreneurial growth for the county/region

Increase community awareness of and support for strategies, needs, and resources. Educate the community about the benefits of “homegrown” business development and fast-growth companies. This can be achieved by conducting various business plan contests, entrepreneur spotlights, youth entrepreneur recognition, finance seminars, presentations to civic organizations, and other activities.

At the conclusion of this process, the leadership of your organization and of your community should have a three-to-five-year plan that identifies what needs to be done to foster entrepreneurial development and how to accomplish that.

Instructions for Strategic Planning

Your starting point in defining your development goals is to build on what you have already done with economic development visioning and planning. However, it is fundamental that you touch all the bases and ensure you have a strong degree of agreement on what your community needs from economic development. There are likely to be as many perceptions and opinions about what is needed in your community as there are residents. However, you've already begun this assessment process, and you have a working group focused on this issue. Now, take a bit of time to review what goals your leadership team identifies and where there is consensus and division.

Within this three-year period, each Development Authority must participate in a long-range strategic planning process. This process should include:

- assessment of the community/communities
- identification of key local issues
- outline of goals and objectives: objectives should describe the key results to be achieved, measures of progress, and target dates for achievement
- development of strategic actions that will bring about the accomplishment of your goals and objectives
- implementation plan that includes organizational responsibilities, resource allocation, and a one-year work program (annual action plan)
- definition of an evaluation process that will enable your organization to determine if it is achieving the results it expects, and if not, why not. This will allow you to change goals and/or strategies as necessary to achieve the level of satisfaction desired in the economic development program.

At the conclusion of this process, the leadership of your organization and of your community should have a three-to-five-year plan that identifies what needs to be done to foster economic development and spells out how to do it!

Many Views

We recommend a very concise process for clarifying development goals, your leadership team will need to gain insight. As you move from a broad "big picture" vision to building strategies, you need some specific goals tied to desired outcomes. It becomes a lot easier to build a good strategy that is sustainable if we can be more specific and less general in our goals and outcomes. There is help; you might want to spend some time reviewing the tables: Outcome Measurement included at the end of the annual report section. These tables identify specific short-term, medium-term, and long-term outcomes. It may provide you and your group with some ideas that could help you move toward more specifics and away from broad generalities.

Clarifying Development Goals

Consider employing a "three by two" process. First, start with your core leadership team and explore with them their attitudes, desires, and thinking about your community's development needs and goals. Then approach your Development Board. These are the people you want on your team and the individuals you cannot afford to have off the team. Development Board members will likely include organizations like the chamber of commerce, development corporation, local government, the media, the school system, and community foundation.

Finally, create some opportunities for broader entrepreneurial awareness and engagement. Use your visitation data you collected during your community profile/assessment.

Setting Objectives

Your development goals help to set the overall direction for your initiative. Achieving these goals is a long-term effort. But, you have to begin your work tomorrow and maintain enthusiasm and support for your efforts over time. The best way to do that is to set realistic objectives that your team will achieve in the next three months, and the three months after that – moving you toward your long-term goals. You can articulate these objectives in the same way that you clarified your development goals – by getting input from your leadership team and from the board members who are going to help move the community closer to the development goals. You can use the table: Setting Objectives at the end of this section to get people thinking about the specific things that need to be accomplished so that you create some early success and move closer to achieving your goals. Be sure to keep these objectives concrete and achievable. You want to be able to celebrate every objective you accomplish by sharing your success with the community.

Conclusion

If your community has been doing economic development visioning and planning, you do not need to spend a lot of time redoing this work. Actually, it would be best to build upon earlier work and ensure you have a current view of your development goals.

A Strategic Planning: Setting Objectives

Making Progress in the Next 120 Days

Development is a lot like a football game or other sporting event. There is an overall vision (winning the game) and a general strategy to guide the effort during the game. But within specific drives and quarters, there are adjustments and mini-strategies that combine to lead to success. It is helpful to create a long-term vision and overall game plan, but then each quarter (approximately a 3 month period), we should create very specific objectives that we focus energy on to build towards our longer-term vision. This approach makes the initiative manageable, understandable, and achievable.

During the next 12 months – what three to five objectives should we focus on to (1) create success and (2) move us towards our long-term goals?

1	Identifying local entrepreneurs and their service/product
2	Market local entrepreneurs and their services/products
3	Incorporate local businesses product/services into community activities
4	
5	

During the next 120 days – what three to five objectives should we focus on to (1) create success and (2) move us towards our long-term goals?

1	Make face to face contact and interview entrepreneurs
2	Identify the needs/concerns of the local entrepreneurs
3	Identify various ways to address the above stated concerns
4	
5	

Annual Report/Narrative

Although recertification is due every three years, an annual report will be required yearly. The submission of this report will be a requirement of the Local Economic Development (LED) grant application and should be submitted with that application. This annual report should be in narrative form and include the tables found in Section 3 titled Annual Report Matrix. The narrative should reflect any progress made towards goals and objectives as well as any setbacks. *Please see the sample that follows this section.*

We recommend a very concise process for clarifying development goals, your leadership team will need to gain insight. As you move from a broad “big picture” vision to building strategies, you need some specific goals tied to desired outcomes. It becomes a lot easier to build a good strategy that is sustainable if we can be more specific and less general in our goals and outcomes. There is help; you might want to spend some time reviewing the tables: Outcome Measurement included at the end of the annual report section. These tables identify specific short-term, medium-term, and long-term outcomes. It may provide you and your group with some ideas that could help you move toward more specifics and away from broad generalities.

ANNUAL REPORT TEMPLATE

1. Goal Highlights

Please list, as stated in the strategic plan, each goal and their objectives and the outcomes achieved. Following that, please provide a budget summary pertaining to that goal.

Example:

Goal 1: Develop initiatives that involve entrepreneurs in local community events.

Objective 1: Identify local entrepreneurs and their service/product

Objective 2: Connect these local entrepreneurs to community event planners

Outcome: Target Met

Summary: Over the past year, the community committed to use local entrepreneurs' good and services to facilitate all community activities such as the county fair, WV State Folk Festival, and many other local events promoted by community members. This not only spurred local economic development but gave the community a chance to grow. 5 local entrepreneurs benefited from this initiative with several other local entrepreneurs committing for next year.

Budget Summary: \$7,000.00 was budgeted for Marketing, of which \$1,600.00 went to printed materials and postage for the promotion of local entrepreneurs at local events such as the county fair.

Goal 2: Organize and facilitate an entrepreneurial forum

Objective 1: Identify entrepreneurs in the community

Objective 2: Identify concerns; accomplishments; goals of the
Entrepreneurs identified in objective 1.

Objective 3: organize forum: identify place to hold forum; speakers;
Identify date for forum; create budget for cost of forum

Outcome: Target Met

Summary: An Entrepreneur Forum was held on July 15-17, 2013, with over 200 entrepreneurs attending. We had 2 keynote speakers addressing business planning and venture capital. There were break-out sessions in between speakers that allowed attendees to ask questions and have small group discussion. The feedback received from attendees was all positive. We are already planning for the next forum to be held next year. Please see attached agenda for Forum and some feedback from attendees.

Budget Summary: The total cost of the forum was approximately \$120,000.00. We had a registration fee of \$100.00 to offset some of the cost. The funds used to pay for the forum consisted of LED grant funds in the amount of \$31,000. The remainder of the cost was covered by funds generated from other revenue. Our goal was to keep the cost for attendees low allowing for more to attend.

2. A year in review

Please provide a narrative of what you feel lead to the success of achieving the above-stated goals, as well as lead to the unsuccessful completion of some of the goals.

Example: The community was very supportive and rallied around to promote the local entrepreneurs and their products for the county fair. Although some resistance was felt from some organizers due to the cost difference in local products as opposed to larger companies, the majority of products needed were supplied by local business owners. The success of the fair and the promotion of local businesses far exceeded what we expected. We are looking forward to continuing this trend next year.

The Forum's success truly exceeded all of our expectations. Having had 200 attendees, we will need to look for a bigger venue next year. The cost of the forum was kept relatively low due to registration fees and grant money. The forum will be budgeted in our organizational budget for next year with money being allocated just for that event.

Terms

Criteria. Measures employed to support decision making or selection among various choices.

Indicators. Measures employed to track performance associated with specific actions or a program of work.

Reach. Relates to the scale of impact associated with an intervention

Impact. Relates to the depth of outcome associated with an intervention.

Capacity Building. Relates to the ability of an initiative to engage in development activity.

Short-Term Outcomes (6 to 12 months)

Criteria	Indicators	Discussion
Enterprise Activity	<ul style="list-style-type: none"> • More Entrepreneurs Assisted • Increased Client Engagement • Increased Deal Flow • Better Deal Flow 	<p>Economic development is a long term activity. Bottom line outcomes only happen over time. Measuring success shorter-term is problematic. However, there are short-term indicators that can track progress toward ultimate outcomes. An entrepreneurial focused approach centers on specific entrepreneurs and their ventures. Indicators of enterprise activity such as the number of entrepreneurs being assisted, the level of engagement with the entrepreneur, expanding deal flow (private investment into ventures), and the quality of the deal flow are all sound short-term indicators to track progress.</p>
Capacity Building	<ul style="list-style-type: none"> • Focused & Strategic • Move From Reactive to Proactive • Adequate Capitalization • Community Engagement • Resources Articulation Into More Rational Assistance System • Expanded Program Team 	<p>Chances are that any community, area, or state seeking to build an entrepreneurial focused development program must start with what they have and evolve the program to greater sophistication, impact, and reach – capacity building. We believe indicators within this evolutionary process include whether the program is focused on entrepreneurial needs and strategic targeting resources to entrepreneurship. Many development programs are reactive (e.g., responding to a new business lead or closing). Another measure of program success is when these programs move from being reactive to being proactive, thereby focusing resources on building a stronger environment and meeting entrepreneur needs. Adequate funding of the program is essential and represents another measure. Expanding community engagement, understanding, and, ultimately, support are essential for building a better program over time. One clear step is the articulation of available resources into a more rational, accessible, affordable, and real time assistance system for entrepreneurs. Finally, another measure is the development of a program team that is passionate and effective.</p>

Medium Term Outcomes (1 to 3 years)

Criteria	Indicators	Discussion
Enterprise Success	<ul style="list-style-type: none"> • Increased Competiveness • Increased Profitability • Successful Transfers to New Owners • Higher Survival Rates • Increased Startups • More Breakouts to New Markets and Growth 	<p>A big part of economic development is helping businesses become a more successful-enterprise. In doing so, job creation, tax base expansion, and other outcomes can be realized. In rural areas the keys to success begin with creating more competitive venture models that result in higher profitability, growth, and reduced failure rates. Other indicators of enterprise success include higher rates of business transfer as aging owners are seeking exit strategies from their businesses. We also measure success with higher new business startups and entrepreneurial breakouts. Breakouts are successful businesses that create a more competitive model enabling them to reach new markets and sustain growth.</p>
Community Success	<ul style="list-style-type: none"> • Broader Career Options • Expanded Employment • Rise in Living Wage Jobs • Expanded Tax Base • Increased Give Back to Communities 	<p>Economies exist to serve the needs of people within communities. Community success is a second tier of medium-term outcomes we are seeking. For example, we typically are seeking jobs creation from our economic development efforts. But increasingly we are also seeking job with attractive career tracks. Educated and motivated rural youth will move if good career options are not offered by their rural community. The term “quality jobs” has also emerged as a refined ED goal. We want more than job numbers – we also want jobs that provide living wage incomes. Two other community outcomes include expanded tax base (thereby increasing the ability of a community to meet public needs) and increased give back (the giving of time, talent, and treasure to charitable causes).</p>
Organizational Success	<ul style="list-style-type: none"> • Stronger Development Organization • More Sophisticated Development Agenda • Increased Volunteer Engagement • Larger Budget • Sharper Strategic Focus 	<p>In years 1 through 3 we are still creating capacity to engage in entrepreneurial focused economic development. A number of mid-term measures of organizational success include building a stronger development organization that can evolve a more sophisticated agenda. Such organizations inherently require more volunteer human talent, larger budgets for staff and programs, and even sharper strategic game plans.</p>

Long-Term Outcomes (3 years or larger)

Criteria	Indicators	Discussion
Creation of Rooted Wealth	<ul style="list-style-type: none"> • Increased Competitiveness • Increased Profitability • Presence of Community Endowments and Philanthropic Giving 	<p>The long-term outcome of economic development investments should be the creation of rooted wealth. Measuring wealth is challenging as appropriate and readily available secondary data are scarce. However, some information is generally available including assets property values (often by type such as residential, commercial, etc.) from state property tax databases. Information on assets per household can only be estimated using an indicator such as residential assessed value of property per household, for example. Income is also a limited indicator as wealth per household is typically higher when higher income levels that are sustained over time. Finally, with a little work community endowments and philanthropic giving can be measured locally.</p>
Sustainability	<ul style="list-style-type: none"> • Increased Diversity of Businesses in Economy • Increased Competitiveness of Business • Increased Local Ownership 	<p>Sustainability is an ecological concept suggesting environmental systems are robust and stable with a capacity to handle shocks (such as droughts). Sustainability can also be employed with economic and social systems. For example, an area economy with a wide range of business types is generally more sustainable when compared to a single industry town. Other indicators can include the competitiveness of the economy based on industry type and firm competitiveness as well as the level of local ownership of firms.</p>
Smart Growth	<ul style="list-style-type: none"> • Sustainable Development • Fits Scale of the Community • Minimized Disruptions 	<p>Smart growth suggests a bias. Actually smart growth refers to an emerging development approach that ensures growth is managed, intentional, and beneficial to a broad segment of the community. Rapid or unplanned growth can be damaging to the social fabric of communities and fundamental quality of life.</p>
Constituency	<ul style="list-style-type: none"> • Informed of Economic Development Strategies • Engaged in Developing and Implementing Strategies • Supportive with Time and Resources 	<p>Our democratic system, as well as our market economic system, is based on an informed, engaged, and supportive constituency. Active engagement of the residents of a community in economic development and community affairs is fundamental to the achievement of other long-term outcomes.</p>

Annual Report Matrix
(Please use for short-term, medium-term, and long-term objectives)

Criteria	Indicators	Discussion

Strategic Planning: Setting Objectives Making Progress in the Next 120 Days

Development is a lot like a football game or other sporting event. There is an overall vision (winning the game) and a general strategy to guide the effort during the game. But within specific drives and quarters, there are adjustments and mini-strategies that combine to lead to success. It is helpful to create a long-term vision and overall game plan, but then each quarter (approximately a 3 month period), we should create very specific objectives that we focus energy on to build towards our longer-term vision. This approach makes the initiative manageable, understandable, and achievable.

During the next 12 months – what three to five objectives should we focus on to (1) create success and (2) move us towards our long-term goals?

1	
2	
3	
4	
5	

During the next 120 days – what three to five objectives should we focus on to (1) create success and (2) move us towards our long-term goals?

1	
2	
3	
4	
5	

WEST VIRGINIA
CERTIFIED DEVELOPMENT COMMUNITY (CDC) PROGRAM
OFFICIAL ENTRY APPLICATION

The Sample Community hereby formally expresses its
desire to (Name of community - county or region)
participate in the West Virginia Certified Development Community (CDC) Program this

22nd day of June, 2014. Our community understands

the requirements for certification are demanding, and we have 18 months from today to successfully complete the program. We also understand this program will require the cooperation, assistance, and commitment of dedicated individuals within our community who are willing to volunteer their expertise and energy toward the completion of the program. To this end, we have formed a local steering committee consisting of such key people from both the public and private sector and have selected the following person to serve as our CDC Program Coordinator:

Jimmy Jones Executive Director
(Name of CDC Program Coordinator) (Occupation/Title)

123 Sample Way, Anytown, WV 00000
(Address)

(555) 555-5555
(Daytime phone number)

Sample County Development Authority
(Name of cooperating, professionally staffed development organization)

I, Jimmy Jones, have reviewed the West Virginia
Certified
(Name of CDC Program Coordinator)
Development Community (CDC) Program Manual and hereby pledge my commitment
to the

successful completion of the program. Jimmy Jones,
(Signature of CDC Program Coordinator)

**WEST VIRGINIA
CERTIFIED DEVELOPMENT COMMUNITY (CDC) PROGRAM
RESOLUTION OF PARTICIPATING AND COOPERATION**

WHEREAS, the governing body of _____ is interested
(Name of Community)
in the economic well-being of its citizenry and the community at-large; and WHEREAS,
the governing body is prepared to support appropriate efforts within the community to
become totally prepared to promote economic development; and WHEREAS, the West
Virginia Chamber of Commerce, the West Virginia Economic Development Council,
and the West Virginia Development Office are offering a program that is specially
designed to help West Virginia communities become better prepared for industrial and
related economic development; and, WHEREAS, BE IT RESOLVED by the
_____,
(Name of Community), that our community and/or region wishes to
participate in the Certified Development Community program, and that the leadership of
this community fully realizes this program requires dedicated effort; and, BE IT
FURTHER RESOLVED, that by making entry into this program, we are pledging our
honest effort to become designated as a "Certified" community; and BE IT FURTHER
RESOLVED, that the program requires the existence or formation of a Local Economic
Development Organization, and this governing body designates the _____
_____ as representing our
community for the purpose participating in this program.

This resolution is in full effect upon its adoption this 23rd day of May, 2012
John T. Smith Commissioner
Name of Official Title

Sally Jones Commissioner
Attest Title

Inquiry Area 1 – About the Business: First, we want to gain insight into the business or businesses (there may likely be more than one) owned and/or operated by the interviewee.

Name of your business:				
What year was this business started?				
What year did you become owner?				
Which best describes how you came to own this business?		Started the business ____	Purchased the business ____	Inherited the business ____
How is your business organized?	Corporation ____	Sole Proprietorship ____	Partnership ____	Subchapter S corporation ____
Which best describes you primary business activity?	Service ____	Retail (including Restaurants) ____	Finance/ Insurance/ Real estate ____	Wholesale/distribution ____
Transportation ____	Business/Professional Services ____	Manufacturing ____	Construction ____	Other: _____ <i>(Please List)</i>
How many years of experience in this specific business activity do you have?				
In an average week, how many hours do you devote to your business?				
How many employees do you have?		Full-Time ____	Part -Time ____	
Do you buy local product for your business?				
What was your annual sales volume last year (\$ amount)?				
Do you manage your own finances or employ a professional bookkeeper?				

Inquiry Area 2 – About the Owners/Operators: The second area of inquiry focuses on the owners/operators.

Name of Owner:					
1.					
Address of Owner:					
2.					
Phone number and Fax number of Owner:					
3.					
Email of Owner: (& website if applicable)					
4.					
5.	Sex of Owner:	Male ___	Female ___		
6.	Marital Status of Owner:	Single ___	Married ___	Divorced ___	Separated ___
7.	Number of children owner has:				
8.	Highest level of education completed by owner:				
9.	How many total years of personal business experience does owner have?				
10.	Was either of the owner's parents ever involved in owning and operating their own business?		yes ___	no ___	
11.	If yes to # 10 please identify which parent and briefly describe the business activity.				

Inquiry Area 3 – Future Plans: Thirdly, we want to gain insight into their personal/business plans.

Note – The following questions are intended to be a menu to probe for insight. It is best to start with the following open-ended question and then use the specific questions for probing and clarification.

Primary Question

What are your plans for your business(es) in the next five years?
Do you have longer-term business plans? If yes, what are they?

Below please rank the following statements as they apply to your business:

1= Have thought about 2= may think about 3= not sure
4= may not think about 5= absolutely will not think about

1. Add new product or service	1	2	3	4	5
2. Sell to new market	1	2	3	4	5
3. Research new markets	1	2	3	4	5
4. Expand distribution channels	1	2	3	4	5
5. Expand advertising and promotions	1	2	3	4	5
6. Invest in new equipment	1	2	3	4	5
7. Replace current equipment	1	2	3	4	5
8. Expand current facilities	1	2	3	4	5
9. Redesign current facilities	1	2	3	4	5
10. Seek additional financial capital	1	2	3	4	5
11. Computerize current operations	1	2	3	4	5
12. Upgrade computer systems	1	2	3	4	5
13. Redesign operating methods	1	2	3	4	5
14. Expand scope of operating activities	1	2	3	4	5
15. Seek professional or technical advice	1	2	3	4	5
16. Add specialized employees	1	2	3	4	5
17. Invest in offsite training for employees	1	2	3	4	5

Inquiry Area 4 – Development Issues: Every business faces real and perceived development issues. Often these issues become personal and clouded by emotions. It is important to discover those issues that are core to the development of the (1) entrepreneur and (2) their venture(s).

Primary Question

Please list and describe the five most important issues facing your business’s ability to be profitable and/or grow.

1. _____

2. _____

3. _____

4. _____

5. _____

Probing Questions:

Which of the following business development issues are critical to your business’s success and future growth:

Rank on a 1 to 5 scale where 1 is very concerned and 5 is no concern.

1. Access to financing or capital	1	2	3	4	5
2. Access to new markets	1	2	3	4	5
3. Assistance with business planning	1	2	3	4	5
4. Assistance with business transfer or sale	1	2	3	4	5
5. Lowering local taxes	1	2	3	4	5
6. Lowering state and/or federal taxes	1	2	3	4	5
7. Providing benefits to workers (Healthcare, 401K)	1	2	3	4	5
8. Finding motivated and/or skilled workers	1	2	3	4	5
9. Lack of community awareness and support	1	2	3	4	5
10. Assistance in improving production	1	2	3	4	5
11. Access to higher quality telecommunications services	1	2	3	4	5

Inquiry Area 5 – Engagement Attitudes: The final area focuses on the attitudes of the interviewee to become engaged in the community’s economic development program.

1. Our community is considering creating a program to provide customized development assistance to entrepreneurs like you - would you (and your team) be interested in learning more about such a program?

Yes No No Sure

2. What questions would you need to have answered before you could decide to become part of this program?

Please List:

3. *You have a successful business in this community – would you consider giving of your time and experience in any of the following ways:*

• Are you willing to mentor other entrepreneurs? Yes _____ No _____

If yes, are you willing to mentor other entrepreneurs (please check all that apply):

- One on one _____
- Through an entrepreneurs’ network that meets periodically _____
- Through an entrepreneurs’ network on the Internet _____
- Other _____ Please describe. _____

4. Do you think an entrepreneurial or vocational internship/apprentice program would be useful in helping people gain experience in starting their own businesses?

Yes _____ No _____

Would you be willing to participate in such an entrepreneurial apprentice program?

Yes _____ No _____

Strategic Planning: Setting Objectives

Making Progress in the Next 120 Days

Development is a lot like a football game or other sporting event. There is an overall vision (winning the game) and a general strategy to guide the effort during the game. But within specific drives and quarters, there are adjustments and mini-strategies that combine to lead to success. It is helpful to create a long-term vision and overall game plan, but then each quarter (approximately a 3 month period), we should create very specific objectives that we focus energy on to build towards our longer-term vision. This approach makes the initiative manageable, understandable, and achievable.

During the next 12 months – what three to five objectives should we focus on to (1) create success and (2) move us towards our long-term goals?

1	
2	
3	
4	
5	

During the next 120 days – what three to five objectives should we focus on to (1) create success and (2) move us towards our long-term goals?

1	
2	
3	
4	
5	