

This Type 3 assessment is designed for fairly large communities (e.g., with 50,000 to 300,000 in population) that support a full-time, paid economic development professional.

Please complete as many of the questions in this survey as possible. Accurate answers will help us indicate where changes in your community’s economic development infrastructure and processes will have the greatest impacts. The answers will be analyzed and a follow-up visit scheduled to discuss the assessment and potential projects that could improve your community’s economic development program. Your answers and the resulting recommendations will be provided to you for distribution according to your preference. Note that this assessment will not produce a formal economic development adjustment plan, comprehensive economic development strategy, or other strategic plan. However, the information gathered can be useful in producing such plans, in that it evaluates the current status of the community’s economic development infrastructure and processes and identifies issues for further analysis.

Do you currently work full-time in economic development?

- Yes → How many years have you been involved in economic development? **20 years**
- No (refer to appropriate person OR if no such person exists, complete the Type 1 form)

Is this assessment for a city or county? **Jackson County – City of Commerce**

**Part One – General Community Information**

*The purpose of Part One is to collect basic information about your community.*

Name of Your Organization: **Jackson County Chamber of Commerce**

Address: **1655 South Elm Street**

City: <b>Commerce</b>	County: <b>Jackson</b>	State: <b>GA</b>	Zip: <b>30529</b>
Your name: <b>Pepe Cummings</b>		Title: <b>President/ CEO</b>	
Your telephone: <b>(706) 335-1896</b>	Fax: <b>706-335-3312</b>	E-mail: <b>pcummings@alltel.net</b>	

**1.1 Please provide the following information about your community’s population.**

	Year 1: 1990	Year 2: 2000	Don't Know
Population	30,005	41,589	<input type="checkbox"/>
Net migration (population change minus the net change of births less deaths)		80.7%	<input type="checkbox"/>
Per capita income	\$13,936	\$23,095	<input type="checkbox"/>
% of population below poverty level	14.1%	12.0%	<input type="checkbox"/>
% of population under age 18		26.6%	<input type="checkbox"/>
% of population over age 65		10.4%	<input type="checkbox"/>
% of population that is white		89.2%	<input type="checkbox"/>
% of population that is black, Asian, other		11%	<input type="checkbox"/>
% of population that is Hispanic		3%	<input type="checkbox"/>

**1.2 Please indicate the size of your community’s employment base, unemployment rate, and labor force participation rate.**

	Year 1: 2000	Year 2: 2002	Don't Know
Number of employees	21,602	23,947	<input type="checkbox"/>
Unemployment rate	3.9 %	3.2 %	<input type="checkbox"/>
Labor force participation rate		96.8 ?	<input type="checkbox"/>

**1.3 Please provide the number (or percentage) of employees by sector for your community.**

	Year 1: _1990_	Year 2: 2002	Don't Know
Agriculture, forestry, fishing	10.9%	5.6 %	<input type="checkbox"/>
Mining	-	-	<input type="checkbox"/>
Construction	7.2%	7.4%	<input type="checkbox"/>
Manufacturing	29.3%	25.1%	<input type="checkbox"/>
Transportation, communication, utilities	4.8%	4.2%	<input type="checkbox"/>
Wholesale trade	5.2%	5.0%	<input type="checkbox"/>
Retail trade	14.5%	22.0%	<input type="checkbox"/>
Finance, insurance, real estate	2.9%	7.4%	<input type="checkbox"/>
Services	12.5%	10.9%	<input type="checkbox"/>
Government	12.7%	12.5%	<input type="checkbox"/>

**1.4 Please list and describe the five largest private sector (non-governmental) employers in your community.**

	<u>Name of Employer</u>	<u># Employees</u>	<u>Type of Business</u>	<u>Year Began At This location</u>
1.	Wayne Farms	1250	Poultry	
2.	Chateau Elan	550	Hospitality	
3.	Baker & Taylor	450	Book/Tape Distr	
4.	Mission Foods	400	Food Process	
5.	Caterpillar	250	Fuel Systems	

**1.5 Please check the boxes that best describe the growth patterns in your community’s service area.**

	<u>Growing</u>	<u>Stable</u>	<u>Declining</u>	<u>Don’t Know</u>	<u>Not Avail.</u>
Service area overall	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central business district (non-industrial)	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central industrial district	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central district—residential	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suburban residential (30 or more years old)	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suburban residential (less than 30 years old)	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suburban business areas (30 or more years old)	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suburban business areas (less than 30 years old)	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional shopping areas (30 or more years old)	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>
Regional shopping area (less than 30 years old)	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rural areas	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**1.6 Please indicate the following about your community’s property tax digest.**

	Year 1:	Year 2:	<u>Don’t Know</u>
Real property tax revenues	_____	\$12,701,934	<input type="checkbox"/>
Per capita tax digest	_____	_____	<input type="checkbox"/>

**1.7 What were the net number of new businesses and net number of new jobs in your community in the following time period?**

Year 1: \_\_\_\_\_ to Year 2: \_\_\_\_\_

Net number of new businesses \_\_\_\_\_  Don’t Know

Net number of new jobs \_\_\_\_\_

→How many of the businesses are minority owned? \_\_\_\_\_

- 1.8 a. What is your objective for increasing the net number of **new businesses**?  
 \_\_\_\_\_% increase over \_\_\_\_\_ time period (number of years)
- b. What is your objective for increasing the net number of new **minority-owned businesses**?  
 \_\_\_\_\_% increase over \_\_\_\_\_ time period (number of years)
- c. What is your objective for increasing the net number of new **manufacturing businesses**?  
 \_\_\_\_\_% increase over \_\_\_\_\_ time period (number of years)
- d. What is your objective for increasing the net number of new **manufacturing businesses**?  
 \_\_\_\_\_% increase over \_\_\_\_\_ time period (number of years)
- e. Please describe any other major objectives (e.g., jobs).  
 Description \_\_\_\_\_ % increase over \_\_\_\_\_ (years)  
 Description \_\_\_\_\_ % increase over \_\_\_\_\_ (years)  
 Description \_\_\_\_\_ % increase over \_\_\_\_\_ (years)

- 1.9 Describe the economic development problems faced by your community.  
Lack of Leadership in government sector – Extreme political infighting  
Competing service providers on primary utilities - Lack of Zoned market ready  
Industrial/commercial land for quality development with adequate infrastructure  
Resistance to change (old timers vs newcomers)  
Rural vs. urban conflict  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**This is the end of Part One – General Community Information.**

**PLEASE ANSWER ALL QUESTIONS IN PART ONE BEFORE PROCEEDING TO PART TWO OF THIS SURVEY.**

Part Two – Measuring Infrastructure

The purpose of Part Two is to learn about the community’s infrastructure problems, and whether there is sufficient information to identify specific areas for corrective action.

**Physical Infrastructure**

2.1	How many miles is your community (center) from:	Number of Miles	Don't Know
	Navigable river Savannah	250 miles	<input type="checkbox"/>
	Deepwater port Savannah	250 miles	<input type="checkbox"/>

2.2 Does your local airport have a fixed base operator (FBO)?

Yes →

No

No local airport

Don't know

(if community has a local airport)

What is the number of: **Airport influx**

\_\_\_\_\_ Commercial carriers with scheduled service

\_\_\_\_\_ Flights per day

2.3 a. Does your community have passenger rail service?

Yes

No

b. Does your community have piggy-back rail service?

Yes → how many miles is it to the nearest piggy-back service? Atl\_\_ miles

No

Don't know

2.4	Which of the following telecommunications services are available in the community? County : All; City:	Yes	No	Don't Know
	Cable modem County : All	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	DSL County : All	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Fixed wireless County : All	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Local telecommunications service from more than one provider County : All	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Number of Points of Presence (POPs) Control switch for NE Georgia			

2.5	Does it take longer than three months to install telephone service to a large user?	Yes	No	Don't Know
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2.6	Does it take longer than six months to install large blocks of electrical capacity?	Yes	No	Don't Know
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2.7 Please check the boxes to indicate how many large users your utilities can handle.

City of Commerce

Utility	Can handle 3 or more additional large users without new investment	Can handle 1 or 2 additional large users without new investment	Can handle no additional large users without new investment	Utility is not locally run
Water	✓	☐	☐	☐
Wastewater	✓	☐	☐	☐
Electricity	✓	☐	☐	☐
Gas *	☐	✓	☐	☐
Solid waste service via state permitted landfill	✓ Use Banks Co.	☐	☐	☐

\*Gas Distribution may be an issue

2.8 a. Please indicate any problems or concerns with your water system.

Okay

b. Please indicate any problems or concerns with your wastewater system.

Expensive now with permitting

2.9 a. How many industrial/business parks does the community have that are:

Public developments 1  
Privately-owned Fronts on Hwy 98: Raw land

b. How many of your industrial/business parks offer the following services?

Number of Parks	Service
✓	Close interstate access
✓	Direct rail service
✓	Pipeline natural gas
	Air service within or adjacent to the park
✓	High-capacity telecommunications service
	Speculative and available buildings
	Incubator facilities
	Shared office services
	Day care facilities
	Research facilities
	Other (please describe) _____

**c. Does your community have a large mega site (i.e., 500 or more acres) available?**

Yes North of I-85; 1400-1500 acres; 4-5 major land owners

- No
- Don't know

**d. What percentage of total industrial park acreage in your community is built out/occupied?**

90/0 \_\_\_\_\_% out of \_\_\_? / 1500\_\_\_ total amount of acreage

- Don't know

**2.10 What percentage of the downtown business district is vacant?**

- 0-10%
- 10-25%
- 25-50%
- More than 50%

**2.11 Has your community experienced one or more major natural disasters (e.g., hurricane, tornado, severe flooding, earthquake) in the last 5 years?**

- Yes
- No
- Don't know

**Human Resource Infrastructure**

2.12	Is there a four-year college or university within your community? <b>UGA: 20 miles</b>	<u>Yes</u> <input type="checkbox"/>	<u>No</u> <input checked="" type="checkbox"/>	<u>Don't Know</u> <input type="checkbox"/>	
2.13	Is there a community college, technical institute or other postsecondary educational institution within your community? <b>Lanier Tech: Satellite Campus</b>	<u>Yes</u> <input checked="" type="checkbox"/>	<u>No</u> <input type="checkbox"/>	<u>Don't Know</u> <input type="checkbox"/>	
2.14	Can the public school system absorb 10 percent more students without overcrowding classrooms or needing new buildings? <b>City is in process of building new middle and HS</b>	<u>Yes</u> <input checked="" type="checkbox"/>	<u>No</u> <input checked="" type="checkbox"/>	<u>Don't Know</u> <input type="checkbox"/>	
2.15	What percentage of the community's K-12 students attend local private schools? ___? <b>Small</b> _____%				
2.16	Is the student-teacher ratio for public high school classes above, at, or below the state average? <b>City: 17:1; County 15:1; State 15:1</b>	<u>Above</u> <input checked="" type="checkbox"/>	<u>At</u> <input type="checkbox"/>	<u>Below</u> <input type="checkbox"/>	<u>Don't Know</u> <input type="checkbox"/>

**2.17 Does the percentage of public school system teachers holding master's degrees exceed 50 percent?**

<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
✓	<input type="checkbox"/>	<input type="checkbox"/>

**2.18 Please provide your community's high school completion rate.**

	Most recent year <b>2003</b>	<u>Don't Know</u>
High school completion rate <b>Commerce County</b> : 74.4%; <b>State</b> :	83.5%	<input type="checkbox"/>

**2.19 Which of the following programs are available in the public school system:**  
(indicate all that apply) **City in Blue**; **County in Orange**

- ✓ Apprenticeship program
- ✓ Internship program
- Mentoring program with local businesses
- ✓ Business partners program
- ✓ Joint high school/vocational technical school program
- ✓ Entrepreneurship program
- Computer/programming specialization
- Magnet school/specialty program
- Other (please describe) \_\_\_\_\_
- Don't know
- None of the above

**2.20 Is an adult literacy program available in your community?**

- ✓ Yes
- No
- Don't know

**2.21 For your community, please provide information for the following for the most recent year available:**

	Most recent year <b>2000</b>	<u>Don't Know</u>
Number of physicians per 1,000 population	48.1	<input type="checkbox"/>
Teenage pregnancy rate	41.7	<input type="checkbox"/>
Infant mortality rate	8.6	<input type="checkbox"/>
Crime rate	3.4	<input type="checkbox"/>
Juvenile arrest rate	26.4	<input type="checkbox"/>
Percentage of registered voters who voted in last presidential general election	70.3	<input type="checkbox"/>



**2.22 a. What was the total number of housing permits in your community in the most recent year?**

	Most recent year _____	<u>Don't Know</u>
Single family housing permits		<input type="checkbox"/>
Multi family housing permits		<input type="checkbox"/>

**b. What percentage of new single family housing permits was for mobile homes?**

- 0-25% **12%**
- 25-50%
- 50-75%
- More than 75%

**2.23 a. Please provide the following information about your community's main community or civic center for the most recent year available:**

	Most recent Year <b>2004</b>	<u>Don't Know</u>
Indoor seating capacity	<b>1000</b>	<input type="checkbox"/>
Square footage of exhibit space		<input type="checkbox"/>
Number of events per year	<b>360</b>	<input type="checkbox"/>
Total number of attendees		<input type="checkbox"/>

**b. Does your community or civic center have a Web-based calendar of events?**

- Yes
- No
- Don't know

**Local Government/Public Policy Infrastructure**

**2.24 a. What is the year of the most recent comprehensive land use plan or revision for your community? 2004**

- Don't have
- Don't know

**b. Does your community have a formal system for monitoring how closely actual development follows the comprehensive land use plan?**

- Yes
- No
- Don't know

**2.25 Has the local government participated in any of the following regional activities?**  
(check all that apply)

- Merged or consolidated provision of services between 2 or more jurisdictions →
- Regional land use planning
- Joint development authority or enterprise
- Other (describe) \_\_\_\_\_
- Don't know

*(if merged or consolidated services checked)*

What consolidated services are provided? \_\_\_\_\_

\_\_\_\_\_

**2.26 Does your community have a downtown redevelopment authority?**

- Yes
- No
- Don't know

**2.27 Does your community have a community-wide recycling program?**

- Yes *(If yes)* In what year did it start? \_\_\_\_\_
- No
- Don't know

**2.28 Does your community have designated brownfield sites?**

- Yes
- No
- Don't know

*(If yes)* Is there a formal program being implemented to redevelop or remediate brownfield areas

- Yes
- No
- Don't know

**2.29 What is the year of the most recent solid waste management plan or revision? \_\_\_\_\_**

- Don't have
- Don't know

**2.30 What is the bond rating of the largest city or county government in your community?   A   ? \_\_\_\_\_**

- Don't know

**2.31 a. Has a local bond/tax referendum been approved by voters in the last 3 years?**

- Yes → What type/types of bonds or taxes?

  ELOST, SPLOST   \_\_\_\_\_

- No
- Don't know

**b. Has a local bond/tax referendum been defeated by voters in the last 3 years?**

- Yes → What type/types of bonds or taxes? \_\_\_\_\_

- No
- Don't know

**2.32 How does your community’s property tax millage rate compare to similar communities?**

- Higher
- The Same
- Lower
- Don’t know

**2.33 In the past year, has the local government received a grant to support economic development from:**

State agencies (please list) GEFA loans, EIP Loan, ARC, EIP, REBA

Federal agencies (please list) \_\_\_\_\_

- No grants received City of Commerce has not received any
- Don’t know

**2.34 What percentage of local elected officials in your community are minorities \_\_\_\_\_ %?**

- Don’t know

**2.35 Which of the following government services are available on-line?**

	<u>Yes</u>	<u>No</u>	<u>Don’t Know</u>
Contact information	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
List of services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bill payment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Minutes of meetings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tax records or plats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Certificates, licenses, or permits	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community calendar	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (please describe) _____			

**This is the end of Part Two – Measuring Infrastructure.**

**Part Three – Measuring Economic Development Processes**

*The purpose of Part Three is to learn about the community’s economic development processes, and whether there is sufficient information to identify specific areas for corrective action.*

**Organizational Processes**

**3.1 Which of the following is the lead organization for economic development in your community? (check one)**

- Chamber of commerce
- Industrial or economic development authority
- City or county government office
- Other (please describe) \_\_\_\_\_
- No lead organization
- Don’t know

**3.2 Please estimate the economic development budget for the community in the past 3 years?**

Year <u>2002</u>	Budget \$ <u>85,000</u>
Year <u>2003</u>	Budget \$ <u>90,000</u>
Year <u>2004</u>	Budget \$ <u>95,000</u>

**3.3 Please estimate what percentage of the economic development budget comes from the following sources:**

Business community (membership dues)	<u>55</u> %
Local taxpayers	<u>45</u> %
State agencies	_____ %
Federal agencies	_____ %
Other (please describe) _____	_____ %

**3.4 a. How many full-time equivalent paid staff work on economic development? 1**

**b. How many staff members have a professional economic development certification (e.g., CECD, EDFP)? None**

- Don’t know

**c. Have any of the staff participated in state or local formal leadership programs?**

- Yes
- No
- Don’t know

**3.5 a. Does the lead economic development organization utilize volunteers?**

- Yes
- No (skip to 3.6)
- Don't know (skip to 3.6)

**b. Please describe the training for these volunteers. (check all that apply)**

- Volunteers go through a formal training program JCIDA does
- Volunteers attend professional association meetings
- Volunteers are informally trained
- Volunteers receive no training
- Don't know

**3.6 Which of the following committees does the lead economic development organization have? (check all that apply)**

- Workforce
- Tourism
- Existing industry
- Entrepreneurship
- Technology
- International trade/exporting
- Marketing
- Budget/finance
- Other (please describe) Economic Development \_\_\_\_\_
- No committees

**3.7 Please indicate which working relationships between the lead economic development organization and the following could be MOST improved: (check all that apply)**

- Local banks
- Local tourism-related businesses (e.g., hotels, restaurants, parks)
- Other local economic development organizations in your community
- Local city/county government
- Local citizens groups
- Economic development organizations or local governments in other cities or counties
- State economic or community development agency
- Regional planning agency/economic development district
- Community college or technical institute
- Four-year college or university
- Unions
- Utility company
- Other (please describe) \_\_\_\_\_

**Information Systems**

**3.8 a. Is basic information about any of the following in your community collected?**(check all that apply)

- Existing business and industry
- Tourism resources
- Commercial and industrial properties
- Demographic information
- Educational information
- Existing labor availability and compensation
- Local employers' future demand for labor and future supply of labor
- Business assistance sources
- Other (please describe) \_\_\_\_\_
- Don't know (skip to 3.9)

**b. For each type of information you checked in 3.8a, please indicate how often it is updated.**

	<u>Monthly</u>	<u>Quarterly</u>	<u>Annually</u>	<u>As Needed</u>
<u>Existing business, industry</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Tourism resources</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Commercial, industrial properties</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Demographic information</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>Educational information</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>Labor availability, compensation</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Future labor demand and supply</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Business assistance sources</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**c. For each type of information you checked in 3.8a, please indicate how it is presented.**

	<u>Paper-based brochure</u>	<u>Paper-based report</u>	<u>CD-Rom, video</u>	<u>Web site</u>
<u>Existing business, industry</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>Tourism resources</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Commercial, industrial properties</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Demographic information</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Educational information</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Labor availability, compensation</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Future labor demand and supply</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>Business assistance sources</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**3.9 Please describe your use of the following technologies.**

	Currently <u>use</u>	Plan <u>to use</u>	Do not <u>plan to use</u>	Don't <u>know</u>
Laptop computer	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local area network	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intranet (web site accessible only to staff)	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web-based research service (e.g., Lexis/Nexis)	<input type="checkbox"/>	<input type="checkbox"/>	√	<input type="checkbox"/>
Digital assistant (e.g., PalmPilot) for remote services	<input type="checkbox"/>	<input type="checkbox"/>	√	<input type="checkbox"/>
Call forwarding service	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remote access to electronic communications services (e.g., email, calendar) without laptop	<input type="checkbox"/>	<input type="checkbox"/>	√	<input type="checkbox"/>
Presentation software (e.g., PowerPoint)	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Broadcast e-mail (to a distribution list)	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spreadsheet/budgeting software (e.g., Excel)	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Database system (e.g., dBase, Access)	√	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3.10 a. Is there a written economic development plan for your community?**

- √ Yes → **Please provide year of most recent plan or last revision** DVD 2003/4
- No (skip to 3.11)
- Don't know (skip to 3.11)

**b. Which of the following is contained in the written economic development plan?**

(check all that apply)

- Demographic and socioeconomic analysis
- √ Target segment analysis
- √ Strengths and weakness analysis
- Financial/budget plan
- Comparative analysis between the community and similar communities
- Tourism plan
- Business retention and expansion plan
- Infrastructure development plan (e.g., utilities, sites, buildings)
- Incentive policy
- Other (please describe) \_\_\_\_\_

**c. Which of the following methods was used to develop the economic development plan? (check all that apply)**

- Town halls or public forum meetings
- √ Surveys or focus groups
- √ Citizen review committee or panel
- √ External consulting firm
- √ Other (please describe) Facilitation: Kit Dunlap & Steve (UGA) \_\_\_\_\_
- Don't know

**3.10 d. Does your written plan define the individual tasks, with due dates, for each person or department?**

- Yes Last Year
- No
- Don't know

**3.11 Does your economic development organization have a technology plan for technology-based economic development in your community?**

- Yes
- No
- Don't know

**3.12 a. Does the lead economic development organization regularly (e.g., quarterly, annually) produce a report that compares results to economic development objectives?**

- Yes Monthly
- No (skip to 3.13)
- Don't know (skip to 3.13)

**c. How are economic development objectives derived?**

- We usually pull a number out of the air that sounds good
- With input from our staff or economic development network
- With input from local industry
- We add a target percentage growth to last year's results
- We use a multi-year trend line of past results
- We incorporate published economic information into our forecasting procedure
- We have developed a forecasting model
- Don't know

**3.13 Does your economic development organization target certain business and industry segments?**

- Yes (if yes)→
- No
- Don't Know

**a. Do you know your community's share of the total market for each of the target segments?**

- Yes
- No
- Don't Know

**b. Do you track the share of the lead economic development organization's activity that falls into the target segment**

- Yes
- No
- Don't Know



**c. How do you monitor what is going on in these markets?**

- State, regional, or national professional economic development association meetings
- Regular meeting with state economic development professionals
- Economic development trade journals and publications
- General business trade journals and publications
- Local businesses
- Other (please describe)

**3.14 How does your economic development organization measure the effectiveness of economic development incentives granted to businesses?**

- Don't know
- Do not measure the effectiveness of incentives
- Get an informal feel
- Count the number of new/expanding companies and jobs
- Formally survey businesses to determine whether they created the jobs they promised
- Employ an economic modeling program in advance of offering the incentive
- Other (please describe) \_\_\_\_\_

**3.15 Does your overall economic development activity show significant seasonal or cyclical variations?**

- Yes (If yes) → Please describe \_\_\_\_\_
- No
- Don't know

**3.16 a. Does the lead organization track active local economic projects or inquiries?**

- Yes, regularly
- Yes, sometimes
- No
- Don't know

**b. How do you respond to these active projects or inquiries?**

- All inquiries or requests for proposals are given the same service
- An effort is made to give better service to customers in target segments
- Those customers not fitting the targeted profile are discouraged from using our service
- Don't know

**3.17 How do you share information about inquiries or requests among staff members?**

- Informal discussions
- Memos
- Meetings called for specific inquiries or requests
- Regularly scheduled staff meetings
- Presentations
- E-mail
- Other (please describe) \_\_\_\_\_
- None of these

**3.18 How do you measure satisfaction with the service you give? (check all that apply)**

- Other [BREPS; Results; Formal Performance review](#)
- We do not monitor satisfaction
- Our staff keeps track of customer comments informally
- Our staff conducts formal surveys of customers
- We hire an outside firm to conduct surveys and audits
- We have a system that collects ongoing customer comments and complaints at a central location

**3.19 a. When was the last time the lead organization conducted a formal survey?**

- Within the past 12 months
- Within the last 3 years
- Never

**b. What was the subject of the survey?**

- Existing business retention and expansion
- Planning
- Tourism
- Customer satisfaction
- Other (please describe) \_\_\_\_\_

**Services****3.20 Please check boxes if the community has at least one annual:**

- Industrial/commercial recognition event?
- Major tourism event (e.g., festival, fair)?

**3.21 Which of the following entrepreneurial services does the lead economic development organization offer or sponsor? (check all that apply)**

- Small Business Administration or other guaranteed loans
- Special loan programs for entrepreneurs
- Revolving loan programs
- Business development incubator
- Local courses and workshops on entrepreneurship
- Management and technical assistance
- Other (please describe) \_\_\_\_\_

<b>3.22 Which of the following economic development services are available on-line?</b>	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
Contact information such as name, address, telephone number	√	<input type="checkbox"/>	<input type="checkbox"/>
E-mail or other communication capabilities (e.g., forums, bulletin boards)	√	<input type="checkbox"/>	<input type="checkbox"/>
Services and activities (e.g., work committee projects)	<input type="checkbox"/>	√	<input type="checkbox"/>
Calendar of economic development-related events	<input type="checkbox"/>	√	<input type="checkbox"/>
Links to private and public organizations in the community	<input type="checkbox"/>	√	<input type="checkbox"/>
Economic development plan or elements of plan	<input type="checkbox"/>	√	<input type="checkbox"/>
Press releases	<input type="checkbox"/>	√	<input type="checkbox"/>
On-line assistance services (e.g., on-line review of business start-up plans)	<input type="checkbox"/>	√	<input type="checkbox"/>
Member-only section	<input type="checkbox"/>	√	<input type="checkbox"/>
Research reports	<input type="checkbox"/>	√	<input type="checkbox"/>

*The assessment form has been completed.  
Thank you for your time and effort.*