

YELLOW WOOD NOTES

An Occasional Publication
for the Benefit of
Our Clients, Colleagues, and Friends

Spring 2009

In This Issue

Update on Our Work: Wealth Creation in Rural Communities,
Central Appalachian Network, Biomass Energy, Adirondacks
What's New at Yellow Wood?
Spring Puzzler and Spring Reading

We Welcome Your Comments

228 NORTH MAIN STREET
ST. ALBANS, VT 05478
PH 802.524.6141 FAX 802.524.6643
E-MAIL yellowwood@yellowwood.org
WEBSITES <http://www.yellowwood.org>
<http://www.greencommunitytechnologies.com>

Update On Our Work

Local Food Systems

Yellow Wood is the evaluator for the Wallace Center at Winrock International's Partnership with the Kellogg Foundation to Accelerate the Expansion of Sustainable & Community-based Food Systems. The Wallace Center's focus is on developing market-based solutions that link a larger number of people and communities to "good food"- food that is healthy, green, fair, and affordable. As evaluators, we are engaged with two sets of Wallace grantees including The Food Alliance, CADE, PASA, and VCP as well as ten Regional Lead Teams that comprise the National Good Food Network. We are also responsible for evaluating convenings including the 2008 and 2009 Food and Society (FAS) Conferences and the National Good Food Network Conference held in Chicago in November 2008. In addition to evaluation services, we are providing Wallace with measurement expertise for grantees and with respect to the Charting Growth Project, an ambitious effort to determine the public data available at the national level that can show us how much "good food" is in our food systems today. We commend the Charting Growth Report to our readers that are interested in agriculture and food systems. It will soon be available at <http://www.winrock.org/wallace/>.

U.S. Endowment for Forestry and Communities

Yellow Wood is preparing a report for the U.S. Endowment for Forestry and Communities that explores the "state-of-the-issue" of community resilience as it is evolving in the literature and as it is experienced and interpreted by practitioners of rural community economic development in the United States. It is intended to contribute to the internal learning of the staff and Board of the U.S. Endowment for Forestry and Communities.

Association for the Protection of the Adirondacks

Yellow Wood has been working with the Association for the Protection of the Adirondacks to review materials prepared by the Adirondack Club and Resort, a large ski-area and residential four season resort proposed for Tupper Lake. Our role has been to identify the range of potential economic and fiscal impacts for which answers are needed before the Resort's true impact can be properly understood.

Update On Our Work

USFS Wood Energy

In an effort to help the Northeast and Midwest meet their needs for renewable energy and greenhouse gas reduction through the sustainable utilization of woody biomass, the U.S. Forest Service is engaging Yellow Wood Associates to conduct third party feasibility analyses that help agencies, communities, and institutions evaluate how wood energy can meet local energy needs; what technologies are available; at what scale and cost; and what benefits could result.

Woody biomass utilization is a key component of restoring and maintaining ecosystem health. "Woody biomass" is defined as the trees and woody plants, including limbs, tops, needles, leaves, and

other woody parts, grown in a forest, woodland, or rangeland environment, that are the by-products of restoration, hazardous fuel reduction treatments (including urban forests), and forest management.

Yellow Wood will be partnering with Jeff Forward of Richmond Energy Associates in this endeavor over the next three years.

Yellow Wood and Richmond Energy Associates will be one of two contractors working throughout the 20 state Northeastern Area with a variety of state and local partners and a project outreach and education contractor to facilitate the use of wood energy in heating, cooling, power(electrical), and/or district energy applications.

About Yellow Wood Associates & *Yellow Wood Notes* . . .

Yellow Wood Notes is a twice yearly publication of Yellow Wood Associates, Inc. We publish this newsletter to maintain contact and share ideas with friends, colleagues, and clients. We appreciate your feedback and suggestions.

Yellow Wood Associates, Inc. is a private, for-profit firm specializing in rural economic research and training for community capacity building since 1985. We provide clients with research services including feasibility studies and Green Community Technologies®; training and facilitation services including See the Forest®, You Get What You Measure® and Home Town Competitiveness. Our clients include small towns, nonprofit organizations, federal, state, and county governments, foundations, and the private sector. Yellow Wood Associates are Shanna Ratner, Principal, Melissa Levy, Associate, Rob Petrini, Associate, and Cheri Hutchison, Administrative Assistant.



YELLOW WOOD
a s s o c i a t e s , i n c .

Update On Our Work

Wealth Creation in Rural America

Since February 2008, Yellow Wood has been the thought leader and manager of Wealth Creation in Rural America, a project supported by the Ford Foundation.

Wealth Creation in Rural America is based on the premise that low wealth rural communities can increase wealth, broadly defined, through the use of a triple bottom line approach to development. Experience suggests that development focused solely on economic outcomes often results in depreciation of both environmental and social assets. A balanced approach to development – what we are calling triple bottom line development – benefits the economy, the environment and social inclusion simultaneously.

Practitioners engaged in cluster-based strategies from RTS, value chains from the Sustainable Food Laboratory, entrepreneurship development from CFED and RUPRI, and triple bottom line community development financing from the Triple Bottom Line Collaborative (TBLC) were selected to undertake this work because they each offer a proven contrast to more conventional and less systemic approaches to rural economic development. We understood from the start that these practitioners represent approaches that are necessary, but are not sufficient, to achieve our goal.

We have completed the first two phases of this work. Phase One was an assessment of existing practice. Phase Two was a place-based regional learning experience. While we still have a long way to go and many unanswered questions, we believe there is value in sharing what we have learned from the very first phases of our work. We welcome your feedback!

Other Wealth Creation in Rural Communities reports available at our website www.yellowwood.org/wealthcreation.aspx include:

◆ *Assessment of Triple Bottom Line Financing Interventions*

Mountain Association for Community Economic Development (MACED)
On behalf of the Triple Bottom Line Collaborative (TBLC)
July 2008

◆ *The Forests and the Wood Products Sector in Appalachian Kentucky: What We Heard and What We Learned*

Summary Report on Regional Learning Project for The Ford Foundation
MACED
February 2009

◆ *Value Chain Best Practices: Building Knowledge for Value Chains that Contribute to the Health of Source Communities*

Sustainable Food Lab
July 2008

◆ *Understanding and Measuring the Impacts of Entrepreneurship Development on Wealth Creation and the Triple Bottom Line: Evidence from Case Examples*



CFED & RUPRI
July 2008

◆ *Effective Rural Entrepreneurship Development Case Studies: Assessing Contributions Toward Triple Bottom Line (TBL) Impacts*
CFED & RUPRI
July 2008

◆ *A Compendium of Clusters in Less Populated Places: Circumstances, Interventions and Outcomes.*
Regional Technology Strategies.
February 2009

◆ *Generating Local Wealth, Opportunity, and Sustainability Through Rural Clusters.*
Regional Technology Strategies.
March 2009

◆ *Entrepreneurship Development in Rural America: Insights into Triple Bottom Line and Wealth Creation Impacts of Entrepreneurship Strategies.*
CFED & RUPRI
February 2009

Shanna Ratner and Wayne Fawbush presented Wealth Creation in Rural America at the Federal Reserve Bank of St. Louis Exploring Innovation: A Conference on Community Development, April 23, 2009.

For a summary of our work to date, please refer to our interim report: *Formulating a Sustainable Economic Development Process for Rural America, Interim Report*
Yellow Wood Associates, Inc.
February 2009
Find it on our website at www.yellowwood.org/wealthcreation.aspx.

For questions or further information regarding this project, please contact any one of the following:

Shanna Ratner, Yellow Wood Associates, shanna@yellowwood.org, www.yellowwood.org

Nancy Stark, CFED, nstark@cfed.org, www.CFED.org

Deborah Markley, RUPRI, dmarkley@nc.rr.com, www.RUPRI.org

Stuart Rosenfeld, Regional Technology Strategies, rosenfeld@rtsinc.org, www.rtsinc.org

Jason Bailey or Justin Maxson, (TBLC), MACED, jbailey@maced.org, jmaxson@maced.org, www.maced.org

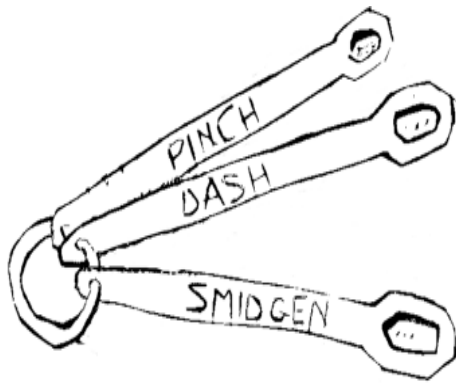
John Berdes, (TBLC), jberdes@SBPAC.com, www.sbpac.com

Hal Hamilton or Susan Sweitzer, Sustainable Food Lab, hhamilton@sustainablefood.org, ssweitzer@sustainablefood.org, www.sustainablefoodlab.org

Wayne Fawbush, Ford Foundation, W.Fawbush@fordfound.org, www.fordfound.org

Measures that Matter

The work of development is about change. Often we seek change without defining how much change is needed to make a real difference, and how much change is possible given existing conditions. Framing measures "frame" our desired outcomes in terms of what's possible **and** what's necessary to make a real difference in the conditions we are trying to address.



Framing measures show how much change is needed to make a difference. They do not address the question of where to start in bringing about the desired change. That is the role of indicator analysis and identification of key leverage points. Framing measures based on research provide a basis for understanding what is needed

and what is possible. Below are two examples of framing measures.

The HomeTown Competitiveness (HTC) program, a combined effort by the RUPRI Center for Rural Entrepreneurship, Heartland Center for Leadership Development, and the Nebraska Community Foundation, has developed a methodology for creating scenarios for intergenerational wealth transfer for states and counties. These estimates are used to create benchmarks for individual communities that mobilize to create community endowments. To illustrate, if a community's estimated 10-year intergenerational wealth transfer is \$140 million

and they capture 5% or \$7 million for a community endowment, the payout per year would be \$350,000 (at 5%). This is a framing measure. It shows what's possible while establishing a meaningful target. HTC helps communities organize to reach out to residents to provide assistance in estate planning and encourage a give back approach to the community. This approach has resulted in significant endowment creation at the local level. It provides a mechanism to capture a small share of existing wealth for shared community benefit rather than allowing wealth created in and by the community to leave when left entirely to heirs who no longer live there.

Another example of a framing measure comes from the Annie E. Casey Foundation's Connecting People to Jobs: Neighborhood Workforce Pipelines project which seeks to connect people in tough inner city neighborhoods with jobs outside the neighborhoods and keep them employed over time. Practitioners began by calculating the employment rate (number of employed people divided by number of adults 16-64) for the city, the county, and the neighborhood. The neighborhood's rate was significantly lower than the city or the county. They then determined the number of people who needed to be placed in jobs each year for the next five years to achieve parity with the city and the county. For example, they needed to employ 464 people a year for five years to achieve parity with the city employment rate. No single program could do that alone, so it became a shared goal of a number of partners, creating accountability and opportunities for mid-course corrections. The ultimate goal was stable employment leading to asset accumulation and homeownership.

Update On Our Work

You Get What You Measure®

As spring approaches, You Get What You Measure® is expanding services to the community foundation community. Over the winter, Shanna Ratner delivered two You Get What You Measure® in Use Workshops to staff and board members of community foundations seeking to become leaders in their communities. Both Community Leadership Network Peer-Learning Institutes, one in Minnesota and the other in Atlanta, were sponsored by CF-LEADS and organized by The Aspen Institute. The community foundations decided to bring You Get What You Measure® there.

In March and May, the Community Foundation of Greater South Wood County Wisconsin hosted You Get What You Measure® In Use sessions,

bringing together staff and volunteers of local nonprofits to better define their roles in achieving shared goals within the community. In April and May, the Community Foundation of Broward County, Florida hosted You Get What You Measure® to strengthen their initiative to reengage retiring baby boomers within their community. Also in April, the Spartanburg County Foundation of Spartanburg, South Carolina brought together community stakeholders, business leaders, educators, parents and students to further their initiative to advance academic achievement within their community for all citizens toward the goal "In 2030, 40% of the adult community has a baccalaureate degree."



Update On Our Work

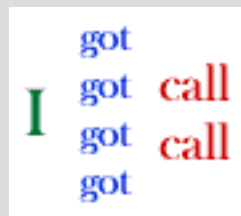
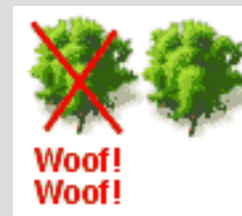
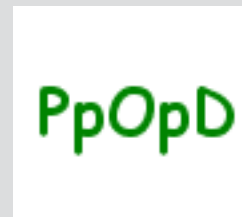
Central Appalachian Network

The Central Appalachian Network, or CAN, a network of eight organizations, has been in operation since 1990. In 2006, CAN broadened the focus of its work from local entrepreneurship to community-based environmentally sustainable development at the central Appalachian regional scale. CAN seeks to move beyond a learning network into more joint regional programming that will

expand sustainable development outcomes in the region. Yellow Wood is currently working with CAN to develop a multi-faceted evaluation tool that helps frame, measure and evaluate the impacts of its sustainable development work. The work will increase individual member organizations' capacity to measure impacts as well as the capacity of the network as a whole to evaluate the impacts of its joint work and progress toward its goals.

Spring Puzzler

A REBUS is a picture representation of a name, work, or phrase. Each "rebus" puzzle box below portrays a common word or phrase. Guess what it is.



What's New at Yellow Wood?

Staff Updates

Welcome to Rob Petrini

Hello my name is Rob Petrini and I have recently joined Yellow Wood Associates to expand our You Get What You Measure® process. In March of 2006, after spending ten years as the Director of Operations and Facilities for The Vermont County Store Catalogue/Retail Company, I started I-Team Development as a facilitator/contractor, allowing me to work with organizations and individuals helping them to identify, develop and achieve their potential.

In addition to my BS in Business and Finance from the College of St. Joseph, I combine business coaching and experience with FIRO® theory and New Code NLP. I am a certified coach and mentor for leadership development, organizational development and self-awareness training. I am a Practitioner of NLP (Neuro-Linguistics Programming®) and I actively utilize six-sigma “Lean” process techniques in my process evaluations and implementations. I have recently added You Get What You Measure® certification to my tool box.

Working with youth is also a passion of mine; I am a youth lacrosse coach and co-founder of the Marble Valley Lacrosse Club in Vermont, and I have put together

several programs like “Youth Leadership Development” designed to help students understand their responsibility to make choices and what it means to be part of a team. I also have an adult program called “Coaching your Kids from the Sidelines” which is designed to shed light on how to gain better and stronger rapport with our youth and help them build their self-esteem.

Yellow Wood and You Get What You Measure® compliment my personal mission to help others identify and focus on how to achieve their goals. I am excited and proud to be part of the Yellow Wood team and look forward to introducing You Get What You Measure® to your organization.





What We're Reading

Social Intelligence: The New Science of Human Relationships, by Daniel Goleman expands upon his earlier work of Emotional Intelligence creating a deeper and greater awareness of how compassion and empathy play a significant role in our social and emotional development adding value to our cognitive abilities. If you would like a highlight of Daniel Goleman and his work, check out this website (http://www.ted.com/index.php/talks/daniel_goleman_on_compassion.html), you will be glad you did. – Rob

Thinking in Systems: A Primer, by Donella Meadows. I just started reading this, but am finding it a concise and easy to grasp primer on systems thinking. It uses real life examples to illustrate systems concepts. ~ Melissa



Answers to Puzzler

You are on time.
Fill in the blanks.
A break in the action..
Back ordered.
Keep it under your hate.
I forgot to call.
Two peas in a pod.
Baking up the wrong tree.
Pile of leaves.



YELLOW WOOD
a s s o c i a t e s , i n c .

228 North Main Street
St. Albans, VT 05478

PRSRT STD
U.S. Postage Paid
Burlington, VT
Permit No. 253