Guidance for Performance Measures for ARC Projects

All ARC projects must address performance measures; estimated measures are submitted during the application phase and actual measures are submitted at the project end date. This document summarizes and defines the standard performance measures that may be used for ARC projects.

Projects must address at least one output and one outcome measure from this list. Projects can utilize either a) Single Measure Outputs and Outcomes, or b) Paired Measures. If appropriate, projects can include more than one measure.

While developing projects, applicants should focus on key performance targets and design their project to maximize outcomes.

Single measures: Outputs *(These outputs do not have to be paired with specific outcomes. The following outputs can 'stand-alone.')*	Single measures: Outcomes *(These outcomes do not have to be paired with specific outputs. The following outcomes can 'stand-alone.')*
• **Access Road Miles** • **Acreage** • **Energy Capacity (KWh/KW)** • **Linear Feet** • **New Visitors -Days** • **New Visitors -Overnights** • **Plans/Reports** • **Square Feet** - • **System Capacity (MG/MGD)** • **Plans/Reports** *(often paired with outcome "Programs Implemented" but not required)*	• **Businesses Created** • **Costs Reduced** • **Housing Units Constructed/Rehabbed**- • ****Jobs Created** • ****Jobs Retained** • ****Leveraged Private Investment (LPI)** • **Programs Implemented** *(often paired with output "Plans/Reports" but not required)* • **Revenues Increased- Export Sales** • **Revenues Increased- Non-export** • **Telecom Sites**

See definitions below.

Paired Measures: *The following outcomes are paired with specific outputs. This means that each outcome must be used with a specific, corresponding output.*

For example, if you use this output:

Businesses Served	*Then the recommended outcome to include is…*	**Businesses Improved**
Communities Served	*Then the recommended outcome to include is…*	**Communities Improved**
Households Served	*Then the recommended outcome to include is…*	****Households Improved**
Organizations Served	*Then the recommended outcome to include is…*	**Organizations Improved**
Participants Served	*Then the recommended outcome to include is…*	**Participants Improved**
Patients Served	*Then the recommended outcome to include is…*	**Patients Improved**
Students Served	*Then the recommended outcome to include is…*	****Students Improved**
Workers/Trainees Served	*Then the recommended outcome to include is…*	****Workers/Trainees Improved**
Plans/Reports	*Not always paired; recommended outcome to include is…*	**Programs Implemented**

See definitions below.

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DEFINITIONS (single outputs):

- *Access Road Miles* – The length of access road constructed as part of the project (in miles or decimals of miles, not linear feet; e.g. 0.17 miles).
- *Acreage*- The number of acres impacted by the project, such as the acres graded and prepared for development at an emerging industrial park, the number of acres open to future development, or the number of acres improved in a reclamation project, etc.
- *Energy Capacity (KWh/KW)*—The number of kilowatt hours saved by energy efficiency projects or kilowatts produced by renewable energy projects, <u>within one year of project implementation</u>.
- *Linear Feet* – The number of linear feet of pipe, wire, cable, trails etc. to be constructed or installed as part of an ARC project.
- *New Visitors -Days* – The number of new daytime visitors to a tourism destination times the number of days they visit, <u>within one year of project implementation</u>, resulting from an ARC investment.
- *New Visitors -Overnights* – The number of new overnight visitors to a tourism destination times the number of their overnight stays, <u>within one year of project implementation</u>, resulting from an ARC investment.
- *Plans/Reports* – Plans or reports developed as a result of an ARC project; could include strategic plans, master plans, concept plans, or plans for infrastructure improvements or new programs, as well as research reports, feasibility studies etc. This measure is often paired with the outcome "Programs implemented" as a program (or specific activity) is often implemented as a result of a planning process.
- *Square Feet* –The number of square feet constructed or improved by the project, such as the square footage of a renovated community center, newly constructed parking lot, reconfigured interior space, etc.
- *System Capacity (MG/MGD)* –The capacity (in millions of gallons per day) of a water or sewer system or (in millions of gallons) of a water tank. This could include either the capacity of a new water or sewage treatment plant or water tank, or the increase in capacity of a plant due to renovation, new equipment, or other improvements. This measure may be expressed in decimals.

DEFINITIONS (single outcomes):

- *Businesses Created* – New businesses created as a result of an ARC project. This is generally a secondary measure in business development projects such as entrepreneurship training, value-added agriculture, access to capital, or business accelerators/incubators. The grantee should determine how many new businesses will be created <u>within three years of the project end date</u>.
- *Costs Reduced* – Costs reduced as a result of project activities, <u>within one year of project implementation</u>. For example, small business technical assistance may help a business streamline and cut costs, or an energy efficiency program may help to reduce energy costs, either with a renegotiated flat fee for energy use, or paying for less KWh. If the KWh amount saved (or produced in renewables projects) is known, that number should be recorded as well, see measure *"Energy capacity in KWh"*.
- *Housing Units Constructed/Rehabbed* – The number of housing units constructed or rehabilitated as a part of an ARC housing project.
- ***Jobs Created* – Number of direct hires made as a result of the project's operation (excluding construction jobs) created<u> within three years of the project end date</u>. Part-time and seasonal jobs are converted to full-time equivalents (FTEs) and rounded up to whole numbers. Employers must provide letters that explicitly state their intention to create a specific number of new jobs if the ARC investment is made.
- ***Jobs Retained* – Number of jobs that would be lost or relocated without the ARC-funded project. Employers must provide letters that explicitly state the number of jobs at risk due to loss of competitiveness or relocation without the ARC-funded project. Existing jobs benefitting from an infrastructure upgrade or other ARC-funded project should not be counted as "Jobs Retained."

Guidance for Performance Measures for ARC Projects

- ***Leveraged Private Investment (LPI)*** – Dollar amount of private sector financial commitments, outside of project costs, that result from an ARC investment. Businesses should provide letters that explicitly state their intention to make a specific level of additional investment if the ARC investment is made. The amount provided to ARC should be the dollar amount of investment expected within 3 years of the end of the project's completion.
- ***Programs Implemented-*** The number of new programs, or ongoing activities directed at achieving a mutually-agreed upon goal, actually implemented as a result of an ARC project. (When applicable, use with other measures that indicate the results of the project, such as students, workers, participants, etc.)
- ***Revenues Increased- Export Sales*** – The increase in revenue in export sales that a business or businesses realize as a result of an ARC project <u>within three years of the project end date</u>.
- ***Revenues Increased- Non-export*** – The increase in revenue in domestic (non-export) sales that a business or businesses realize as a result of an ARC project <u>within three years of the project end date</u>.
- ***Telecom Sites*** –This measure is used wherever there is new telecom service installed as a result of project. This measure is very diverse and can include new telemedicine sites, new wi-fi hotspots, a new wireless router or computer lab at a high school, new fiber run to an industrial site, a new antenna used to provide broadband service, etc.

DEFINITIONS (paired measures):

- ***Businesses Served*** – The number of businesses served by an ARC project, this can include entrepreneurship, business technical assistance, infrastructure projects, etc.
- ***Businesses Improved*** – The number of businesses with a measureable improvement as a result of the project. For each project this number is *ALWAYS* the same as, or a subset of, the "Businesses Served" output measure above.
- ***Communities Served*** – The number of communities served by an ARC project (e.g. a project that maps water systems for twelve municipalities, or communities served by projects which improve planning, civic participation, community pride, infrastructure, educational opportunities etc. Use this measure for consolidated TA grants (in which case, "community" will be defined by the number of projects that are submitted).
- ***Communities Improved*** – The number of communities with a measureable improvement as a result of the project. For each project, this number is *ALWAYS* the same as, or a subset of, the "Communities Served" output measure to the left. Use this measure for consolidated TA grants.
- ***Households Served*** –The number of households served by an ARC infrastructure project. This includes the number of households with either *new service* (e.g. water, sewer, gas line, telecommunications) or the number of households with *improved quality of life/service* (e.g. improvements in health, safety, compliance with environmental quality, improved water pressure, etc.).
- *****Households Improved*** – The number of households with a measureable improvement as a result of the project. For each project this number is *ALWAYS* the same as, or a subset of, the "Households Served" output measure to the left. Generally, for infrastructure projects, the output and outcome numbers are the same.
- ***Participants Served*** – The number of individual participants served by a project (i.e. when patients, students or worker/trainee measures do not apply). This can include the number of attendees at a meeting, workshop or conference, the number of community members participating in a planning charrette, etc.
- ***Participants Improved*** –The number of participants with a measureable improvement as a result of the project. For each project, this number is *ALWAYS* the same as, or a subset of, the "Participants Served" output measure above.

DEFINITIONS (paired measures) (continued):

- *Organizations Served* – The number of organizations served by an ARC project, such as hospitals, schools, churches, non-profits, non-governmental organizations, and government agencies (i.e. when businesses or households do not apply).

- *Organizations Improved* – The number of organizations with a measureable improvement as a result of the project. For each project, this number is *ALWAYS* the same as, or a subset of, the "Organizations Served" output measure above.

- *Patients Served* – The number of patients served by a health project. This can include the increase in patients seen at a clinic where the project has helped add staff, the number of patients served by a new piece of equipment at a rural hospital, etc. For equipment projects, this measure is generally reported for <u>the duration of the project period (if applicable) and one year after the end date of the project.</u> For clinical projects, this measure is the number of unique patients served <u>during the project period.</u>

- *Patients Improved* – In most cases, it is assumed that all patients served by a health project will receive some beneficial outcome. Therefore, generally it is suggested to use the same number for patient outputs and outcomes. If, however, there is a specific measureable outcome, the outcome can be reported as a subset of the output measure. For example, if 30 obese patients participate in a special exercise program and they expect 25 to lower their BMI by a certain percentage, the output could be recorded as 30 and the outcome as 25 patients.

- *Students Served* – This measures the capacity of an education project. This measure should be the number of students served <u>during the project period and up to three years beyond the project end date</u>, depending on the nature of the project. For example, the number of students enrolling in a new community college program the year of the project and three years after.

- ***Students Improved** – The number of students who receive a career credential or obtain a job in the field for which they were specifically trained, or have been passed or graduate to the next grade or level necessary to continue their education. For each project, this number is *ALWAYS* the same as, or a subset of, the "Students Served" output measure above.

- *Workers/Trainees Served* – This measures the capacity of a workforce training project. This measure should be the number of worker/trainees served <u>during the project period and up to three years beyond the project end date</u>, depending on the nature of the project. For example, the number of worker/trainees enrolling in a new workforce education program the year of the project and three years after. (the outcome, right, would be the number receiving a certificate or getting higher pay or a better position within this timeframe).

- ***Workers/Trainees Improved** – The total number of worker/trainees with improved skills that permit these trainees or workers to either obtain or enhance their employment (e.g. the number receiving a certificate or getting higher pay or a better position within this timeframe). The essential difference between "training" and "education" is that the latter leads to a diploma or degree, whereas the former does not. The gray area comes with private vocational schools that give "diplomas" which may or may not be recognized by the state (e.g., barber schools, computer tech schools). The reasons for classification should be documented in the performance notes. For each project, this number is *ALWAYS* the same as, or a subset of, the "Workers/Trainees Served" output measure above.