

**Impact Estimation Methods in Table 7: The Impact Indicators Tips Booklets
Business Retention and Expansion
Prepared by George Morse**

Person Submitting: George Morse As pilot effort on Impact Indicators	Date Submitted: August 20, 2015	Project & Community	Date Started
		Menahga, MN Business Retention & Expansion	2012
2015 Pilot CRED Impact Indicators	Definition	Impact	Source of Data
Outputs: Participation			
Number of Educational Contacts	Persons who received educational services via face to face or live distance education sessions. Persons participating more than once or in different types of sessions, should be counted for each session.	6 leadership team X 4 meetings = 24 11 task force *3 meetings = 33 17 visitors * 1 one training = 17 Total in visitation stage = 24+ 33+17= 74	Source: Menahga BR&E report: http://www.extension.umn.edu/community/business-retention/reports-surveys/docs/menahga-summary-report.pdf
Number of racial minority contacts	Contacts (as above) who self-report on event feedback forms as non-white racial status	Not reported	
Number of Hispanic contacts	Contacts (as above) who self-report on event feedback forms as Hispanic or Latino	Not reported	
Outcomes: Medium Term = Actions			
Number of business plans developed	Includes formal business plans and informal strategic changes. Use attribution principle and "but for"	1 (Senior Housing initiated via BR&E project	Source: Menahga BR&E Report, Discussions with Mark Hansen, Econ. Development Director; Ryan Pesch, Community Economics Extension Educator; Bernice Ollanketo, BR&E project implementation leader; and

	concept.	and developed in private sector)	Jeff Schindeldecker in August 2015.
Number of business plans not started	Count the number of participants in business start-up educational events who decide it is not feasible for them to start one.	Not relevant to project.	Use attribution principle and “but for” concept.
Number of community and organizational plans developed	Includes formally adopted plans for official agencies as well as strategies. Use attribution principle and “but for” concept.	6, the BR&E visitation program itself and 5 (the five plans in the report)	Source: Menahga BR&E report
Number of community and organizational policies, plans adopted or implemented	Includes plans (as above) wholly or partially adopted or implemented. Use attribution principle and “but for” concept.	5, the BR&E visitation program and 4 of five plans	Source: Discussion with Ryan Pesch and Adeel Ahmed, Community Vitality Educators and with Mark Hansen, Local Economic Developer
Number of hours of Volunteer Hours	Count the number of hours indirectly generated by the program. Example: Person who completes the training recruits additional volunteers.	Leadership team, 6 people* 12 hours = 72 Task Force – 11 people * 8 = 88 Visitors, 53 visits * 3 people* 2 hour = 318 Implementation = 15 people* 4 meetings * 2 hour = 120 Implementation outside = 15* 10 =150	Source: Data on time spent by volunteers: Based on Menahga BR&E report on number of people and author’s experience on amount of time per soon.

		Total = 748 hours	
Dollar Value of Volunteer Hours leveraged to deliver programs	Multiple total hours by the value per hour of volunteer time.	Value per hour – \$24.32 Total = 748 * \$24.32 Total = \$18,191.	Data on value of volunteer time: https://www.independentsector.org/volunteer_time Used 2013 estimates of value of time in Minnesota.

Impacts: Long-term Changes in Economic, Social, Environmental Conditions			
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 and “but for” concept.	Leaders above: Leadership team, 3 roles *4 =12 Task force, 2* 11=22 Visitors 1 role * 17=17 Firms visited = 53 Total = 104	Source: Menahga BR&E Report and authors estimate of the number of roles played based on 25 years of experience with this program. Number of roles could be fined tuned by more discussion with Community Vitality educators.
Number of businesses created	New business start ups or businesses that moved into the area. Or expansion in jobs in construction, even though temporary. Use attribution principle and “but for” concept.	1 new firm Schindeldecker’s Construction.	Pleasant Pine Acres, a new senior housing project with 16 units, Jeff Schindeldecker told G. Morse that he heard the idea for building senior housing at the BR&E meeting and then moved from there. This was his first major housing construction project. Bernice Ollanketo, who served on the BR&E Task Force, and was the leader on one of the five priority projects – on developing senior housing. While earlier attempts had been made to develop more senior housing in Menahga, they had not been

			<p>feasible. After organizing a meeting of 25 local citizens on this topic, this resulted in support for the city providing tax increment financing for more senior housing.</p> <p>Attribution: Jeff Schindeldecker told G. Morse that the project started as a result of the BR&E meeting. The Mayor of Menahga reported that the project was done as a result of the BR&E meeting.</p> <p>I am convinced that “but for” the work of Bernice Ollanketo and the BR&E program, this project would not have happened, G. Morse.</p>
Number of jobs created.	New jobs from business start ups or ones that moved into town.	6 in Schindeldecker’s Construction	<p>Jeff Schindeldecker reported that there were 4 full time jobs during the construction phase of Pleasant Pine Acres. (Phone call w/ G. Morse)</p> <p>There are two on-going jobs, Jeff and his wife, working on the management of the units (Email from B. Ollanketo).</p>
Number of jobs expanded in existing businesses	New jobs from existing businesses who expanded due to the project. This includes jobs in construction, even though temporary.	<p>8 full time equivalents (FTEs) during construction phase of senior housing.</p> <p>building senior housing</p> <p>“X” full time jobs due to increase in senior population in Menahga (being</p>	<p>Many of the jobs in any construction project are with sub-contractors, making it difficult to estimate the number of full-time equivalent jobs. Jeff Schindeldecker estimated a total of 12 jobs during the construction phase (B. Ollanketo email)</p> <p>Separately, I estimated that there would be 11 full time equivalent jobs using the average size of 600 square feet and a cost calculator (Building-Cost.net) to estimate labor cost. Then total labor cost for 16 unis divided by wage of \$15/hour. Note: My estimate is based on national data for the potential size.</p> <p>How many of the occupants of the senior housing</p>

		estimated)	are in Menahga that would not be without this new housing? This is difficult to estimate. While we know that 12 are from out of town, it could be that the lack of housing would lead others to eventually leave as they wish to downsize.
Number of jobs retained	Existing jobs that were at risk, protected by programs. Use attribution principle and “but for” concept.	Potentially some The “Music Nights” might have helped to save some jobs or at least expand hours. Menahga career fair project might have helped on this.	Source on music nights: Members of the implementation team: Ralph Kumpula, Peg Kumpula, and Mark Hepokoski. Source on career fair project: Menahga school superintendent or members of project implementation team: Pat Foss, Greg Pulju, Mary Klamm, or Roger Henstorf.
Dollar value of efficiencies and savings	Count savings through improved processes and savings. Example, this likely to happen when a new technology also results in fewer workers. Yet, this can be important to the survival of the firm and the rest of the jobs.	Not relevant to project proposed.	
Dollar value of grants and resources leveraged by the community.	Grants received as a result of the program.	\$16,700	Use attribution principle and “but for” concept by local leaders. From Michael Darger: “2. Under grants, the community received at least one grant from the Minnesota

			<p>Arts and Cultural Heritage Fund for the Music Festival. \$4,700. They may have received more but I don't know. They also received a \$7,000 grant for the Career Exposition Fair from the Jane Musser Foundation.”</p> <p>Also, Civic and Community Club minutes pointed out that another grant of \$5,000 was awarded to this music night.</p>
Dollar value of grants and resources leveraged by businesses.		Might have had some for the senior housing project. Need to check	Use attribution principle and ‘but for” concept by business owners.

Additional Evidence that housing project passes the “but for” test.

Mayor Foss reported that the Pleasant Pine Acres Senior Housing complex had been completed, which was a result of a BR&E Housing Committee Meeting. He added that the C&C, the City and a BR&E representative would be presenting a plan to the owners of the Housing complex.

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MENAHGA CITY COUNCIL REGULAR MEETING
Monday, June 9, 2014

The Regular Meeting of the Menahga City Council was held in the Council Chambers on Monday, June 9, 2014. The meeting was called to order at 7:00 p.m. by Mayor Pat Foss.