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Measurement News
WealthWorks
Mapping the Strength of Your Region's Capitals
Conferences and Presentations
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Summer Puzzler
Unscramble the squares below to find an image from Melissa's recent trip to Helena, Arkansas.

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®; and training and facilitation services including WealthWorks Training for Coaches and Coordinators, See the Forest® and You Get What You Measure®. Our clients include small towns, nonprofit organizations, federal, state, and county governments, foundations, and the private sector. Staff: Shanna Ratner, Principal; Melissa Levy, Senior Associate; Samantha Dunn, Associate; Ginger Weil, Office Manager.

YELLOW WOOD associates, inc.

SUMMER 2014 YELLOW WOOD NOTES PAGE 2
Updates on our work

Strategic Thinking with the Local Economies Project of the New World Foundation

The Local Economies Project of the New World Foundation is focused on strengthening the food system of the Hudson Valley Region through four primary areas of focus: 1) the Hudson Valley Farm Hub; 2) a Food Hub Portfolio; 3) education; and 4) a financing initiative to deploy capital to support the growth of a sustainable regional food system and value chain. The Local Economies Project has engaged Yellow Wood to provide strategic thinking assistance to understand the inter-relationships between these primary areas of focus, identify priority action areas and develop progress metrics and financing criteria that ensure that investments are being made in multiple forms of wealth. Yellow Wood had the opportunity to work with staff in two on-site meetings (one at the award-winning Mohonk Mountain House and another in their historic office space in Kingston, New York) using both You Get What You Measure® and the WealthWorks matrix for planning and evaluation.

Biomass Heating Update

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 engaged Yellow Wood Associates and Richmond Energy Associates in conducting 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.

From 2010-2013 we completed 64 biomass pre-feasibility reports for a wide range of facility types and a range of biomass technologies; that work is starting to pay off.

We are excited to report that nine facilities that we completed reports for have installed woody biomass systems and another 20% are actively pursuing the installation of a system, including three communities in Vermont that passed Town or School Board budgets that include new biomass heating systems.

You can access all of the reports completed under this US Forest service contract on our website at:
http://www.yellowwood.org/biomass.html

To learn more about our Green Community Technologies® work, including our work with the US Forest Service, visit:
http://www.yellowwood.org/green-community-technologies.html
Updates on our work

Tourism Development Planning

Melissa Levy and Samantha Dunn continue to work with the Walton Foundation and its nature-based tourism grantees along the Lower Mississippi River. These grantees are inventorying their tourism assets, developing itineraries and engaging partners to put those inventories into motion.

In addition, Melissa has been working with David Brown of Solimar International (a tourism consulting firm we have had the pleasure of working with before) to develop a tourism development plan for the City of Helena. Helena has a plethora of nature-based tourism attractions, but could use some help thinking about strategies for bringing more nature-based tourists to Helena and making it easier for them to connect with all that Helena has to offer.

Vermont Forestry Systems Analysis

Yellow Wood has been chosen by the Vermont Working Lands Enterprise Board and its Forestry Subcommittee to complete a forestry systems analysis for the state of Vermont. This project started in May and will be completed by June 2015. We hope to identify exciting opportunities for value chain development for the forestry industry in Vermont.

Rural Health Services AmeriCorps Program Evaluation and Technical Assistance

For the second year in a row, Yellow Wood is working with Rural Health Network of South Central New York (RHN) to evaluate their AmeriCorps program and provide technical assistance on designing and implementing evaluation changes beginning in 2014. RHN coordinates approximately 22 AmeriCorps positions serving 25 organizations throughout Delaware, Tioga and Broome Counties and measures impact of AmeriCorps volunteers on a range of outcomes including health care access, health education, childhood obesity, food security and access and living independently in the community. We are looking forward to visiting several RHN member sites over the summer and participating in training sessions to better understand data collection challenges and opportunities.
Adirondack Park Invasive Species Economic Assessment
Yellow Wood Associates designed and implemented a study for The Nature Conservancy on the economic impacts of invasive species on a variety of economic sectors in the Adirondack Park. This study provides a preliminary assessment of the present day and potential future economic costs of invasive species and the cost-benefit balance of invasive species prevention and management. The final report combines primary and secondary research into a report for policy makers that captures the economic risks of invasives, current efforts to mitigate invasives and the costs and benefits of those efforts, and provides evidence of economic costs associated with lack of (or ineffective) prevention or mitigation.

Maine Food Strategy

The Maine Food Strategy Steering Committee, a diverse group of stakeholders from around Maine initiated in December of 2013, is responsible for guiding the direction of the Maine Food Strategy and ensuring it stays true to its values. Samantha Dunn has been working with the Steering Committee to identify and advance shared goals to support a robust food economy and a thriving natural resource base in Maine using You Get What You Measure®. Through webinars and in-person meetings, the Steering Committee is working to identify key leverage indicators and develop a common language for key terms for goals which address, Sense of Place; Awareness of Value of Food; Vibrant Communities; Healthy Environment; Economic Opportunity and Healthy Food for All. The results of this work will help the Steering Committee develop working groups and focus their attention on a set of strategies to be deployed in the action plan.

Renewable Energy Vermont Strategic Planning

We kicked off a strategic planning process with Renewable Energy Vermont (REV) with a full-day You Get What Measure® workshop on a beautiful spring day in Richmond, Vermont. The session focused on achieving a statewide goal of 20% of energy needs provided by renewables by 2020 (on the way to 90% by 2050) as well as on supporting Vermont’s renewable energy and energy efficiency businesses. REV is Vermont’s only non-profit, non-partisan renewable energy trade association working to reduce the state’s reliance on fossil fuels and expanding the availability of renewable sources of energy throughout the state. We are excited to be working with this fantastic organization on our home turf.
WealthWorks Article in Spring 2014 Rural Research Report

The Illinois Institute for Rural Affairs Rural Research Report (v.24, i.1) featured “Connecting Community Assets with Market Demand for Lasting Livelihoods: Meeting New Challenges with Innovative Approaches,” by Melissa Levy, Senior Associate at Yellow Wood Associates, and Barbara Wyckoff, Principal at Dynamica Consulting and close partner of Yellow Wood Associates. The article introduces the WealthWorks approach, including its focus on thinking about multiple forms of wealth and its tools (the WealthWorks value chain construct, the wealth matrix). The paper also reviews the work of the Arkansas Green Energy Network in building a biofuels value chain using the WealthWorks framework and approach.

To read the article, visit: http://bit.ly/1lkNLU

Second WealthWorks Training Held

The April 2014 WealthWorks Training for Coaches and Coordinators was held at Pendle Hill Retreat Center in Wallingford, PA. Our full class hailed from many states (including AK, OR, ID, MO, MN, MI, NC, and DC) and included several teams of National Association of Development Organizations (NADO) members, as well as NADO staff members. The class has begun their practicum, working in sectors including tourism, wine tourism, marine industry, agriculture, and others.
Conferences, Presentations & Meetings

**Illinois Institute for Rural Affairs Presentation**
Melissa Levy presented a workshop at the Illinois Institute for Rural Affairs annual conference in March in Peoria, Illinois. The workshop combined an introduction to Yellow Wood’s You Get What You Measure® process with information about how progress is measured using the WealthWorks approach.

**Connecticut Land Conservation Conference**
Melissa Levy presented a half-day workshop to introduce You Get What You Measure® at the Connecticut Land Conservation Conference in March in Middletown, Connecticut. The idea of engaging stakeholders outside of the normal staff and board in shaping goals and identifying indicators seems to be appealing to land trusts.

**Getting Out in the Community**
Samantha Dunn and Melissa Levy recently joined their colleague, Matt Robbie from Skeo Solutions, to speak to an undergraduate class at the University of Vermont on place. Melissa also recently had the opportunity to speak to an Environmental Leadership class at the State University of New York at Plattsburgh. These conversations provided a combination of career, firm, and in-the-field information to students.

**National Community Reinvestment Coalition**
Shanna Ratner participated in a panel on "Innovative Strategies to Support Rural Communities" at the National Community Reinvestment Coalition 2014 Annual Conference in March. Fellow panelists included Justin Maxson of MACED and Carla Dickstein of CEI. The panel covered topics including forms of wealth and WealthWorks value chains, WealthWorks work in the energy sector, and sector-based lending.

**Adirondack Research Consortium 21st Annual Conference on the Adirondacks**
Shanna Ratner, who began her work in the Adirondacks as a graduate student at Cornell University, over 30 years ago, presented WealthWorks: A Wealth Creation Approach to Community & Economic Development at the 21st Annual Conference on the Adirondacks. Adirondack communities, non-profits and governments have spent the past several years identifying a shared vision for development through a process called Common Ground. WealthWorks, with its focus on being demand driven, creating multiple forms of wealth that stick, and bringing entrepreneurs into relationship with one another to capture market opportunities, can provide some concrete guidance on how to realize that vision.
The WealthWorks approach focuses on building eight forms of wealth, including individual, intellectual, social, built, natural, financial, political, and cultural. When we know what we have in terms of those forms of capital, we can think about building on them to strengthen our regions, and we can think about where we need to invest and grow the wealth. Having an understanding of the strengths and weaknesses in our regions can give us a baseline sense of our regions on which to build. A spider diagram can be used as a simple participatory pre-assessment for a region to assess their strength related to each of the forms of capital.

When we use this tool, we ask participants to think about their regions. What kinds of wealth and how much of each does that region have? It is only wealth if it is healthy and fully functional and if the region owns or controls it and can make decisions about how to maintain and use it. We hand out the spider diagrams and ask people to rate the strength of each of the capitals in their region, using a scale of 0 to 5 (where 0 is the weakest and 5 is the strongest).

**Sample Spider Diagram**

![Sample Spider Diagram](image)
Tool: Spider Diagram - Mapping the Strength of Your Region’s Capitals (cont.)

We have participants reflect on the following questions:

- Where are you strongest?
- Where are you weakest?
- Did this exercise give you a sense of where to start in improving your region?
- Does this exercise help you to think about partners you might want to engage that have strengths where you have weaknesses?
- How else could you use this tool?

The main point is that this is a pre-assessment. The richness comes with the discussion with partners. This can help get value chain stakeholders on the same page, and it can help identify potential for investment, particularly in depreciated assets. Since no single organization can build all eight forms of wealth, this tool can show you where you need partners and what kind of partners you will need.

Blank Spider Diagram
Measurement News

You Get What You Measure® Workshops and Becoming a Measurement Guide
Yellow Wood offers public workshops introducing You Get What You Measure® in coordination with our work and conference travel.

We also continue to offer Becoming a Measurement Guide (BMG). Our next dates for BMG are November 12-14, 2014 in St. Albans.

Interested in an introductory You Get What You Measure® workshop model that allows you to use your own goals and work? We will be testing this model this year. Organizations will have the opportunity to select a location and bring their own stakeholders to work through the process with their own goals. For more information, contact Melissa Levy at 802-524-6141 or melissa@yellowwood.org.

Raleigh Workshop and NGFN Conference Presentations
Shanna Ratner and Jackie LeBlanc co-presented a half-day public workshop on the You Get What You Measure® process in Raleigh, NC. Attendees came from the Research Triangle Foundation, Hudson Varick Resources, and the North Carolina Fourth Sector Resource Project. We used a food hub case study as the basis for the workshop, in keeping with the Wallace Center’s National Good Food Network Food Hub Collaboration Conference held March 26-28. At the Conference, Yellow Wood presented Measures that Matter, based on our experience working with food hubs around the country in identifying goals, key leverage indicators, and measures of progress. Kristen Suokko, Executive Director of Local Food Hub, joined us to share her experience in person. We also presented Finding Common Measures for the Nation’s Food Hubs to conference participants at large and to a group of funders, based on our work with the Wallace Center exploring available data and research related to four potential common measures including: 1) Increased economic activity and market access for small and mid-sized producers; 2) Greater food access to underserved communities; 3) Increased articulation and understanding of the impact of food hubs in achieving health related outcomes; 4) Investment by federal and private sources into food hub development.


You Get What You Measure® Workshop in Ithaca
The Human Services Coalition of Tompkins County, New York, featured You Get What You Measure® in their highly regarded series of workshops in April 2014.
The workshop, “for anyone interested in a new approach to strategic planning,” drew 24 attendees from a variety of organizations including: Tompkins County Public Library, Cornell Cooperative Extension, Tompkins County Workforce, Tompkins Community Action, Rural Health Network of South Central New York, The Advocacy Center, Center for Transformative Action, Park Foundation, Cornell University Dining & Campus Life, Dorothy Cotton Institute, Catholic Charities of Chemung County, Alternatives Federal Credit Union, and the Franziska Racker Centers.

Based on the enthusiastic response, the Human Services Coalition is considering a second workshop that would provide organizations with an opportunity to assemble a team of stakeholders to apply You Get What You Measure® to their own work in a workshop setting.

**Puzzler Solution**

Melissa enjoyed seeing these dugout canoes on her trip to Helena, Arkansas.

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**Measurement News (cont.) & Newsletter Wrap-up**

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**Congratulations and a Fond Farewell to Jackie**

Congratulations (and a fond farewell) to former Junior Associate Jackie LeBlanc. Jackie left Yellow Wood this May to pursue opportunities in Australia. We wish her the best in her travels, and are delighted to share her recently published article "Building Resilience in Nonprofit Food Hubs," published in the *Journal of Agriculture, Food Systems, and Community Development* this May.

Access "Building Resilience in Nonprofit Food Hubs" at:  