



Impact Reports 2013



Full Report | North Central Extension Community Development Programs

North Central Extension Community Development Programs, 2013:

Over **\$360M** of Impacts
and **25,470 Jobs** Created or Saved

Full Report

Operating as a team, state Extension leaders from the twelve North Central 1862 land grant universities developed common indicators for reporting the impacts of community development educational programs. The States collectively developed this report based on in-state action. Each partner university selected a subset of the indicators for reporting. The following tables present the most commonly used indicators. Thus, the impacts of our educational programs reported here, while impressive, are conservative estimates.

Businesses and Jobs

North Central States 2013 Impact Indicators	Total	States Reporting
Number of business plans developed	1,556	7
Number of businesses created	1,059	8
Number of jobs created	8,116	10
Number of jobs retained	17,354	9

Dollar Values

North Central States 2013 Impact Indicators	Total	States Reporting
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$2,406,374	9
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$5,702,068	8
Dollar value of efficiencies and savings	\$3,958,218	7
Dollar value of grants and resources leveraged/generated by communities	\$60,140,749	10
Dollar value of resources leveraged by businesses	\$288,171,306	8

Participation

North Central States 2013 Impact Indicators	Total	States Reporting
Number of participants reporting new leadership roles and opportunities undertaken	7,594	11
Number of community or organizational plans developed	1,887	11
Number of community and organizational, policies, plans adopted or implemented	1,678	11
Number of volunteer hours for community generated work	289,705	11

States reported value of volunteer hours, as well as dollar efficiencies and savings, bringing the total impact to \$360M. A state-by-state breakdown of the impacts is provided in the appendix to this document. Our impacts stem from innovative, science-based approaches developed in partnership with our stakeholders. The programming associated with these impacts varies according to community needs and the creativity of university-based and other partners. To provide an idea of the types of programming used to generate our impacts, we provide several examples.

State by State Examples



UNIVERSITY OF ILLINOIS
EXTENSION

Empowering the Next Generation to Create Strong, Sustainable, Local Economies

University of Illinois Extension partnered with five high schools in Southern Illinois on a new initiative aimed at empowering the next generation of community leaders to develop a strong, sustainable, local economy. Traditionally, local business districts were the heart of the community and the first choice for buying goods and services. Today, residents buy online, at big box retailers, and at regional shopping centers. As a result, more and more dollars are flowing out of the local economies in the rural counties in Southern Illinois, resulting in fewer and fewer dollars remaining to support local businesses and local government services. In response, Extension developed an interactive “buy local” shopping simulation, coupled with an activity, to educate students on the correlation between spending their money locally and the sustainability of their local economies. During a program at Vienna High School, after learning that Johnson County’s “retail leakage” is \$50 million annually, a boy in the senior class said, “Imagine what a difference it would make if we could just recapture a small portion of what we are losing, even 10%.”



Creating Inclusive and Welcoming Communities

The Purdue Extension office in Marion County developed an educational program to help individuals think about diversity as an opportunity to learn how to create inclusive and welcoming communities, free from bias and discrimination. There are multiple sources of discrimination and oppression which contribute to the exclusion of individuals and/or groups because they are newcomers, or because they are different from the mainstream. The results of this systemic exclusion is the failure to appreciate and embrace the precious human talent that excluded populations can offer to improve the well-being of their neighborhoods and communities.

The Creating Inclusive and Welcoming Communities program was delivered to 206 individuals in Marion County. Individuals who attended the training provided the following important feedback: (1) All learned concepts regarding inclusiveness and gathered materials they will share with others; (2) 80% found ideas that will help modify their behavior; and (3) 100% found the overall workshop to be very useful. One person noted that “This experience provided me with motivation and energy to make changes in my community,” while another stated that the program helped me discover “How our organization participates in excluding people and how I can be a part of changing that.” Participants provided a list of individual and collective actions they will undertake to make their communities more inclusive.

Small Business Networking

Since launching the “Industry Leaders Lunch Series” in Clinton County, IN in 2010, small business owners in the area have been asking for their own venue for networking. These small businesses, including both owner/operators and budding entrepreneurs, have a common need for professional development, community information, and opportunities to connect in ways that are distinct from those needed by officials of larger industries located in the county. So starting in February 2013, Purdue Extension’s Learning

Network of Clinton County reached out to small businesses in the area, inviting them to meet on a monthly basis. With the local mayor helping to launch the first meeting, more than 25 small business owners, franchisees, and entrepreneurs took part in the inaugural session. New members have since joined these monthly meetings. After nearly a year of offering Small Business Networking in the county, the meetings have resulted in more than 100 referrals, and generated a buzz of interest around the topics of small business development, economic gardening, and entrepreneurship. At each meeting, networkers introduce their market niche and make their “ask” for the month. They also receive professional development from speakers with expertise in small business interest areas such as accounting, financing, marketing, and social media.

On Local Government: Budget Planning

Property tax reform, national economic trends, and other factors make budgeting for local government services more difficult than ever. Local government officials need accurate information, insightful education, and an opportunity to learn from each other to more effectively do their budget planning. Purdue Extension Educators worked with Extension specialist, Larry DeBoer, to develop and deliver the On Local Government program. The program is delivered to host sites via a webinar 3 times a year. Educators organize host sites and facilitate the program leading local discussion. The audience for the program is local elected officials and others involved in the local budgeting process. Over 400 participants participated in the program while many more watched recordings of the webinars. In addition to the program, email updates during the legislative session keep participants informed of legislation with a local budgeting impact.

IOWA STATE UNIVERSITY

Extension and Outreach

Student Involvement in Business and Community Development

This year, ISU Extension CED and the Partnering Landscape and Community Enhancements (PLaCE) program involved nearly 200 students in outreach projects in dozens of Iowa communities, including Mapleton, Cedar Rapids, Perry, Ottumwa, Des Moines, Dubuque, Cedar Rapids, Audubon County, and Sioux City. The ILR Community Visioning Program employed student interns to work in the Amana Colonies and 7 other communities, and the Community Design Lab employed several interns to assist community design projects in Waukon, Maquoketa, and Clarinda. Funding through the ISU Provost office has also led to the development of the new Community Design Laboratory providing a new venue for student engagement with Iowa's communities.

Iowans Walking Assessment Logistics Kit (I-WALK)

I-WALK, a partnership with the Iowa Department of Public Health and ISU Extension and Outreach, aims to develop community coalitions and provide them with information needed to continuously update, implement, and evaluate the infrastructure and programs to support a more walkable, healthy and safe community. I-WALK emphasizes data collection and analysis, with the goal of providing communities with the best up-to-date information and data analysis necessary to assist with identifying priorities that will make the best use of the limited financial resources available. To date, 31 sites representing 41 communities have participated in the program. In 2013 I-WALK was expanded and now includes assessment programs for both Safe Routes to Schools and Older Adults. More than 350 citizens have joined local coalitions, and although it often takes several years for efforts to materialize, several communities have used the generated data to submit grant proposals—a few of which have already been successful and will result in new infrastructure being built—to develop local programs (such as the Walking School Bus) and to develop plans for new sidewalks and trails to be constructed in the future.

Extension landscape architect and associate professor Christopher Seeger earned a 2013 National Planning Achievement Award for Transportation Planning at the American Planning Association annual conference in April 2013 for his development the I-WALK program. Seeger's APA award is one of 12 for exemplary planning achievement and one of two for achievement in the area of transportation planning.

Local and Regional Housing Trust Funds

To help families make the transition to home ownership and to help low-income families improve their living conditions, the Iowa General Assembly created a state housing trust fund administered by the Iowa Finance Authority that offers forgivable loans to rehabilitate existing housing. However, many Iowa communities do not have the structure in place to apply for and administer such loans. ISU Extension CED specialist Frank Owens helped establish the Dallas County Local Housing Trust Fund, resulting in a grant from IFA to create a LHTF process for other counties. Owens then adapted the process to create regional housing trust funds. Owens subsequently was involved in starting and supporting 18 local/regional housing trust funds with a dollar value of \$10,029,720 in new and rehabilitation housing construction last year, generating approximately 140 jobs in Iowa (80 jobs due to direct effect and 60 jobs due to indirect and induced effects).

K-STATE

Research and Extension

Facilitating Change

In 2013, Kansas State Research and Extension strengthened public communication and problem solving by hosting conversations on important topics. Public conversation topics included: understanding and developing community food networks; advancing the creative arts industries; addressing mental health; gun control; and responding to climate change. By actively convening the public and supporting meaningful conversation, KSRE is facilitating meaningful change in Kansas.

MICHIGAN STATE UNIVERSITY | Extension

Helping local food businesses grow

Michigan State University Extension, through the MSU Product Center, partnered with the Meijer supermarket chain in response to the consumer demand for locally produced foods. MSU Product Center clients submit their food products for review and selection for the Made in Michigan display. Products that are selected are given shelf space for a year. The program started as a pilot in 2012 and in 2013 expanded to all 102 Meijer stores in Michigan with sales of \$1 million. This new program provided opportunity for small and emerging food businesses to access retail markets and provided Meijer with locally produced products to meet consumer demand. MSU Extension maintains a network of Product Center business counselors throughout the state to assist food and natural resource entrepreneurs in starting and growing their business ventures.

Strengthening consumer connections with farmers markets

One of the most effective ways to connect rural, suburban and urban populations is through farmers markets. Michigan State University Extension has been a strong supporter of farmers markets and vendors for many years, and recently has embedded staff on site at markets in both Detroit and Grand Rapids to strengthen connectivity. Using a diverse staff team of agriculture, nutrition, food safety, business development and local food systems specialists, one initiative entitled “Michigan Fresh” focuses on informing consumers how to select, store, preserve, grow and prepare Michigan grown and processed foods found in most farmers markets. The campaign offers more than 50 facts sheets, some published in Spanish and Arabic. The Michigan Fresh fact sheets were downloaded by more than 16,000 consumers in 2013.

Local food entrepreneur expands business through trainings

Tony Menyhart, a Tecumseh, Michigan resident attended a workshop sponsored by MSUE on the new cottage food law in 2011. He started selling his bread mixes at farmers markets under the cottage food law. Later that year he started working with the MSU Product Center to scale up his operation and began producing the bread mixes commercially. He debuted his commercial product at the 2011 MSU Product Center Making It in Michigan Trade Show and in 2012 received the Start-Up to Watch Award. In the past year his business has gone through tremendous growth and today, his Easy Artisan Bread Mixes can be found in more than 250 stores in several states with plans for nationwide distribution in the next two years.

UNIVERSITY OF MINNESOTA EXTENSION

Hard data for hard times: Economic impact analysis for community business loss

The year 2013 brought improved economic news to much of Minnesota, but a few towns took some hard knocks.

In Ada, a fire broke out at the Triple Crown Nutrition elevator, destroying a 10-story elevator and adjacent building. In Brainerd, Wisconsin-based Wausau Paper announced plans to close the paper mill, leaving 134 employees without jobs. In International Falls, Boise, Inc. announced plans to shut down two of the four paper machines at the paper mill. More than 260 union and salaried jobs were at stake. In Hoffman, the Good Samaritan Society nursing home closed, leaving behind 48 employees, a vacated building, and dislocated residents.

In 2013, Extension Community Economics educators began providing communities with an economic impact to help town leaders accelerate and expand community response. Extension responds quickly with a free analysis providing key data about:

- Current employment numbers by industry, as well as wages.
- Comparisons of this economy to other communities in Greater Minnesota.
- The extent of expected economic impacts on local jobs, sales and wages.
- Estimates regarding industries that will be most affected by the loss.

The information is used a number of ways:

- Expanding the focus of local action.
- Increasing productive communication.
- Increasing economic literacy.
- Gathering data for loans and grants.
- Good data is good retail therapy for Minnesota's communities

Retail accounts for 5.4 percent of Minnesota's economic output and 282,700 part-time and full-time jobs. That's an important contribution, and retail also supports the quality of life in communities. Keeping retail healthy is a priority for economic development leaders throughout the state.

Extension has partnered with Iowa State University to bring retail analysis to all of Minnesota. Extension uses methods of analysis, along with yearly data from the Minnesota Department of Revenue, to maintain a database for a Retail Trade Analysis of any county, and many cities over 5,000 in population. Since 2008, reports have been run for 55 unique cities and 43 unique counties. In total, reports have reached 217 communities when we count county reports that informed multiple cities.

Business Retention and Expansion (BR&E) in Menahga, Minnesota

Menahga is a town of 1,300 residents located in scenic northern Minnesota. It is located between two larger towns and has struggled to retain local necessities such as a school and sufficient retail. They are also concerned about youth leaving the community. They undertook a BR&E program to see how they could address these issues. The program mobilized a partnership between the University of Minnesota Extension, the City of Menahga, the Menahga Civic and Commerce Association, The Initiative Foundation of Little Falls, and the Minnesota Department of Employment and Economic Development. Business Retention and Expansion Strategies programs engage communities in researching the concerns of their existing businesses, and creating plans to address them. The program also hopes to develop stronger bridges and bonds between government, business, and community residents.

The Business Retention and Expansion program in Menahga generated a number of profound community impacts and won an award from the Business Retention and Expansion International.

- Menahga created a round table that meets monthly to allow business owners to raise concerns and get to know each other.
- The town instituted a Menahga Music Night in the summer on Spirit Lake to raise the community profile and bring in people from out of town.
- Businesses and government organizations held a local career fair to show area youth what employment and training options are available in and around town.
- The community built a 16-unit senior housing complex.
- Menahga now has a business-to-business marketing program that includes social media to promote area companies.

Making Civic Engagement Real for Water Quality

Mark Twain once said, “Whiskey is for drinking; water is for fighting over.” Because water affects the quality of life for every Minnesotan and increases the vitality of communities, The State of Minnesota has placed a high value on engaging citizens in discussions of maintaining water quality. But the contentious issues that surround water use and water quality make that difficult work.

The job of civic engagement is widely distributed throughout the water quality profession – from engineers to executive directors to watershed administrators. UMN Extension’s Leadership and Civic Engagement programs convene cohort groups that form strong networks among these professionals and across regions throughout the state. Together, these participants practice using specific tools and leadership skills that make civic engagement work.

Evaluations of these programs demonstrate high value to those who play a role in engaging citizens in water quality issues. The most profound changes come from the bridges that are created among those who have different responsibilities, and in the tool box that participants gain for their civic engagement work. Participants report that the program “gives structure to something we have been trying to do for a long time, but without the guidance and science to make it effective.” These tools are now being used for watershed plan development, storm water management grant projects, local council and board development, and more.

New Grocery Store in a Food Desert

After Pilot Grove, MO (pop. 723) lost its sole grocery store in 2009, the closest full-service grocery store was 15 miles away. Pilot Grove was considered a “food desert,” a designation given to communities facing restricted access to healthy foods. In March 2010, the Pilot Grove Community Betterment group invited MU Extension community development specialist Connie Mefford to a meeting to explore the possibility of opening a new grocery store. About 120 people showed up. Mefford helped community members determine what they needed to do to bring a grocery store back to town and develop a plan to do so. She assisted the project leaders in conducting a community survey to measure interest. The survey revealed that 73 percent of respondents were willing to support the project financially to some degree. After exploring various building options and business organization options, a group of 23 investors — including several farmers — came up with \$320,000 and formed a limited liability corporation to build the store. A couple who operates stores in Knob Noster and Waverly (each about 45 minutes away), Cody and Paula Tyler, agreed to run the new store, which opened in November 2013.



Engaging People, Linking the World – the Nebraska Broadband Planning Initiative

The attraction and retention of population, increasing economic development and increasing well-being/quality of life are the long term goals of the Nebraska Broadband Initiative. The focus is on the adoption and utilization of Broadband across the state with an emphasis on unserved and underserved. Extension along with the Nebraska Public Service Commission (NPSC), Nebraska Information Technology Commission, Nebraska Department of Economic Development and the AIM Institute are working together on this effort funded through a grant from the U.S. Department of Commerce’s National Telecommunications and Information Administration.

Extension provided leadership in the development of 8 regional plans across the state. Currently efforts are underway to develop a statewide plan focused on four priority areas: Digital literacy and Adoption/Advanced Technology Training; Broadband Availability and Affordability; Economic Development; and Agriculture. Regional Forums and focus groups brought together over 400 people to provide input on the regional plans. In addition a statewide survey sent to 6,500 with a response rate of 47% provided input and benchmarks on broadband usage. In addition, over 1000 businesses responded to an on-line assessment exploring how they are currently utilizing and the impacts of utilizing broadband technologies.

This on-going effort has reached over 4,500 individuals through best practice videos and webinars to increase the knowledge of the importance of broadband. Impacts of the broadband efforts will be documented in the final year of this grant funded project in addition to determining what components can be sustainable.

NDSU EXTENSION SERVICE

Rural Leadership North Dakota (RLND) impacts over 10 years

The RLND Program has been in existence for 10 years (2003-2013). In that timeframe 94 alumni have completed the 18 month program. The 94 alumni represent 57 communities and 36 counties across North Dakota. RLND alumni have completed over 90 projects in their communities and organizations over the past ten years. The investment in the 90 projects has been over \$4 million. Over 80% of the 94 alumni have taken leadership for additional community projects and have been more involved in their community since they completed the RLND Program. The RLND mission, to prepare and develop leaders to strengthen rural North Dakota, has “come to life” over the past ten years as RLND alumni have lead efforts to enhance the quality of life for North Dakota communities.



THE OHIO STATE
UNIVERSITY

Business Retention and Expansion

Wyandot County engaged in a Business Retention & Expansion (BR&E) program that identified public infrastructure improvements needed for two local business expansions. Potential grant funding sources to support the projects were identified and more than \$860,000 for public infrastructure improvements was obtained. As a result of the effort, two area manufacturers have committed to the combined creation of at least 50 new full-time jobs, the retention of 370 existing jobs and over \$7 million in local capital investments over the next three years.

Leadership Development

Nearly 60 public officials participated in a ten-week training session focused on leadership education led by Ohio Sea Grant in partnership with OSU Extension and the Toledo, Youngstown/Warren and Hancock County chambers of commerce. As a result they became better informed about the economic, social and environmental impacts of the decisions they make regarding land use and the environment.



Local Foods Development

The SDSU Extension completed an RBOG grant that funded the creation of the Grow SD Foods website (<http://igrowsdlocalfoods.org>). This is a one stop center about South Dakota's local foods. The grant funded a research project to establish a baseline for identifying the economic impact of local foods in SE South Dakota. The IPLAN system was used to estimate that the local funds industry contributes \$7 million or more to the SE region per year from \$4 million or more in producer sales. The full report may be found at <http://igrowsdlocalfoods.org> in the Resourced Library. The project has led to discussion exploring the creation of food hubs and an increase in community and school gardens and farmers markets.



Natural resource restoration and community economic development

The UW-Extension natural resource educator serving Sheboygan and neighboring counties received high praise from local officials for her role in convening, engaging, facilitating, and educating in public processes that supported a complex \$90 million Super Fund cleanup of the Sheboygan River. Her work led directly to an additional \$6.1 million grant to support shore land restoration. Together these restoration investments revitalized the recent \$25 million investments in hotel and retail development along the lower Sheboygan River and Lake Michigan frontage that has resulted in a new image for attracting new economic and community development in the Sheboygan area.

Indicators by State - Part 1 of 2

North Central States 2013 Impact Indicators*										
	Average	Total	IA	IL	IN	KS	MI	MN		
Educational Contacts	46,896	515,855	59,417	24,164	7,483		168,550	5,811		
Number of racial minority contacts	4,957	49,571	1,188	602	1,370		28,830	540		
Number of Hispanic contacts	1,659	13,269	3,565	146	1,320		4,805			
Number of participants reporting new leadership roles and opportunities undertaken	690	7,594	744	1,224	283	202	658	523		
Number of business plans developed	222	1,556	10		20		1,058			
Number of community or organizational plans developed	172	1,887	41	26	70	70	1,244	64		
Number of community and organizational, policies, plans adopted or implemented	153	1,678	28	16	93	70	52	2		
No. of businesses created	132	1,059	47		34		568			
No. of jobs created	812	8,116	430	4	38		313	10		
No. of jobs retained	1,928	17,354	381		111		1,278	13		
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$267,375	\$2,406,374	\$309,634		\$13,837		\$166,977	\$45,508		
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$712,758	\$5,702,068	\$261,264	\$2,112,695.00		\$1,152,500				
Number of volunteer hours for community generated work	26,337	289,705	15,586	79,848	9,018	57,623		1,872		
Dollar value of efficiencies and savings	\$565,460	\$3,958,218	\$267,083		\$54,000					
Dollar value of grants and resources leveraged/generated by communities	\$6,014,075	\$60,140,749	\$13,324,000	\$225,586.00	\$2,270,819	\$6,978,453		\$540,547		
Dollar value of resources leveraged by businesses	\$36,021,413	\$288,171,306	\$1,332,254		\$204,000		\$50,243,245			

*Indicator definitions can be found on page 13.

Data for this report collected by Extension systems of 1862 land grant universities located in states highlighted in the NCRCRD Logo. This report is compiled and published by the NCRCRD, a federally and regionally funded center hosted by Michigan State University. Michigan State University is an affirmative action, equal-opportunity employer.

Indicators by State - Part 2 of 2

North Central States 2013 Impact Indicators*										
	Average	Total	MO	NE	ND	OH	SD	WI		
Educational Contacts	46,896	515,855	51,541	5,306	49,568	17,005	2,435	124,575		
Number of racial minority contacts	4,957	49,571	5,198		91	1,376	397	9,979		
Number of Hispanic contacts	1,659	13,269	1,155		17	166		2,095		
Number of participants reporting new leadership roles and opportunities undertaken	690	7,594	140	199	48	308		3,265		
Number of business plans developed	222	1,556		134	2	228		104		
Number of community or organizational plans developed	172	1,887	24	38	7	42		261		
Number of community and organizational, policies, plans adopted or implemented	153	1,678	16	1,141	4	31		225		
No. of businesses created	132	1,059	290	9	8	41		62		
No. of jobs created	812	8,116	6,388	13	25	716		179		
No. of jobs retained	1,928	17,354	3,522	35	30	2,161		9,823		
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$267,375	\$2,406,374	\$318,839	\$73,092	\$29,157	\$148,345		\$1,300,985		
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$712,758	\$5,702,068	\$680,656	\$341,787	\$14,809	\$148,216		\$990,141		
Number of volunteer hours for community generated work	26,337	289,705	35,824	16,979	2,039	13,758	11,697	45,461		
Dollar value of efficiencies and savings	\$565,460	\$3,958,218	\$119,000	\$583,500	\$150,000	\$773,340		\$2,011,295		
Dollar value of grants and resources leveraged/generated by communities	\$6,014,075	\$60,140,749	\$11,599,922	\$92,200	\$1,172,000	\$6,320,045		\$17,617,177		
Dollar value of resources leveraged by businesses	\$36,021,413	\$288,171,306	\$224,035,339	\$592,000	\$151,000	\$5,134,580		\$6,478,888		

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Impact Indicator Definitions

North Central States 2013 Impact Indicators	Definition
	General principle: attribution. Someone from outside Extension must be willing to state the program produced the result.
Educational Contacts	Persons who received educational services via face-to-face or live distance enabled sessions. Persons participating more than once should be counted more than once.
Number of racial minority contacts	Contacts (as above) who self-report as non-white racial status
Number of Hispanic contacts	Contacts (as above) who self-report as Hispanic or Latino
Number of participants reporting new leadership roles and opportunities undertaken	New leadership roles may include formal (e.g. board member) or informal (e.g. advocate, group leader). Use attribution principle.
Number of business plans developed	Includes formal business plans and informal strategic changes. Use attribution principle.
Number of community or organizational plans developed	Includes formally adopted plans by official agencies as well as strategies. Use attribution principle.
Number of community and organizational, policies, plans adopted or implemented	Includes plans (as above) wholly or partially adopted or implemented. Use attribution principle.
No. of businesses created	New business start ups or firms that moved into the area. Use attribution principle.
No. of jobs created/	New jobs in the area as a result of programs. Use attribution principle.
No. of jobs retained	Existing jobs that were at risk, protected by programs. Use attribution principle.
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	Count hours provided by individuals in executing the program (include volunteer hours required for certification).
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	Count hours indirectly generated by programs. Example: person receiving training recruits additional volunteers. Use attribution principle.
Number of volunteer hours for community generated work	See above.
Dollar value of efficiencies and savings	Count savings through improved processes and approaches due to programs.
Dollar value of grants and resources leveraged/generated by communities	
Dollar value of resources leveraged by businesses	Includes loans and investments. Use attribution principle.