POW Logic Model Name: Sustainable Community and Economic Development (2015) (APPROVED)
Reporting years: 2015,2016,2017,2018,2019
Created by: Dennis Harrington (Maine)

Logic Model Overview:

Economic Development - When you support Extension's educational initiatives in economic development, program participants learn how to effectively manage and sustain: small and home-based businesses, household resources and community assets. This contributes to viable businesses, households and communities that will benefit other community members by contributing to gainful employment, quality of place and municipal tax revenues that support community services.

Community Development - When you support Extension's educational initiatives in community development, program participants learn how to be effectively engaged in their communities through: volunteerism, public service, becoming involved in and improving their skills with public organizations, and group process skills. This contributes to more effective public organizations, and more effective use of limited public resources as trained citizens are increasingly involved in process and decision-making.

Situation:

Economic Development and Small & Home Based Business Development

A 2012 statewide poll of Maine residents, conducted by Market Decisions of South Portland, found the economy, specifically jobs, to be the top concern [1]. Since the start of the recession in December 2007, Maine has lost nearly 33,000 jobs, about two-thirds in the high-wage manufacturing and construction sectors [2]. The economic outlook calls for very slow economic growth in the years ahead [3].

Maine's economic future is dependent on the successful start-up, continuation and expansion of small businesses. There are about 150,000 small businesses in Maine. About 90 percent of them employ five or fewer employees, accounting for about 22 percent of the labor force [4]. Many of these businesses are home-based and located in the rural areas of the state.

Successful start-up and growth of small businesses is expected to continue to lead Maine and the nation out of the recent recession and play an increasingly important role in Maine's employment growth in the next decade. Many of these businesses are expected to be home-based or micro-enterprises that provide high value services or produce value-added products from Maine's natural resources. Small and home-based businesses represent entrepreneurial strength, diversity and durability, which contribute to the economic vitality of the state.

A growing number of Maine residents are considering starting a small business as a way of securing and sustaining a livable wage. Unfortunately, those interested in starting or expanding their own business are often unaware of the resources available to help them, and many lack the business management skills necessary to successfully evaluate potential business viability, and start and grow a small business. Research has shown that participation in relevant and effective training can reduce the failure rate and help business owners make better business management decisions and avoid costly mistakes.

Community Development

Maine communities are faced with complex issues and economic challenges. Local groups are engaged in change: resisting change, adapting to change or creating change. Maine people need support in developing and enhancing their leadership skills so they can work collaboratively to create the communities they want. Maine people need support in:

- Collaborating with informal groups, organizations, agencies and foundations to build leadership and volunteer capacity.
- Assisting people in developing skills for establishing and strengthening effective partnerships and collaborations.
- Designing, implementing, and assessing educational programs with leadership and volunteer development components in order to address community issues and public needs.
- Integrating leadership and volunteer development content with that of other UMaine Extension programs.
- Providing educational opportunities for people to develop skills and competencies in communication, decision-making, group process, collaboration, facilitation, and conflict management.
- Facilitating diverse partnerships, collaboration, and networks for effective action within and across communities.

References:

1.   Market Decisions of South Portland, "FY2012 Statewide Poll of Maine Residents."

Available at: http://www.marketdecisions.com/ (Accessed June 2013)

2.   Maine Department of Labor, "Maine Workforce Conditions and Outlook." Presented to the Mid-Maine Chamber of Commerce by Chief Economist Glenn Mills, Jan 2013. Available at: http://www.maine.gov/labor/cwri/publications/pdf/WF_Conditions_Outlook_Mid-Maine_Chamber.pdf (Accessed June 2013)

3.   Maine Development Foundation, Measures of Growth 2013: "Performance Measures and Benchmarks to Achieve a Vibrant and Sustainable Economy for Maine." Available at: http://www.mdf.org/publications/Measures-of-Growth-In-Focus-2013/644/ (Accessed June 2013)

4.   James C. McConnon, Jr., "Maine Microbusinesses and Employment Levels by County,

        2011," (working paper, University of Maine Cooperative Extension, Orono, Maine,

        2013). Available at: http://extension.umaine.edu/business/reports/ (Accessed June 2013)

Evaluation Overview:

Evaluation initiatives will measure behavioral changes that contribute to sustainable community development, economic development, and small and home-based business development in Maine. Methods

will include:

- Pre and post activity assessments
- Surveys
- Observations
- Case studies

Outcomes:
Condition Outcome:

Vibrant and Resilient Communities
   Action Outcome:

E10-Develop and manage relationships for sustainable communities (focused on groups)

   Action step:

   AS47   Assess community needs and assets

   Action step:

   AS48   Strengthen human capacities, human capital, building partnerships

   Action step:

   AS49   Adopt effective community strategies

Action Outcome:

E6-Establish and sustain viable small and home-based businesses

   Action step:

   AS18   Adopt sound business management practices

   Action step:

   AS19   Demonstrate application of life skills

   Action step:

   AS20   Expand a business

   Action step:

   AS21   Hire employees

   Action step:

   AS22   Improve efficiency

Action step:

AS23   Increase career aspirations and goal setting

Action step:

AS24   Increase partnerships

Action step:

AS25   Increase profitability

Action step:

AS26   Increase sales

Action step:

AS27   Jobs Created

Action step:

AS28   Join a business association

Action step:

AS29   Join a local chamber of commerce

Action step:

AS30   Make more effective business decisions

Action step:

AS31   Reconsider business plan

Action step:

AS32   Reduce business management risks

Action step:

AS33   Start a business

Action step:

AS34   Stay in business

Action Outcome:

E7-Develop and manage resources for sustainable communities

Action step:

AS35 Mobilize community capacities, assets, or resources

Action step:

AS36 Demonstrate leadership skills

Action step:

AS37 Assess current and projected impacts of climate change and adopt effective

Action step:

AS38 Assess community needs and assets

Action step:

AS39 Adopt effective community strategies

Action Outcome:

E8-Manage personal/family resources for sustainability

Action step:

AS40 Identify household priority needs and aspirations

Action step:

AS41 Assess alternate choices for managing household resources

Action step:

AS42 Adopt sustainable living practices

Action Outcome:

E9-Become responsible and involved citizens (focused on individuals)

Action step:

AS43 Engage positively in their community

Action step:

AS44   Train, support and mentor others in leadership roles

Action step:

AS46   Demonstrate civic engagement

Outputs

Maine Issue Area: **Sustainable Community & Economic Development**

Output description:

Small and home based business education - Direct

 (Club, Conference, Program, Consultation, Scholarship, or Training)

Delivery method: **Direct; Club, Conference, Program, Consultation, Scholarship, or Training**

From original plan:

Year:	2015	2016	2017	2018	2019
Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS18   Adopt sound business management practices

- AS21   Hire employees

- AS22   Improve efficiency

- AS25   Increase profitability

- AS26   Increase sales

- AS27   Jobs Created

- AS30   Make more effective business decisions

- AS31   Reconsider business plan

- AS32   Reduce business management risks

- AS33   Start a business

- AS34   Stay in business

Output description:

Small and home based business education - Indirect

(Applied Research, Media, Internet, Publication, Resulting from Training)

Delivery method: **Indirect; Applied Research, Media, Internet, Publication, Resulting from Training**

From original plan:

Year:	2015	2016	2017	2018	2019
Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS18   Adopt sound business management practices

- AS20   Expand a business

- AS21   Hire employees

- AS22   Improve efficiency

- AS25   Increase profitability

- AS26   Increase sales

- AS27   Jobs Created

- AS31   Reconsider business plan

- AS32   Reduce business management risks

- AS33   Start a business

- AS34   Stay in business

Output description:

Community Development - Direct

(Club, Conference, Program, Consultation, Scholarship, or Training)

Delivery method: **Direct; Club, Conference, Program, Consultation, Scholarship, or Training**

From original plan:

Year:	2015	2016	2017	2018	2019
Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS24   Increase partnerships

- AS28   Join a business association

- AS29   Join a local chamber of commerce

- AS35   Mobilize community capacities, assets, or resources

- AS36   Demonstrate leadership skills

- AS38   Assess community needs and assets

- AS39   Adopt effective community strategies

- AS42   Adopt sustainable living practices

- AS43   Engage positively in their community

- AS46   Demonstrate civic engagement

- AS47   Assess community needs and assets

- AS48   Strengthen human capacities, human capital, building partnerships

- AS49   Adopt effective community strategies

Output description:

Community Development - Indirect

(Applied Research, Media, Internet, Publication, Resulting from Training)

Delivery method: **Indirect; Applied Research, Media, Internet, Publication, Resulting from Training**

From original plan:

Year:	2015	2016	2017	2018	2019
Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS35   Mobilize community capacities, assets, or resources

- AS38   Assess community needs and assets

- AS39   Adopt effective community strategies

- AS40   Identify household priority needs and aspirations

- AS42   Adopt sustainable living practices

- AS44   Train, support and mentor others in leadership roles

- AS46   Demonstrate civic engagement

- AS47   Assess community needs and assets

- AS49   Adopt effective community strategies

Output description:

Economic Development - Direct

(Club, Conference, Program, Consultation, Scholarship, or Training)

Delivery method: **Direct; Club, Conference, Program, Consultation, Scholarship, or Training**

From original plan:

Year:	2015	2016	2017	2018	2019
Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS20   Expand a business

- AS21   Hire employees

- AS24   Increase partnerships

- AS27   Jobs Created

- AS28   Join a business association

- AS29   Join a local chamber of commerce

- AS35   Mobilize community capacities, assets, or resources

- AS36   Demonstrate leadership skills

- AS38   Assess community needs and assets

- AS39   Adopt effective community strategies

- AS42   Adopt sustainable living practices

- AS47   Assess community needs and assets

- AS49   Adopt effective community strategies

Output description:

Economic Development - Indirect

(Applied Research, Media, Internet, Publication, Resulting from Training)

Delivery method: **Indirect; Applied Research, Media, Internet, Publication, Resulting from Training**

From original plan:

Year:	**2015**	**2016**	**2017**	**2018**	**2019**
Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS20   Expand a business

- AS21   Hire employees

- AS24   Increase partnerships

- AS25   Increase profitability

- AS27   Jobs Created

- AS28   Join a business association

- AS29   Join a local chamber of commerce

- AS30   Make more effective business decisions

- AS32   Reduce business management risks

- AS35   Mobilize community capacities, assets, or resources

- AS37   Assess current and projected impacts of climate change and adopt effective

- AS38   Assess community needs and assets

- AS42   Adopt sustainable living practices

- AS47   Assess community needs and assets

- AS49   Adopt effective community strategies

Output description:

General Community and Economic Development Activities - Direct

(Club, Conference, Program, Consultation, Scholarship, or Training)

Delivery method: **Direct; Club, Conference, Program, Consultation, Scholarship, or Training**

From original plan:

Year:	2015	2016	2017	2018	2019
Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS18   Adopt sound business management practices

- AS19   Demonstrate application of life skills

- AS20   Expand a business

- AS21   Hire employees

- AS22   Improve efficiency

- AS23   Increase career aspirations and goal setting

- AS24   Increase partnerships

- AS25   Increase profitability

- AS26   Increase sales

- AS27   Jobs Created

- AS28   Join a business association

- AS29   Join a local chamber of commerce

- AS30   Make more effective business decisions

- AS31   Reconsider business plan

- AS32   Reduce business management risks

- AS33   Start a business

- AS34   Stay in business

- AS35   Mobilize community capacities, assets, or resources

- AS36   Demonstrate leadership skills

- AS37   Assess current and projected impacts of climate change and adopt effective

- AS38   Assess community needs and assets

- AS39   Adopt effective community strategies

- AS40   Identify household priority needs and aspirations

- AS41   Assess alternate choices for managing household resources

- AS42   Adopt sustainable living practices

- AS43   Engage positively in their community

- AS44   Train, support and mentor others in leadership roles

- AS46   Demonstrate civic engagement

- AS47   Assess community needs and assets

- AS48   Strengthen human capacities, human capital, building partnerships

- AS49   Adopt effective community strategies

Output description:

General Community and Economic Development Activities - Indirect

(Applied Research, Media, Internet, Publication, Resulting from Training)

Delivery method: **Indirect; Applied Research, Media, Internet, Publication, Resulting from Training**

From original plan:

Year:	2015	2016	2017	2018	2019

Number planned:	0	0	0	0	0

Output type: **Undefined**

Associated indicators:

- AS18 Adopt sound business management practices

- AS19 Demonstrate application of life skills

- AS20 Expand a business

- AS21 Hire employees

- AS22 Improve efficiency

- AS23 Increase career aspirations and goal setting

- AS24 Increase partnerships

- AS25 Increase profitability

- AS26 Increase sales

- AS27 Jobs Created

- AS28 Join a business association

- AS29 Join a local chamber of commerce

- AS30 Make more effective business decisions

- AS31 Reconsider business plan

- AS32 Reduce business management risks

- AS33 Start a business

- AS34 Stay in business

- AS35 Mobilize community capacities, assets, or resources

- AS36 Demonstrate leadership skills

- AS37 Assess current and projected impacts of climate change and adopt effective

- AS38 Assess community needs and assets

- AS39 Adopt effective community strategies

- AS40 Identify household priority needs and aspirations

- AS41 Assess alternate choices for managing household resources

- AS42 Adopt sustainable living practices

- AS43 Engage positively in their community

- AS44 Train, support and mentor others in leadership roles

- AS46 Demonstrate civic engagement

- AS47 Assess community needs and assets

- AS48 Strengthen human capacities, human capital, building partnerships

- AS49 Adopt effective community strategies

Inputs: