
CHAPTER 5 THE WIDER REGIONAL ECONOMY – ENTREPRENEURSHIP TRENDS IN APPALACHIA

INTRODUCTION

The Entrepreneurship Initiative was a bold attempt to bring about an economic and attitudinal transformation across the Appalachian region. It is therefore appropriate to step back from the specifics of the initiative – the individual projects and programs funded and the communities in which they are located – to consider at a more general level entrepreneurship trends across the region. In particular, there is value in looking at the state of entrepreneurship in Appalachia at the beginning of the initiative, in comparison with the nation as a whole, and whether there has been any discernible change in the distribution of entrepreneurial activity within the region. The initiative was launched in 1997 and this evaluation considered projects closed through 2005, so these are the two comparison dates used to assemble data in the following analysis. No attempt is being made to establish cause and effect; the analysis is intended to demonstrate the context within which the initiative was implemented.

THE CHALLENGE OF MEASUREMENT

Entrepreneurship is a difficult concept to measure, and many aspects of entrepreneurship success are intangible.⁷⁴ However, several data sources allow an examination of employment and income indicators at the county level to assess general entrepreneurship trends. This analysis relies upon three data sets:

- Bureau of Economic Analysis' Regional Economic Information System
- U.S. Census Bureau's Nonemployer Statistics
- U.S. Census Bureau's County Business Patterns.

The Center for the Study of Rural America at the Federal Reserve Bank of Kansas City developed a series of indicators on the breadth and depth of entrepreneurship at a regional level.⁷⁵ These measures use data from the Bureau of Economic Analysis' Regional Economic Information System and the U.S. Census Bureau's Nonemployer Statistics. The "breadth" of entrepreneurship is measured by nonfarm proprietors as a proportion of total nonfarm employment, and the "depth" of entrepreneurship is a measure of

⁷⁴ Stephan J. Goetz and David Freshwater, "State-Level Determinants of Entrepreneurship and a Preliminary Measure of Entrepreneurial Culture," *Economic Development Quarterly* 15.1 (February 2001):58-70.

⁷⁵ Sarah Low, "Regional Asset Indicators: Entrepreneurship Breadth and Depth," *The Main Street Economist* (September 2004):1-4.

nonfarm proprietors' income per total nonfarm proprietors. These indicators have been applied to all the counties in the Appalachian region for 1997 and 2005.

The second set of indicators follows from work of the Association for Enterprise Opportunity (AEO). This organization uses the U.S. Census Bureau's Nonemployer Statistics and County Business Patterns data to estimate the number of microenterprise businesses and the number of microenterprise employees.⁷⁶ These datasets have been used in this analysis to provide estimates for the number of microenterprises and the amount of microenterprise employment for Appalachian counties for 1997 and 2005.⁷⁷

Additionally, a measure was developed to provide a sense of how important entrepreneurship is to the local economy. This measure presents both proprietors' income as a proportion of total personal income in each county in Appalachia and – in order to distinguish the effects of entrepreneurship from broader trends – shows how these two components have themselves changed over time.

It should be noted that ARC used a broad definition for the EI that includes small- and medium-sized enterprises with fewer than 200 employees. This has particular relevance for the capital access programs and for some of the technical assistance activities, but for the purposes of this analysis data on proprietors and microenterprises have been used as they serve as better (but far from perfect) proxies for entrepreneurial activity. To provide a context, Table 5.1 shows growth rates in the number of new businesses in different size categories between 1997 and 2005.

Table 5.1: Change in the Number of Small- and Medium-Sized Enterprises

Size # Employees	410 ARC COUNTIES			UNITED STATES		
	1997	2005	% Change	1997	2005	% Change
1-4	274,877	208,856	2.2	3,757,627	4,119,363	9.6
5-9	106,893	110,852	3.7	1,354,488	1,411,199	4.2
10-19	64,319	70,180	9.1	856,118	937,617	9.5
20-49	41,708	46,164	10.7	572,437	636,625	11.2
50-99	13,773	15,258	10.8	194,068	219,324	13.0
100-249	8,413	8,750	4.0	113,832	125,027	9.8
Total	509,983	532,060	4.3	6,848,570	7,449,155	8.8

Source: U.S. Census Bureau, County Business Patterns – Establishments by Size Class

⁷⁶ For more information, see <www.microenterpriseworks.org>.

⁷⁷ The number of microenterprise businesses is the number of nonemployer establishments plus the number of establishments with 1-4 employees. The estimate of microenterprise employment is the number of nonemployers plus an average of 2.5 employees per establishment (establishments with 1-4 employees). This methodology differs from the AEO methodology.

Overall, the growth rate of business establishments with fewer than 250 employees in the ARC region was less than half of that of the nation as a whole, with the greatest divergence in those establishments with fewer than five employees and those in the range of 100-249 employees. In no size category does the ARC region outperform the national rate. Given the comparatively low growth rates for small- and medium-sized enterprises in the region, the EI's inclusion of these firms as a target for support appears to be strategic.

UNDERSTANDING THE REGIONAL CONTEXT

Three main observations derive from the following analysis of regional entrepreneurship data and trends:

- Trends in nonfarm proprietor and microenterprise employment in Appalachia showed an increase over the 1997-2005 period consistent with the nation as a whole. The counties benefiting most from above national average increases were in the southern tier of Appalachia.
- Trends in nonfarm proprietor income showed the Appalachian region lagging behind U.S. levels in 1997 and slipping further behind by 2005. Forty-two percent of Appalachian counties saw a decrease in income levels, primarily in the northern and central tiers, whereas 25% saw increases in nonfarm proprietor income levels higher than the national rate, the majority of which are located in the southern tier.
- Trends in the impact of entrepreneurship on the local economy, as might be expected, generally echo the trends in nonfarm proprietor income, with similar levels in Appalachia and the U.S. in 1997, but with Appalachia substantially falling behind by 2005. This decline occurred in spite of the fact that almost all Appalachian counties experienced increases in total personal income. Only 15% of counties benefited from levels higher than the national rate in 2005, and these were evenly distributed across the region.

A detailed presentation of the data underlying these observations follows.

Entrepreneurship Employment

As there are many ways to determine or interpret what constitutes entrepreneurship employment, two methods are presented here, each of which gives a slightly different picture of entrepreneurship employment in the region. Table 5.2 provides a summary of data for the U.S. and the 410 counties that comprise the Appalachian Region.

As the table shows, trends in entrepreneurship employment in Appalachia are broadly similar to those for the nation as a whole. In 1997, nonfarm proprietor employment comprised 15.5% of total nonfarm employment in the U.S. and

15.6% in Appalachia. By 2005, these values had increased to 18.2% in the U.S. and 18.0% in Appalachia.

Table 5.2. Indicators of Entrepreneurship Employment

INDICATOR / MEASURE	1997 VALUE	2005 VALUE
Nonfarm Proprietors Employment		
U.S.	23,648,200	31,147,600
Appalachia	1,744,246	2,202,141
Nonfarm Proprietors Employment/Total Nonfarm Employment		
U.S.	15.5%	18.2%
Appalachia	15.6%	18.0%
Number of Microenterprise Businesses		
U.S.	19,197,236	24,511,431
Appalachia	1,432,733	1,757,105
Estimate of Microenterprise Employment		
U.S.	24,833,677	31,690,476
Appalachia	1,845,049	2,178,389
Microenterprise Employment Estimate/Total Nonfarm Employment		
U.S.	16.3%	17.9%
Appalachia	16.5%	17.8%

Sources: U.S. Census Bureau Nonemployer Statistics and County Business Patterns; Bureau of Economic Analysis, Regional Economic Information System

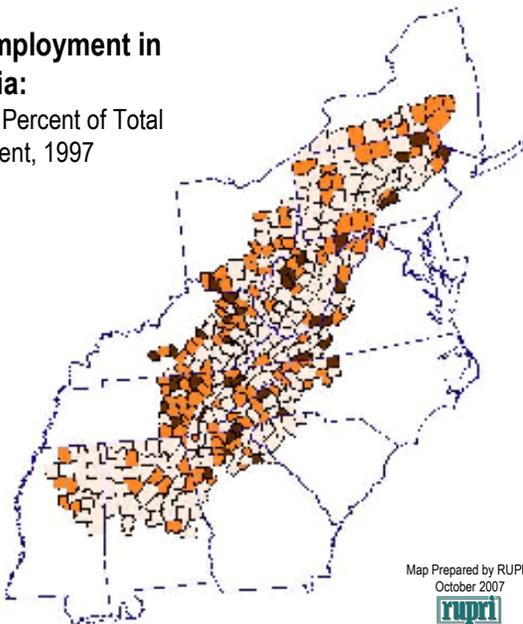
The following maps show nonfarm proprietors' employment as a proportion of total nonfarm employment in the Appalachian region. In 1997, there were 39 counties in Appalachia in which nonfarm proprietors accounted for 30 percent or more of total nonfarm employment (Figure 5.1); this number almost doubled to 78 counties by 2005 (Figure 5.2).

Figure 5.1

Entrepreneurship Employment in Appalachia:

Nonfarm Proprietors as a Percent of Total Nonfarm Employment, 1997

- 7.96% to 19.99% (243)
- 20% to 29.99% (128)
- 30% to 60.15% (39)



Data Source: Bureau of Economic Analysis, Regional Economic Information System

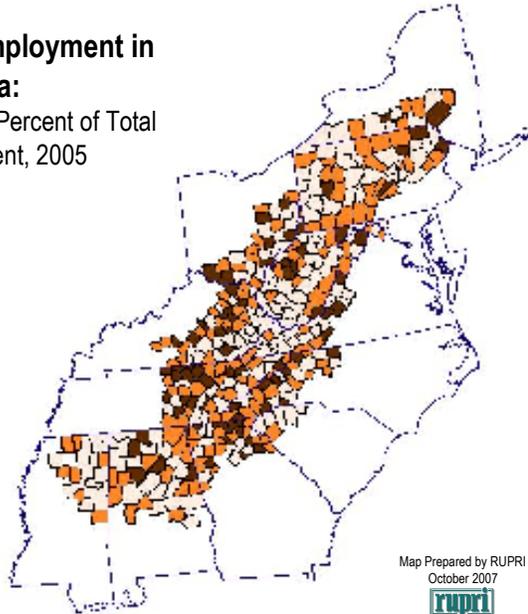
Map Prepared by RUPRI
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Figure 5.2

**Entrepreneurship Employment in Appalachia:
Nonfarm Proprietors as a Percent of Total
Nonfarm Employment, 2005**

- 4.46% to 19.99% (187)
- 20% to 29.99% (145)
- 30% to 66.16% (78)



Data Source: Bureau of Economic Analysis, Regional Economic Information System

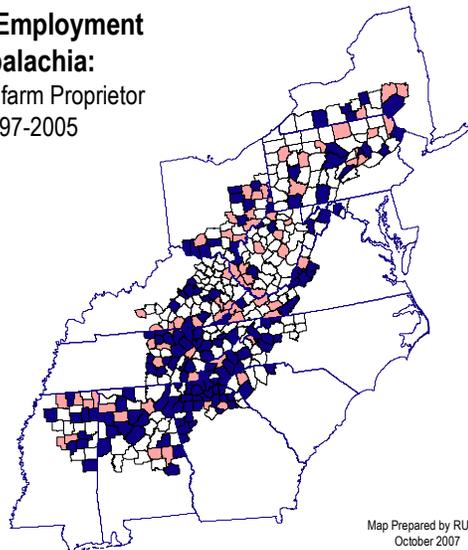
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Nonfarm proprietor employment increased 31.7% from 1997 to 2005 in the U.S. and 26.3% in Appalachia. Levels increased in all but 70 Appalachian counties from 1997 through 2005, and grew at a rate exceeding the national average in 141 Appalachian counties – more than doubling in 21 counties (Figure 5.3).

Figure 5.3

**Entrepreneurship Employment
Change in Appalachia:
Percent Change in Nonfarm Proprietor
Employment, 1997-2005**

- Decrease or No Change (70)
- Increase 0.1%-31.7% (199)
- Increase 31.8%-271.7% (141)



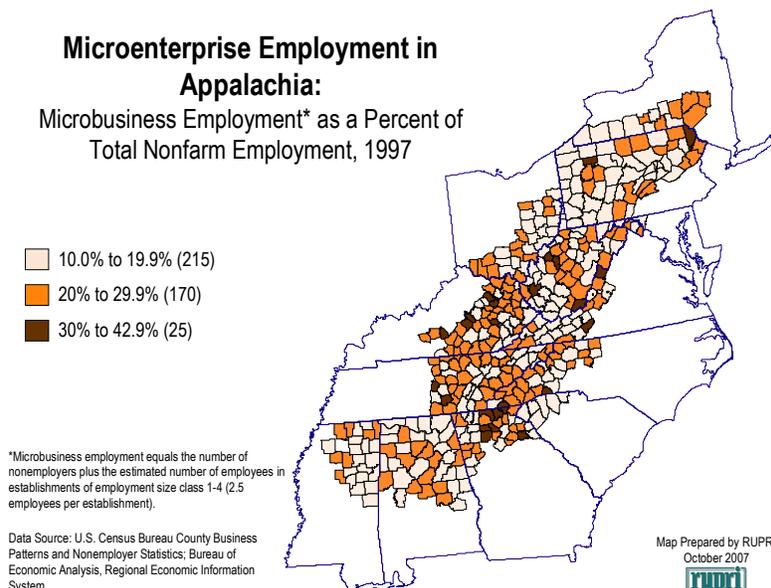
Data Source: Bureau of Economic Analysis, Regional Economic Information System

Map Prepared by RUPRI
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As Figure 5.3 shows, although the distribution of growth in entrepreneurship employment extends to all parts of the region, there is a concentration of counties with growth above the national average in eastern Tennessee, western North Carolina, northern Georgia and northern Alabama.

Examining the number of microenterprise employees shows a similar picture of Appalachia tracking the national levels. In 1997, microenterprise employment as a percent of total nonfarm employment was 16.3% in the U.S. and 16.5% in Appalachia. By 2005, these levels had increased to 17.9% and 17.8% respectively. In Appalachia in 1997, there were 25 counties in which microenterprise employment accounted for 30% or more of total nonfarm employment (Figure 5.4); by 2005 there were 48 such counties (Figure 5.5).

Figure 5.4



From 1997 to 2005, the number of microenterprise businesses increased 27.7% in the U.S. and 22.6% in Appalachia. Microenterprise employment increased 23.6% in the U.S. and 18.1% in Appalachia over this same period. Only 24 counties in Appalachia had a decrease or no change in the number of microenterprise businesses (Figure 5.6), and only 44 counties saw a decrease or no change in microenterprise employment from 1997 to 2005 (Figure 5.7).

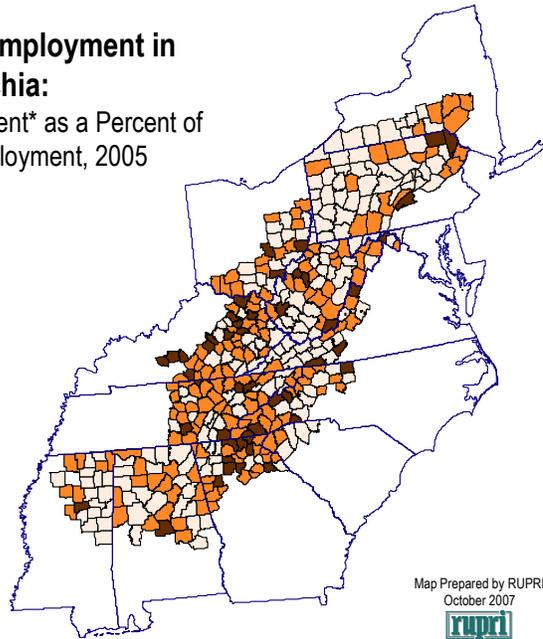
Figure 5.5

Microenterprise Employment in Appalachia:
Microbusiness Employment* as a Percent of Total Nonfarm Employment, 2005

- 8.27% to 19.9% (196)
- 20% to 29.9% (166)
- 30% to 45.7% (48)

*Microbusiness employment equals the number of nonemployers plus the estimated number of employees in establishments of employment size class 1-4 (2.5 employees per establishment).

Data Source: U.S. Census Bureau County Business Patterns and Nonemployer Statistics; Bureau of Economic Analysis, Regional Economic Information System



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October 2007

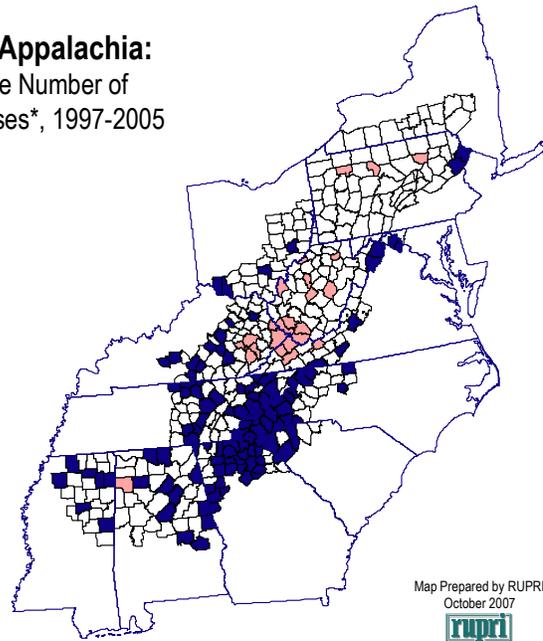
Figure 5.6

Microenterprise in Appalachia:
Percent Change in the Number of Microenterprise Businesses*, 1997-2005

- Decrease or No Change (24)
- Increase 0.1%-27.7% (272)
- Increase 27.8%-124.7% (114)

*Microbusiness business are the number of nonemployers plus the number establishments of employment size class 1-4.

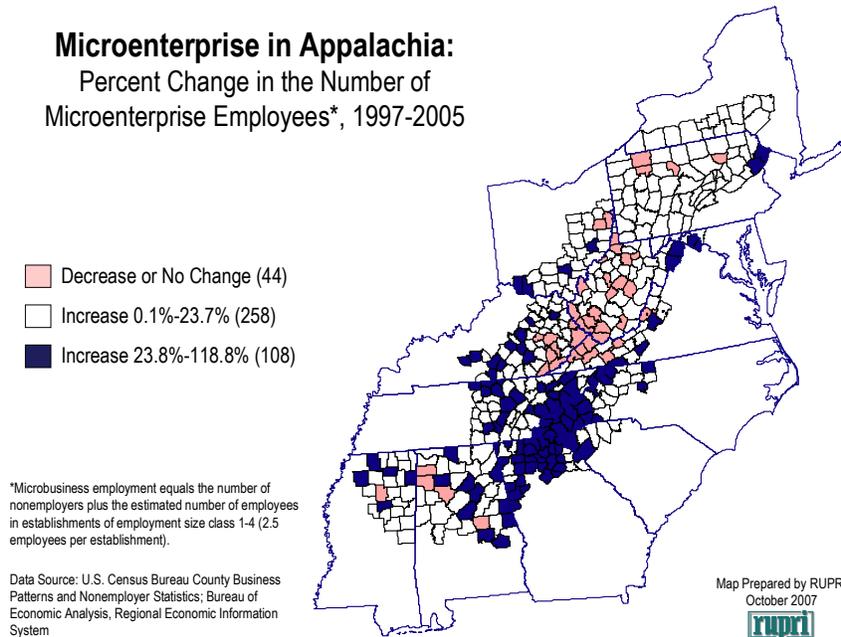
Data Source: U.S. Census Bureau County Business Patterns and Nonemployer Statistics; Bureau of Economic Analysis, Regional Economic Information System



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Figure 5.7

Microenterprise in Appalachia:
Percent Change in the Number of
Microenterprise Employees*, 1997-2005



Entrepreneurship Income

A measure of entrepreneurship income is nonfarm proprietors' income per nonfarm proprietor employment. Table 5.3 shows this indicator for 1997 and 2005, along with other indicators of income and earnings as a basis for comparison.

Table 5.3. Indicators of Entrepreneurship Income

INDICATOR / MEASURE	1997 VALUE (ADJUSTED TO \$05)	2005 VALUE
Nonfarm Proprietors' Income / Nonfarm Proprietor Employment		
U.S.	\$27,881	\$30,193
Appalachia	\$23,094	\$23,218
Appalachia as a % of U.S. Value	82.8%	76.9%
Per Capita Income		
U.S.	\$30,827	\$34,471
Appalachia	\$25,687	\$28,336
Appalachia as a % of U.S. Value	83.3%	82.2%
Wage & Salary Disbursements / Wage & Salary Employment		
U.S.	\$36,331	\$40,146
Appalachia	\$30,706	\$32,779
Appalachia as a % of U.S. Value	84.5%	81.6%

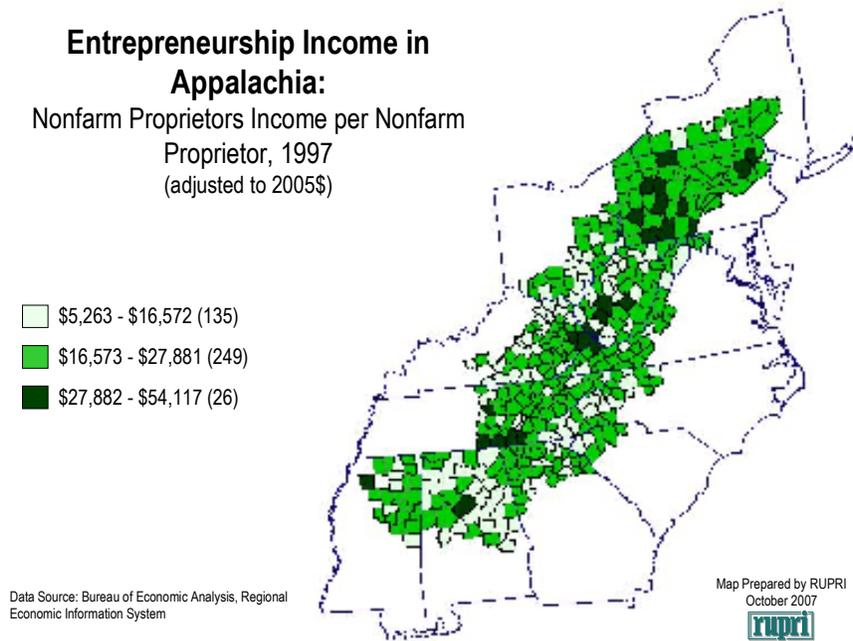
Source: Bureau of Economic Analysis, Regional Economic Information System

On all measures of income, Appalachia lags somewhat behind the national figures and fell further behind over the period 1997-2005. In 1997, the three

income indicators for Appalachia were between 82% and 85% of the U.S. value. By 2005, nonfarm proprietor income per nonfarm proprietor had fallen to 76.9% of the U.S. value and wage and salary disbursements per wage and salary job had slipped to 81.6% of the U.S. level.

In 1997, nonfarm proprietor income per nonfarm proprietor (adjusted to 2005 dollars) ranged from \$5,263 to \$54,117 in Appalachia (Figure 5.8). In 26 counties in Appalachia, the value exceeded the U.S. value of \$27,881 for this indicator. In 2005, nonfarm proprietor income per nonfarm proprietor in Appalachia ranged from \$7,190 to \$64,689, and 28 counties had values exceeding the U.S. figure of \$30,193 (Figure 5.9).

Figure 5.8

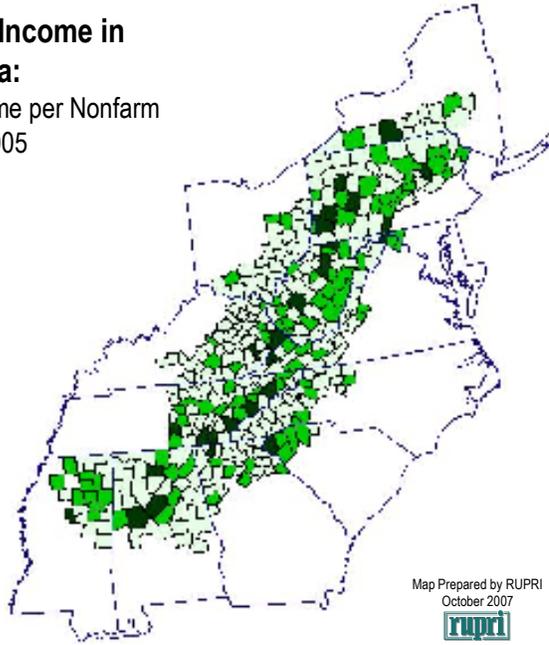


Total nonfarm proprietors' income (real \$2005) increased by 42.6% in the U.S. and 26.9% in Appalachia from 1997 to 2005 (Figure 5.10). Within Appalachia, total nonfarm proprietors' income decreased in 172 counties, noticeably in New York, Pennsylvania, eastern Kentucky, western West Virginia and southwestern Virginia. Increases were experienced in 238 counties – 102 counties in Appalachia had increases in nonfarm proprietors' income exceeding the national rate, and in 22 counties income more than doubled during this time period. The greatest gains were to be found in eastern West Virginia, eastern Tennessee, western North Carolina, and northern Alabama.

Figure 5.9

Entrepreneurship Income in Appalachia:
Nonfarm Proprietors Income per Nonfarm Proprietor, 2005

- \$7,189 - \$18,641 (284)
- \$18,642 - \$30,193 (98)
- \$30,194 - \$64,686 (28)



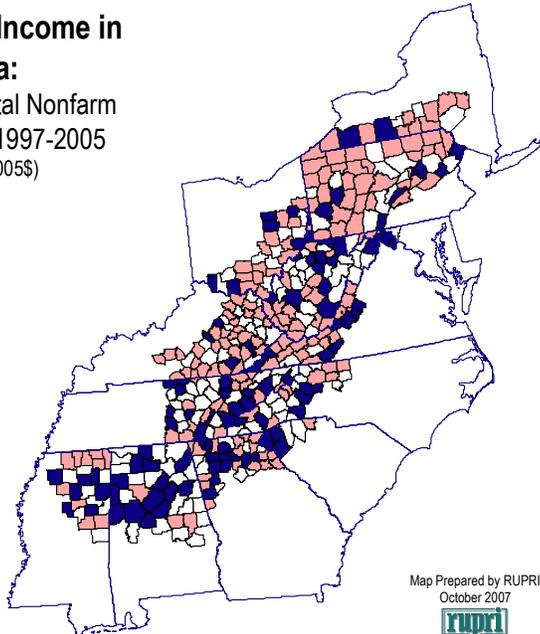
Data Source: Bureau of Economic Analysis,
Regional Economic Information System

Map Prepared by RUPRI
October 2007

Figure 5.10

Entrepreneurship Income in Appalachia:
Percent Change in Total Nonfarm Proprietors' Income, 1997-2005
(1997 adjusted to 2005\$)

- Decrease (172)
- Increase 0.1%-42.6% (136)
- Increase 42.7%-188.7% (102)



Data Source: Bureau of Economic Analysis,
Regional Economic Information System

Map Prepared by RUPRI
October 2007

Entrepreneurship's Contribution to the Local Economy

One method of assessing the importance of entrepreneurship to the local economy is to examine the share of nonfarm proprietors' income to total county personal income in 1997 and 2005. Table 5.4 summarizes this indicator for the U.S. and Appalachia.

Table 5.4. Indicators of Entrepreneurial Contribution

INDICATOR/MEASURE	1997 VALUE	2005 VALUE
Nonfarm Proprietor Income/Total Personal Income		
U.S.	7.8%	9.2%
Appalachia	7.0%	7.6%

As Table 5.4 shows, Appalachia has fallen substantially behind the U.S. on this measure of entrepreneurial contribution. Within Appalachia in 1997, 90 counties had shares greater than the national average of 7.8% (Figure 5.11), but by 2005, there were only 63 counties in Appalachia with a share greater than the national average of 9.2% (Figure 5.12). From 1997 to 2005, the nonfarm proprietors' income share of total county personal income increased in 170 Appalachian counties, and decreased in 240 Appalachian counties (Figure 5.13).

Before drawing any conclusions about these increasing or decreasing shares, it is first necessary to look at the trends in actual nonfarm proprietors' income and total personal income. In some cases, proprietors' income share may be increasing as a share because total county income is on the decline, resulting in a higher share even if actual nonfarm proprietors' income did not rise. The map in Figure 5.14 compares nonfarm proprietors' income change to total county personal income change.

In 238 Appalachian counties, nonfarm proprietors' income (in real \$2005) increased from 1997 to 2005, and total county personal income decreased in only 4 of these counties. Nonfarm proprietors' income decreased in 172 Appalachian counties; in 15 of these counties, total county personal income also decreased. The conclusion to be drawn here is that whether or not counties have an increasing or decreasing share of nonfarm proprietor income does not generally appear to be impacted by increases or decreases in total personal income.

Figure 5.11

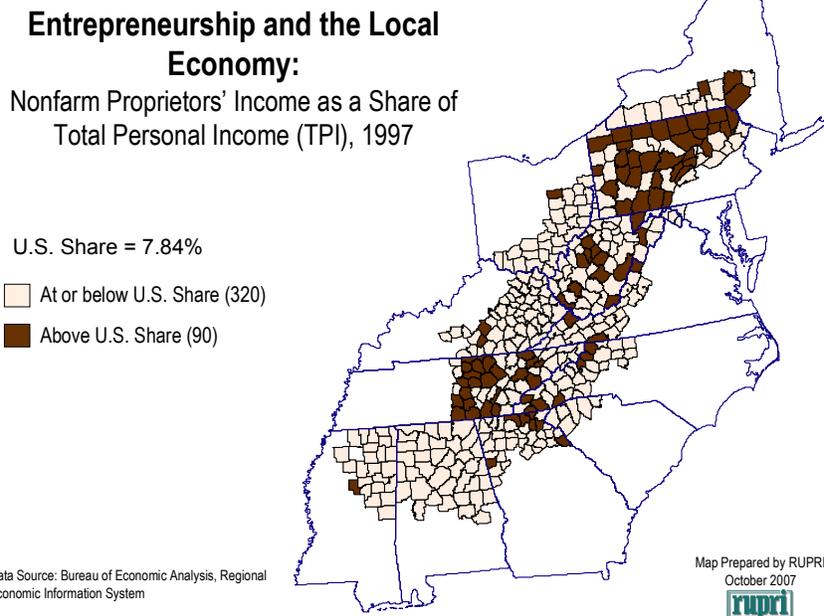


Figure 5.12

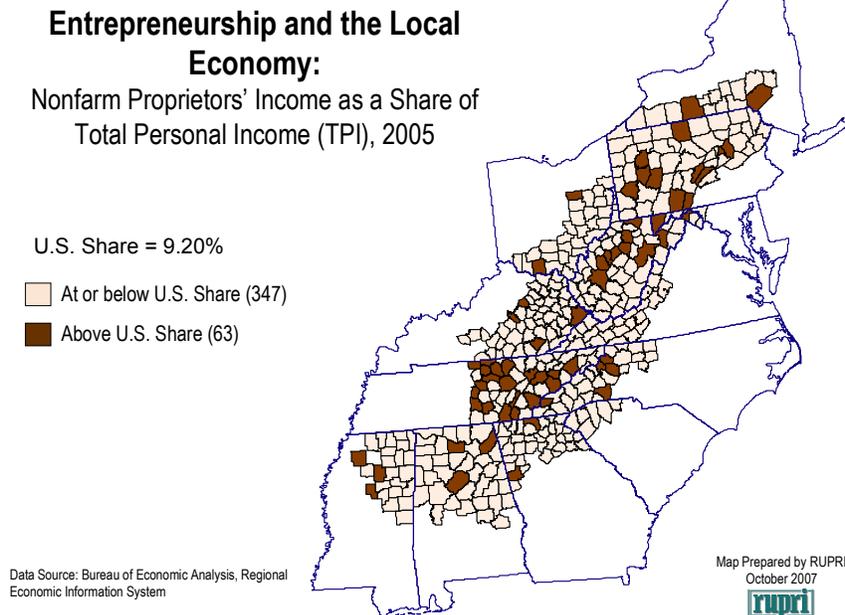
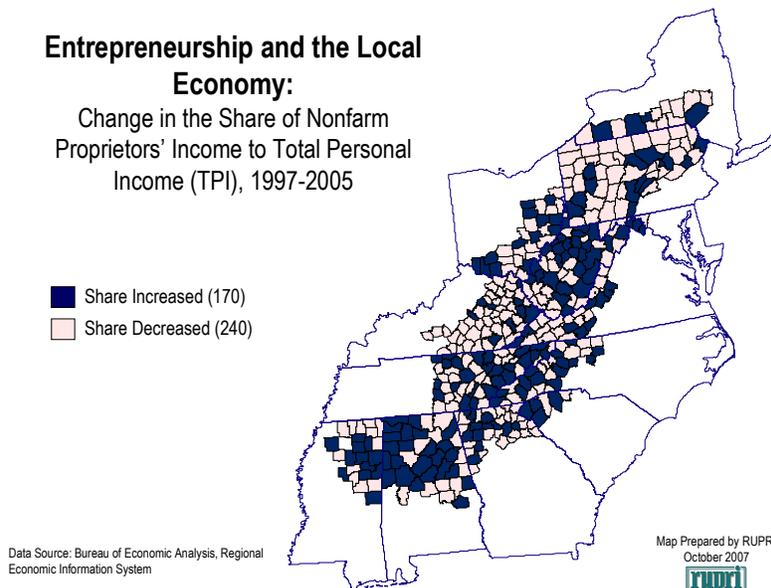


Figure 5.13



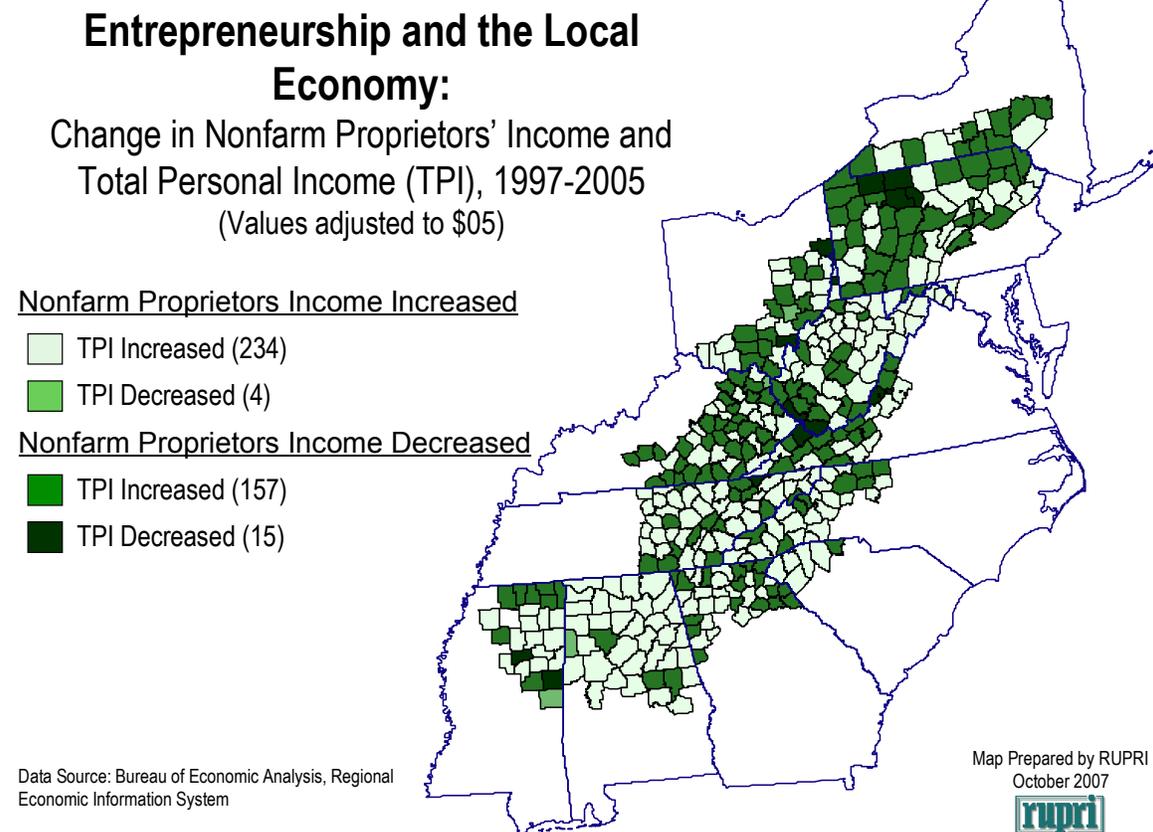
EI PERFORMANCE WITHIN THE REGIONAL CONTEXT

What do these findings suggest about the impact of ARC's EI on the region? While it is difficult to draw any causal connections between ARC investments and these regional data, several trends are evident. Entrepreneurship, when defined broadly as nonfarm proprietor and microenterprise employment, is an increasingly important component of the Appalachian regional economy. For some parts of the region – the southern tier in particular – rates of employment associated with entrepreneurship are greater than for the country as a whole. This observation confirms the importance of investments in entrepreneurship development as a key piece of a regional economic development strategy. In essence, entrepreneurship represents an asset upon which the region can build.

However, in terms of income associated with entrepreneurship, the picture unfortunately mirrors the past – a region continuing to lag behind the rest of the nation in terms of nonfarm proprietors' income. This observation suggests that in spite of ARC's investment, the income generated through entrepreneurial activity is not growing in such a way as to allow the region to catch up with the rest of the country. This analysis also suggests that ARC's investments have had an impact on getting more entrepreneurs into the pipeline, but have had a lesser impact on creating stronger and higher growth entrepreneurs, at least as measured by income trends. To better understand the reason behind this disparity, a more detailed investigation of entrepreneurial income and wage and salary levels associated with entrepreneurship in the region should be undertaken. It was not possible in the current evaluation to gain insights into the income and wealth creating potential of entrepreneurial ventures or into the quality of jobs created for others by these entrepreneurs.

Have ARC investments contributed to creating a more entrepreneurial region? It is difficult to say from analysis of secondary data. Entrepreneurial activity has increased over the period of investment and some parts of the region have performed even better than the nation. It is possible that the Appalachian region would have fallen even further behind the nation in terms of income from entrepreneurship without EI investments. Insights from more detailed analysis of sample projects and key stakeholders help answer this question in a way that secondary data analysis cannot.

Figure 5.14



CHAPTER 6 ARC INVESTMENT PORTFOLIO – PROJECT IMPLEMENTATION AND REPORTED METRICS

Because ARC is built around a federal-state-local partnership, few of its programs operate according to a single cookie-cutter model. Instead, each state and each local program tend to take a distinctive approach to ARC funding programs and opportunities. Differences in program management from state to state and differences in the types of projects funded make generalizing impacts across the EI portfolio difficult. This chapter is designed to provide insights into project implementation so that later discussions of lessons learned and recommendations are understood within this overall context.⁷⁸

ARC required the reporting of several metrics for all project investments, including job creation and retention, business creation, businesses served, and private investment leveraged. Data from the final project reports submitted to ARC by all grant recipients provide useful insights into the size and scope of the initiative, as well as these specific, but limited, impacts of project investments. Deeper understanding of project impacts and the broader policy implications of ARC investments gained through analysis of the sample projects is presented in Chapter 7.

PROJECT IMPLEMENTATION

As with most ARC initiatives, the approach to using the EI funds varied widely across the states in the region. To better understand these differences, and what they might mean in terms of program outcomes, the evaluation team conducted phone interviews with state program managers and with the director of the Entrepreneurship Initiative in Washington, D.C. The purpose of these interviews was to develop a sense of how each state approached the EI and to get a view of the initiative from the state level.

Each governor and state program manager approached the Entrepreneurship Initiative with a different level of commitment to entrepreneurship as an economic development strategy and a different strategy for distributing what in many cases was described as a relatively small resource pool. Table 6.1 describes the strategy or approach used to distribute funds in each state while Table 6.2 shows the distribution of investments across the region over the 1997 to 2005 period. In one state, Pennsylvania, a large portion of resources was used to support a specific intervention – the creation of entrepreneurial networks. In other states, local development districts were responsible for promoting the initiative and encouraging local organizations to submit grant proposals. In most cases, states

⁷⁸ Insights and observations presented in the first section of this chapter are drawn from interviews with regional stakeholders and from project leaders. The evaluation team reported insights that were widely held and recurring across the range of interviews conducted.

Table 6.1. Description of State Approaches to EI Investments*

STATE	APPROACH
Alabama	Entrepreneurship included in Appalachian Development Plan; provided impetus for the state to support diverse homegrown initiatives, including entrepreneurship education and incubators
Georgia	State program manager's office identified local and regional projects to be funded; relied less on Local Development Districts (LDDs) to take the lead on developing projects
Kentucky	State created a government-sponsored commission whose chair was the state alternate; Chair lived in region and selected both local and regional projects; also funded other state organizations to expand activities into region; identified technical assistance gap and tried to select projects to fill it
Maryland	Initially tried to start new programs in the region, providing several years of funding; partnered with WV on projects; efforts were not able to create sustainable new institutions; later stages, plugged EI into ongoing activities in the counties, like Main Street program
Mississippi	State program manager and alternate active in identifying projects; tried to work with local philanthropy organizations
New York	Worked at the state level to fund some large programs to support entrepreneurship education – some local and some regional; supported some other local initiatives
North Carolina	Rolled money over until state had a pool of money; contracted with state Department of Commerce for multi-year program; efforts were not able to create sustainability; locally driven projects were also funded, with some more success
Ohio	Leadership came from Governor's Office of Appalachia; active in identifying projects with both Local Development Districts (LDDs) and nonprofits; joint funding of projects with the Foundation for Appalachian Ohio; open process for soliciting proposals; multi-year funding of regional institutions and one time projects
Pennsylvania	Most of funds were used to support local networking activities; also put money into region-wide youth entrepreneurship program; state program manager and alternate worked out of the Office of Appalachian Development in state Department of Community and Economic Development
South Carolina	Most projects identified by state program managers; relied less on Local Development Districts (LDDs)
Tennessee	Worked with some Local Development Districts (LDDs); major investment made in the development of one organization, leading to the creation of a sustainable organization with a broad reach
Virginia	High priority for the state; spread grants around to as many communities as possible; saw EI funds as being part of a set of resources, including ARC telecommunications and Main Street programs, that communities could tap; used a competitive RFP process with an open workshop planning process leading to a diverse set of project proposals; funded multi-year projects; drew in other funding resources, particularly from foundations
West Virginia	State highlighted entrepreneurship funds as one of many tools available; non-profit organizations stepped up and provided most of the impetus for developing and implementing grant projects; used a competitive RFP process with an open workshop planning process leading to a diverse set of project proposals; funded multi-year projects; drew in other funding resources, particularly other state funds

*Interviews were attempted but not completed with state program managers in Mississippi and Ohio due to illness and staff turnover, respectively, at the time the interviews were undertaken. Information about their approach to the EI was obtained through an interview with the director of the EI.

used their annual allocations to fund a range of projects; in one case, North Carolina, funds were rolled over until the state had a pool of resources to support a larger project.

Several themes were identified through the program manager interviews. From the perspective of local communities, ARC Entrepreneurship Initiative resources were described as “catalytic” and important to demonstrating new approaches to entrepreneurship development. In many cases, these projects would not have gotten started without ARC investment. As one manager described it, these were “but for” resources. At the same time, program managers admitted that the relatively small pool of resources attached to the initiative made it harder to make entrepreneurship investments a priority, particularly if local development districts were not focusing in this area and encouraging proposals from their regions.

It was also clear that the state leaders, including governors and program managers, played a “gate keeping” role in terms of ARC initiatives, including entrepreneurship. Strong support for entrepreneurship from state leaders often translated into more aggressive promotion of the program within the state, such as was seen in Virginia. In addition, since the innovation in entrepreneurship programs was primarily coming from the local rather than the state level, the degree to which the state program manager was networked with local economic development organizations, especially non-profits, could impact the ability to effectively implement the initiative. Much of the investment in West Virginia, for example, was driven by community non-profit organizations.

In addition to the diverse approaches used by the states in allocating resources, ARC investments were spread across a portfolio of program categories. Prior to selecting the evaluation sample, Entrepreneurship Initiative projects were classified into program categories based on a review of project descriptions, including the goals of each project, and follow-up interviews with project leadership. Project goals differed even within program categories. Metrics used to report on project outcomes varied by program category, and it was clear from the interviews with project leaders that job creation and business creation were not the only metrics considered in articulating project goals and reporting outcome measures.

To put the findings of this evaluation into better perspective, a description of the range of projects found within these program types is provided here. These descriptions should provide readers with a sense of the diversity within each project type and the breadth of investments undertaken by ARC in support of entrepreneurship development in the region.

Entrepreneurship Education Projects

Entrepreneurship education projects were designed to introduce entrepreneurship concepts and curricula into the schools, kindergarten through

community college and university. In the language of the programmatic goals set out in Chapter 3, these programs sought to help create more entrepreneurs in the pipeline, and were targeted primarily to students as opposed to adult learners. (Programs for adult learners were included in the technical assistance and training category.) A profile of the sample entrepreneurship education projects appears below.

Sample Entrepreneurship Education Projects

Number of projects = 17
Total ARC investment = \$2,199,207
Average ARC investment = \$129,365
Minimum ARC investment = \$10,000
Maximum ARC investment = \$784,517
Range of years for project investment = 1 – 4

The range of entrepreneurship education projects supported by the EI was quite diverse. For example, funds were used to:

- Support outreach into rural communities for an existing business plan competition
- Create an internship program and place youth in entrepreneurial companies
- Organize summer youth entrepreneurship camps, using REAL (Rural Entrepreneurship through Action Learning) and other curriculum
- Train teachers in the REAL curriculum and bring it into the classroom
- Train middle school students using Junior Achievement, with follow-up training using a virtual business simulation model
- Create student run, school-based enterprises.

Some projects were designed as pilots to test an entrepreneurship education approach in a community or region. Others were designed to build entrepreneurship education capacity by training teachers and incorporating new curriculum into school systems, or by investing in the creation of school-based enterprises that could be passed down to future classes of students. About half the sample projects were defined by project leaders as being sustainable, i.e., they continued beyond the ARC grant with support from other funders or, in some cases, with an additional ARC grant.

With the exception of those projects that created school-based enterprises, most were not designed to create or retain jobs or to build new businesses. Rather, they were designed to expose youth to entrepreneurship with an expectation that these entrepreneurial skills would serve to prepare them to become better employees in the future and/or to motivate them to create their own economic futures through enterprise development. Given their goals, traditional economic development metrics provide an incomplete story of the impact of these projects.

Table 6.2. Annual and Total ARC Entrepreneurship Investments, 1997-2005, by State (*)

STATE	1997	1998	1999	2000	2001	2002	2003	2004	2005	TOTAL
Alabama	0	159,000	381,663	537,187	198,850	405,000	92,000	518,892	112,675	2,405,267
Georgia	110,000	0	441,826	0	581,529	349,442	83,000	723,747	334,118	2,623,662
Kentucky	92,769	226,000	787,500	290,532	510,500	225,362	657,880	383,794	587,198	3,761,535
Maryland	0	207,000	455,200	548,918	312,379	139,000	99,000	130,000	45,000	1,936,497
Mississippi	0	220,577	30,000	164,970	594,835	157,000	0	200,000	226,000	1,593,382
New York	0	243,140	187,654	920,000	75,000	25,000	145,000	265,000	35,000	1,895,794
North Carolina	0	0	0	1,050,000	0	444,908	200,000	157,500	673,673	2,526,081
Ohio	0	153,940	406,213	451,921	613,700	244,500	1,673,330	15,000	50,000	3,608,604
Pennsylvania	313,397	1,072,808	1,099,000	199,900	659,636	383,750	362,000	460,000	125,000	4,675,491
South Carolina	0	500,000	0	750,000	119,105	752,000	500,000	891,382	58,750	3,571,237
Tennessee	0	451,748	325,000	390,000	410,185	185,000	93,000	201,133	35,000	2,091,066
Virginia	374,500	0	495,380	416,527	476,630	433,000	181,200	280,391	90,000	2,747,628
West Virginia	142,150	752,948	1,075,916	300,537	1,673,748	1,042,835	582,000	458,400	1,105,474	7,134,008
Regional	14,000	332,503	124,623	264,901	169,162	339,610	973,574	108,063	75,000	2,401,436
Total ARC	1,046,816	4,319,664	5,809,975	6,285,393	6,395,259	5,126,407	5,641,984	4,793,302	3,552,888	42,971,688

* Figures include all projects (closed and open) and investments from all funding sources within ARC.

Several examples help to demonstrate the range of entrepreneurship education projects funded by ARC and the type of outcomes they achieved.

In 1999, the Kentucky Science and Technology Council (KSTC) received funding from ARC to establish next generation entrepreneurial schools in two pilot districts. The goal of the project was to create learning communities where students could embrace an entrepreneurial frame of mind and, in turn, to help all students generate ideas for and start new ventures in their home communities. Using initial and follow-on ARC grants, KSTC supported the creation of 99 EdVentures – school-based enterprises – including 31 in high schools, 25 in middle schools, 37 in elementary schools, and 6 district-wide. KSTC has documented the outcomes of these activities in two ways – through metrics including the number of school-based enterprises started (99) and the number of participants in these ventures (27,000) as well as through stories of each individual EdVenture that describe the start-up process, funds raised, students involved, etc.

In West Virginia, ARC funds were used to bring an entrepreneurship focus to an existing summer camp program, using the REAL curriculum. The Ohio-West Virginia YMCA provided leadership for this initiative which secured four years of ARC funding. In addition to serving the 465 student participants, the initiative has generated additional interest in youth entrepreneurship in the state, attracting funding to make the program sustainable and engaging youth in several ways. The statewide economic development planning process, Vision Shared, partnered with the Ohio-West Virginia YMCA to provide a teen perspective on the future of the state. The YMCA held a Teen Forum on West Virginia's Future in 2002 to develop this perspective. The Department of Education created a full-time entrepreneurship coordinator position and hired a certified REAL instructor as the coordinator.

ACEnet in Ohio used ARC funding to extend into three high schools a computer opportunities program designed to provide training to students in setting up computer-based enterprises. The program created three new businesses and 14 new jobs. In addition, however, it expanded the computer technology available in these schools and exposed students to entrepreneurship concepts. Another outcome was the attraction of additional federal support to continue the program beyond ARC funding.

Technical Assistance and Training Projects

Technical assistance and training projects were designed to build the skill sets of individual entrepreneurs by offering them access to one-on-one counseling and workshops related to starting and growing their businesses. The programmatic goals of these programs were to create more entrepreneurs in the pipeline, and better informed and skilled entrepreneurs whose businesses were more productive and created more jobs in the region. Most of these programs were

targeted at adult entrepreneurs as distinguished from the entrepreneurship education projects that primarily targeted youth. A profile of sample technical assistance and training projects appears below.

Sample Technical Assistance and Training Projects

Number of projects = 34
Total ARC investment = \$4,933,997
Average ARC investment = \$145,118
Minimum ARC investment = \$10,000
Maximum ARC investment = \$2,088,961
Range of years for project investment = 1 – 6

One large grant to Pennsylvania to support a statewide technical assistance/networking initiative skews average investment. If the Pennsylvania project is removed from the sample, the range of investments is \$10,000 to \$650,615 and average investment per technical assistance project is \$86,213.

As with education projects, the range of technical assistance projects was quite wide. Investments were used to fund such activities as:

- Grants to individual entrepreneurs to purchase private sector services, such as accounting or legal assistance
- Funding for “how to start a business” and other workshops for entrepreneurs and potential entrepreneurs
- Providing technical assistance in conjunction with a microenterprise program
- Developing export assistance programs for entrepreneurs
- Offering one-on-one assistance to entrepreneurs in accounting, marketing, and other business management areas
- Delivering marketing assistance to clients of a food incubator
- Developing computer-based entrepreneurship training programs
- Providing managerial and technical assistance to high-tech start ups
- Creating a virtual business assistance center.

In general, these projects provided entrepreneurs with access to business support resources, both customized and in workshop settings. Often, these services represented additions or expansions to other programs offered by the local organizations. However, in some cases, these investments were used to create new capacity in the region, such as through the creation of a virtual assistance center. About three quarters of projects were defined as sustainable by project leaders. Several examples provide insights into these technical assistance and training projects.

Kentucky Highlands Investment Corporation (KHIC) received funding from ARC for its business support center, The Launching Pad. These funds were used to provide technical assistance to entrepreneurs, some of whom were customers

(or future customers) who had received capital through KHIC's range of financial instruments. The Launching Pad provided a place for entrepreneurs to access computers and other technology, and to obtain services from KHIC's skilled staff. This assistance served to formalize and build the capacity of KHIC to support the non-financial needs of its business customers. Previous assessment of KHIC's programs found that this technical assistance or managerial support was as important to entrepreneurs as the capital that KHIC provided.⁷⁹

The Ohio Valley Regional Development Commission used ARC funds to provide small grants (up to \$5,000) for entrepreneurs to purchase business services from private sector providers. This program was designed in response to the expressed needs of the Commission's revolving loan customers who sought assistance early in the life of their businesses, before they had the sales and resources to pay for services. The project was successful in meeting the needs of these entrepreneurs and connecting them to appropriate service providers. The Commission was able to help almost twice as many entrepreneurs as initially projected because entrepreneurs often required very small grants to get the help they needed.

Mississippi State University received support to develop training programs to make entrepreneurs aware of the power of marketing via the Internet. In 1998, when the ARC investment was made, the concept and value of e-commerce was not universally recognized. Mississippi State's programs exposed home-based business owners, farmers and youth to Internet marketing concepts. While the program helped individual business owners, it also launched regional and national efforts to develop e-commerce as an effective business strategy. The curriculum developed at Mississippi State is used throughout the country and a national e-commerce education effort through Cooperative Extension continues to support education and training in this area.

Sector Projects

Projects funded in the sectors category were focused on supporting entrepreneurs in a particular sector, such as food, wood products, ceramics, often by building networks among entrepreneurs. In terms of programmatic goals, these projects were designed to create more informed and skilled entrepreneurs, operating more productive businesses that create jobs in the region. The projects included in the sample, however, were as diverse as the sectors that make up the economy of the Appalachian region, including:

- Creation of a consignment gift shop to support local artisans
- Development of an aquaculture program including entrepreneurship training

⁷⁹ David Barkley and Deborah Markley, The Development of an Entrepreneurial Support Organization: The Case of the Kentucky Highlands Investment Corporation, RUPRI Center for Rural Entrepreneurship, Research Case Study Series Number 1, March 2003.

- Support for a ceramics corridor cluster in collaboration with a university
- Operational support for the Ralph Stanley museum and music center
- Development of a driving tour to cultural and heritage attractions and artisan businesses
- Funding for a market study of the cut flowers industry in Mississippi
- Support for workshops on development of a craft woodworking industry.

A profile of sample sector projects appears below. Less than half of project leaders defined their efforts as being sustainable over time. Several examples serve to illustrate the high degree of diversity in these sector projects.

Sample Sector Projects
Number of projects = 17
Total ARC investment = \$1,496,585
Average ARC investment = \$90,976
Minimum ARC investment = \$1,400
Maximum ARC investment = \$393,711
Range of years for project investment = 1 – 4

The Kentucky Artisan Trails Project was designed to create a gateway attraction on I-75 that would promote a driving tour of regional cultural and heritage sites as well as artisan businesses along the route. Through development of an information kiosk on the interstate, a website and hard copy maps, the project helped to encourage tourism development by networking individual sites into a destination tour. The website features products produced by regional entrepreneurs, places for tourists to visit, and events that are planned throughout the region. The project focused on the heritage tourism sector, including entrepreneurs, and developed a network of people, places and organizations that worked to build the sector in the region.

Advantage West, a regional economic development organization in western North Carolina, used ARC investment to help introduce and develop a biotech sector in the region. There was much interest in biotech in the region, but limited staff capacity to move the concept forward. ARC funds were used to hire a biotech coordinator and to develop wet lab space at the community college – the first in the region. Advantage West also established a steering committee to consider strategic opportunities for advancing the sector. These initial investments have helped create a biotech sector focused on the natural products available in the region. The region has attracted additional local government and regional university investments to continue to build this sector.

Appalachian by Design, a non-profit rural economic development organization, wanted to help create a knitting industry in rural Appalachia by connecting female artisans with broader markets. ARC funding was used to help individual rural women develop a cottage knitting industry. The project was initially quite

successful, producing high quality products and tapping new markets. Since its initial success, the project has scaled back as resources became constrained, forcing the organization to focus on a more limited market.

Incubator Projects

Incubators projects in the region were designed to provide a supportive environment for entrepreneurs to hatch and grow new enterprises. Incubator programmatic goals usually related to creating more informed and better skilled entrepreneurs, helping them create more productive businesses and ultimately encouraging more entrepreneurs to stay in the region. ARC investments in incubator projects, however, were generally of three types:

- Investments to determine the feasibility of an incubator in a particular community or region
- Investments to support the building and/or operation of an incubator facility
- Investments to develop programs offered through the incubator.

The sample of 12 incubator investments was equally split across these three types. A profile of sample incubator projects appears below.

Sample Incubator Projects
Number of projects = 12
Total ARC investment = \$913,291
Average ARC investment = \$76,108
Minimum ARC investment = \$10,000
Maximum ARC investment = \$388,084
Range of years for project investment = .5 – 1

Projects tended to be much more short term than the other program types, ranging from six months to one year. Nine of the 12 incubator projects were defined as being sustainable. Examples of incubator projects follow.

ARC funds were used to enhance the services provided by the Clinch Powell Community Kitchen in east Tennessee. While the community kitchen already provided shared space for food entrepreneurs in the area to develop and produce their goods, ARC funds allowed the incubator to purchase new equipment and expand the training support offered to entrepreneurs, particularly in the areas of product development, marketing and general business training. Incubator staff was able to devote more time to exploring marketing channels that would add value to products, for example, by combining gift baskets with specialty food products produced in the region. The incubator was successful in expanding the number of clients served and was able to leverage additional funds to become sustainable.

In western North Carolina, ARC investment was used to create Blue Ridge Food Ventures, a kitchen incubator set up to help farmers and others develop value-added agricultural products. ARC funding provided most of their operating budget, with other income coming from users of the facility. This relatively new incubator (at the time of the interview) developed its capacity to serve its clients by partnering with service providers in the area, such as a microenterprise development organization, to become a “one stop shop.” The incubator staff spent most of their time working with clients on product development, specifically how to put a new twist on a food product.

The city of Gadsden, Alabama received ARC funds to conduct an incubator feasibility study. The city lost a major employer, a steel mill, in 2000 – a devastating blow to the economy. The city’s community development director was looking for alternatives and the ARC funds provided an opportunity to determine whether it would be feasible for the city to develop an incubator. The study concluded that an incubator was feasible and that there were residents in the community who had an interest in starting their own businesses. What the study did, according to the development director, was to give the city information and options – they could begin to think about what kind of incubator facility might be most appropriate, where it would be located and what funding they would need to develop the incubator. The attitude in the city changed when they saw the possibilities associated with an incubator strategy.

Capital Access Projects

Projects in this category, in general, were designed to enhance access to capital for entrepreneurs in the region. The programmatic goals were to create more productive and job creating businesses and entrepreneurs who could remain in the region. Based on ARC investment in this area, access to capital was considered to be critical to helping entrepreneurs start and grow businesses in the region. In addition to the EI investments in capital projects, ARC invested an additional almost \$4 million from area development, regional initiatives, commission and co-chair funds. However, the projects were as diverse as the sources of capital. A profile of capital access projects appears below.

Sample Capital Access Projects
Number of projects = 8
Total ARC investment = \$901,340
Average ARC investment = \$112,668
Minimum ARC investment = \$30,000
Maximum ARC investment = \$447,440
Range of years for project investment = 1 – 6

The geographic regions served by these projects ranged from individual communities to multi-county and even multi-state service areas. While some projects were one-time investments by ARC, others represented multi-year commitments, with additional investments phased in as the project progressed. All of the capital projects in the sample were judged to be sustainable by project leaders, i.e., the projects continued beyond the period of the ARC grant.

ARC investments were used in diverse ways, including:

- Support for research and planning to explore the creation of alternative financial institutions, such as New Market Venture funds, Community Development Financial Institutions (CDFIs), and angel capital networks
- Support for technical assistance and outreach associated with revolving loan funds
- Investment in capital programs ranging from revolving loan funds and microenterprise programs to equity funds.

Several examples serve to illustrate the ways in which many of these capital projects were supported by ARC. Appalachian Community Enterprises (ACE), a non-profit microenterprise program started in northeast Georgia in 1997, received initial funding from ARC in 1999 to support a loan fund, including funds for technical assistance and training. Similar follow-on grants were made to ACE in subsequent years. Building on this base of activity and their track record of lending, in 2004, ACE received CDFI certification and significant funding from ARC's Area Development program for their microenterprise loan program.

In 1998, the South Carolina Appalachian Council of Governments received a modest initial investment from the EI to support the development of a loan fund and technical assistance and outreach to rural entrepreneurs. Complementing this EI investment was significant funding in 1998 under ARC's Regional Initiatives to recapitalize the loan fund. Additional support for the revolving loan fund through ARC's Area Development program was received in 2004.

In 2003, Advantage West, a regional economic development organization in western North Carolina, received funding from ARC's EI to develop a regional entrepreneurship network. Funding was used to put on workshops throughout the region, to develop a website, and to complete a market assessment for a regional investment fund. During this time, Advantage West assisted a number of entrepreneurs in acquiring capital from angel investors. A second grant was used to develop a regional angel investor network that continues to operate in the region.

REPORTED METRICS

From its inception in 1997 through 2005, ARC made almost \$43 million in entrepreneurship-related investments in the region, including investments made

specifically by the Entrepreneurship Initiative. As Table 6.2 shows, annual investments increased from inception in 1997 to a peak in 2001, with gradual reductions in annual investments since then. This pattern of investment represents the phasing in and out of the EI and, in more recent years, the inclusion of entrepreneurship investments in ARC's Asset-Based Initiative. Total investments were made from a number of sources within ARC, with the most significant investment coming through the EI (Table 6.3). Total ARC investment, in turn, leveraged an additional \$72.8 million in private investment (for those projects that have closed) with projected total private leveraged investment of \$109.9 million once all projects in the portfolio have closed.

Table 6.3. ARC Investments from All Sources – Universe of Projects, 1997-2005

SOURCE OF FUNDS	ARC \$
Entrepreneurship Initiative	\$22,519,996
Area Development	11,603,420
Distressed Counties	3,722,992
Commission EI	2,126,380
CoChair Fund	1,553,887
Regional Initiatives	1,368,439
New Markets	52,574
Goal Fund	24,000
Total	\$42,971,688

ARC investments were made in 340 unique projects across the region (Table 6.4). The distribution of both dollars and projects varied across the region, ranging from a high of 48 projects funded in Virginia to a low of nine projects funded in South Carolina. On average, investment per state was \$3.3 million and investment per capita was \$1.82 from 1997 through 2005.

In addition to projects funded in individual states, ARC made investments in a number of projects that had a region-wide focus. For example, regional projects included support for:

- A microenterprise conference
- The development of regional community development venture capital funds, including support for technical assistance
- A survey of Appalachian business incubators
- The creation of entrepreneurship education materials, including working with REAL and Junior Achievement

- A regional conference on entrepreneurship education and training
- A regional technology commercialization initiative
- The development of sector-based entrepreneurship initiatives.

Table 6.4. Distribution of Entrepreneurship Projects Funded from All ARC Sources, 1997-2005*

STATE	# CLOSED PROJECTS	# OPEN PROJECTS	# TOTAL PROJECTS
Alabama	23	5	28
Georgia	7	3	10
Kentucky	22	9	31
Maryland	11	3	14
Mississippi	15	2	17
New York	17	4	21
North Carolina	5	6	11
Ohio	37	3	40
Pennsylvania	15	6	21
South Carolina	4	5	9
Tennessee	11	2	13
Virginia	42	6	48
West Virginia	24	13	37
Region	30	10	40
Total	263	77	340

*These totals include unique projects only.

Table 6.5 shows total and average investment in the universe of ARC projects (both open and closed projects) as well as in the evaluation sample. Average investment per project for the universe was \$126,387, and projects ranged in size from \$2,000 to almost \$2.2 million.⁸⁰ ARC invested almost \$13 million in the specific projects included in the evaluation sample, with average investment per project of \$145,997. Sample projects were drawn from those projects that were primarily funded with Entrepreneurship Initiative dollars, as opposed to

⁸⁰ The \$2.2 million project investment was made in Pennsylvania, where the state chose to invest in building regional assistance networks across the state. While this project was treated as a single unique project, the funds flowed to regions across the state.

Commission EI or CoChair funds. As a result, some of the smaller projects, such as Springboard Awards for Youth Entrepreneurship, were excluded from sample selection providing a slight upward bias on project size. However, the range of projects shows that the sample includes both small and large projects.

Table 6.5. Dollars Invested in Entrepreneurship Initiative Projects, from all sources – Universe and Sample

	ARC \$
Universe of Projects	
Total	42,971,688
Mean	126,387
Min	2,000
Max	2,177,326
Sample Projects	
Total	12,847,733
Mean	145,997
Min	10,000
Max	2,177,326

ARC collected outcome data as part of the final reporting requirements for each project. Table 6.6 shows actual and projected jobs created, jobs retained, new businesses created, and businesses served for the universe of unique projects, as reported in the close out documents submitted to ARC and included in the database provided by ARC. In total, 9,156 jobs were created, 3,022 jobs retained, 1,787 new businesses created, and 8,242 businesses served across the region between 1997 and 2005. On average, projects created almost 27 jobs, retained almost 9 jobs, created 5 new businesses, and served 24 businesses. The 9,156 jobs were created at a cost, in terms of ARC funds invested, of \$4,693. As discussed in more detail in Chapter 7, this figure compares favorably to other economic development efforts.

Table 6.7 shows these same metrics for those projects included in the evaluation sample. Collectively, sample projects created 4,332 jobs, retained 1,351, created 1,083 new businesses, and served 2,957 businesses. On average, sample projects achieved greater outcomes than the universe of projects in terms of job creation (49), job retention (15), new business creation (12), and businesses served (almost 34). This variation can be explained by two factors. First, the universe of projects includes some of the smaller projects funded from ARC sources other than the EI, likely reducing the overall impact numbers for the

universe. Second, the evaluation team was able to capture through follow-up interviews those ongoing impacts achieved by projects that were sustainable beyond the ARC investments. These job and business creation numbers, therefore, represent a more accurate view of the impact of ARC investment than those developed strictly from close out reports submitted to ARC.

CONCLUSIONS ABOUT OVERALL EI PORTFOLIO PERFORMANCE

The outcome data described in this chapter suggest that ARC investments have been successful in generating jobs and businesses within the region. Actual jobs created and retained and number of businesses served exceeded the projections or goals established by the projects in their funding applications to ARC for the sample of projects; only new business creation numbers fell short of projections.⁸¹ Sample data provide the most accurate view of the impact of ARC investments since they reflect ongoing impacts associated with the projects. Even considering all closed projects (where data are reported at project close out only), ARC investments have created/retained more jobs and served more businesses than projected.

⁸¹ It is not possible within the scope of this evaluation to determine whether the initial business creation goals for the universe of projects were, in fact, realistic. It is possible that projects identified business creation as a goal because it was a reporting metric for ARC, and not because it was a realistic outcome of program investment. A deeper understanding of specific projects would be required to address this issue. However, insights based on our analysis of the sample projects are provided in Chapter 7.

Table 6.6 Job Creation and Retention, New Business Creation, and Businesses Served for the Universe of Projects*

	JOB CREATED ACTUAL	JOB CREATED PROJECTED	JOB RETAINED ACTUAL	JOB RETAINED PROJECTED	NEW BUSINESSES CREATED ACTUAL	NEW BUSINESSES CREATED PROJECTED	BUSINESSES SERVED ACTUAL	BUSINESSES SERVED PROJECTED
Universe (340)								
Total	9,156	16,196	3,022	2,385	1,787	3,207	8,242	12,025
Mean	26.9	47.6	8.9	7.0	5.3	9.4	24.2	35.4
Min	0	0	0	0	0	0	0	0
Max	528	1,000	430	372	264	1,000	2,717	2,500

*These data are drawn from the ARC database and do not reflect additional job creation/retention, business creation and businesses served that may have occurred as projects continued beyond the period of the ARC grant.

Table 6.7. Job Creation and Retention, New Business Creation, and Businesses Served for the Sample of Projects*

	JOB CREATED ACTUAL	JOB CREATED PROJECTED	JOB RETAINED ACTUAL	JOB RETAINED PROJECTED	NEW BUSINESSES CREATED ACTUAL	NEW BUSINESSES CREATED PROJECTED	BUSINESSES SERVED ACTUAL	BUSINESSES SERVED PROJECTED
Sample (88)								
Total	4,332	2,937	1,351	443	1,083	981	2,957	2,757
Mean	49.2	33.4	15.4	5.0	12.3	11.2	33.6	31.3
Min	0	0	0	0	0	0	0	0
Max	758	4	344	100	316	251	643	695

*These data are drawn from follow-up interviews with project leaders and do reflect additional job creation/retention, business creation and businesses served that occurred as projects continued beyond the period of the ARC grant.