



Thank you for your interest in the ARC/GOA AREA DEVELOPMENT PRE-APPLICATION process. Please carefully review all instructions and attachments prior to completing the pre-application. OMEGA's team of professionals are available to answer questions.

OMEGA is currently accepting pre-applications for funding requests from the Appalachian Regional Commission (ARC) and the Governor's Office of Appalachia (GOA) Area Development program. As a reminder, the following are the key priorities of both the Appalachian Regional Commission (ARC) and the Ohio Governor's Office of Appalachia (GOA):

- Building Appalachian Businesses
- Building Appalachia's Workforce Ecosystem
- Building Appalachia's Infrastructure
- Building Regional Culture & Tourism
- Building Community Leaders and Capacity

All projects must coincide with at least one of the federal and state goals, objectives, and strategies. The FY 2022-2026 ARC Strategic Plan clearly identifies Goals and Objectives for the ARC and GOA funding. Based upon guidance from the Appalachian Regional Commission, projects requesting federal funding must focus on economic opportunities and development or providing a ready workforce.

Applicants must identify the Economic Impact of a proposed ARC Project, such as the number of businesses that will be improved by a project, or the number of jobs that will be created by a project. For example, a community replacing a water storage tank would need to identify the number of businesses that will be impacted by that new water tank. The ARC is also interested in funding projects that will leverage private sector investment. Applicants for ARC funding should identify any private sector funding, and provide supporting documentation, such as a letter of commitment from the businesses. Projects that do not assist businesses, create new jobs or include private sector investment will still be considered for funding through the Governor's Office of Appalachia (GOA) funding.

**IMPORTANT: THE MAXIMUM GRANT REQUEST IS CURRENTLY \$250,000, NOT TO EXCEED 50%\* OF THE PROJECT COST. (\*Since Holmes County is classified as a Competitive County by ARC, projects within Holmes County cannot exceed 30% of the total project cost.) With passage of the Bi-partisan Infrastructure Bill, the maximum grant request could be increased to up to \$500,000 for multi-million-dollar projects, pending formal approval by the OMEGA Executive Board and notification that the additional federal funds from ARC are available.**

**The ARC/GOA Area Development program is designed to serve as "LAST IN" dollars (gap-financing); therefore, OTHER FUNDING SOURCES MUST BE COMMITTED OR IN PROCESS OF BEING COMMITTED. Please note: The actual funding amount, if awarded, may be lower than the amount requested.**

Pre-application completion and submission questions may be addressed to: Ellie Dudding, OMEGA's Economic & Community Development Specialist: (740) 439-4471 ext. 208 (Office) | (740) 680-9425 (mobile) or edudding@omegadistrict.org

### Pre-application Instructions:

1. **Project Title:** Please include the Location (municipality) with a descriptive title
2. **Project Grantee:** Legal Name of Applicant Organization and Unique Entity Identifier (UEI #)
3. **Lead Contact Person:** Include Name, Title, Address, Phone, and Email
4. **Engineer:** Include Name of Firm, Name of Contact & Title, Address, Phone, and Email
5. **Counties served:** List the county(ies) in which the project is located or that the project will serve and the number of people who will benefit from it. Please also list the Economic Status for each county in the project's service area. The Economic Status of each county in the OMEGA region is as follows:

• Belmont County	Transitional
• Carroll County	Transitional
• Columbiana County	Transitional
• Coshocton County	At Risk
• Guernsey County	At Risk
• Harrison County	At Risk
• Holmes County	Competitive
• Jefferson County	At Risk
• Muskingum County	Transitional
• Tuscarawas County	Transitional

Example: A waterline project in Cadiz would only list Harrison County. A career center or community college requesting funds for new equipment needed for a specific program, such as lab equipment or CNC machines, would list the Appalachian counties from which they draw and serve students.

6. **Basic Agency:** (OMEGA will complete.)
7. **ARC Investment Goal/Objective:** Please view the document “ARC Strategic Plan FY 2022 - 2026” on the Appalachian Regional Commission website <https://www.arc.gov/investment-priorities/> or on the OMEGA website [www.omegadistrict.org](http://www.omegadistrict.org). Select one goal and one objective each. If your project fits more than one goal and strategy, pick the one that seems the most applicable.  
  
**GOA Investment Goal/Strategy:** Please view the document “GOA Goals and Strategies” on the OMEGA website [www.omegadistrict.org](http://www.omegadistrict.org). Choose only one goal and one objective each. If your project fits more than one goal and strategy, pick the one that seems the most applicable.
8. **Purpose Statement:** What is the primary purpose of the proposed project? Your answer should demonstrate why you chose the selected goal, objective, and strategy and how the project will produce impact and its ultimate outcome(s). For example: Replacement of the 200,000-gallon water storage tower in the Village of XYZ will provide adequate and safe drinking water for 200 households and ten businesses, building upon Appalachia’s infrastructure.

9. **Funding:** From the funding type list, include the amount (**nearest \$100**), the percentage of the total project cost it will fund, the source, and the status (Pending, Committed, or Potential). ARC/GOA funds cannot be more than 50% of the total project cost (or 30% for projects in Holmes County). Proposed leverage sources must be one of the following:
- **Committed:** Grant Agreement has been awarded/issued or local funds committed.
  - **Pending:** Application/Nomination has been submitted but not approved. (Funding from the Ohio Water Development Authority will be used for construction.)
  - **Potential:** Application will be submitted after April 14, 2025.

To follow is an example:

Type	Amount	Percentage	Source	Status
ARC or GOA	\$200,000	8%	Area Development	This Pre-Application
Federal	\$400,000	16%	USDA RD Grant	Committed
State	\$200,000	8%	OPWC Grant	Pending
Local	\$1,600,000	64%	USDA RD Loan	Committed
Local	\$50,000	2%	General Fund	Committed
Private	\$50,000	2%	Jones Foundation	Potential
<b>Total</b>	<b>\$2,500,000</b>	<b>100%</b>		

10. **Project Description:** In one-to-two paragraphs maximum, please describe the activities to be conducted or implemented and where this will occur. For construction projects, describe outputs, such as 2,000 l.f. of 8" water line will be installed along ABC Street in the Village of XYZ. Provide the status of the project and a milestone schedule (month and year) with design, environmental, right-of-way acquisition, permitting, bidding, and construction (as applicable). This section should clearly address the who, what, when, where, and how for each major activity.
11. **Strategic Rationale:** In one paragraph maximum, briefly describe the problem and/or opportunities that the project will address, explaining how this problem/solution will impact the applicant/project area. Why must it be done? If you have a local plan with which this project aligns, cite the plan.
12. **Collaborative Partners:** Identify local, regional, and/or state partnerships that will support the project. Letters of support from federal and state legislators are **not** required for the pre-application. If your project is selected for a full application, then these letters of support would be beneficial.
13. **Project Sustainability/Capacity:** Briefly describe, in one paragraph maximum, how the project will be sustained once ARC/GOA assistance is no longer available. Describe previous experience with similar projects.

Example: For our wastewater treatment plant improvement project, our sewer rates are sufficient to operate and maintain the improvements as well as to establish a replacement fund. In addition, we have two Class III certified operators who have the technical skills needed to operate the new facility.

14. **Impact Measures:** View the attached document “ARC Guidance for Performance Measures” to determine how to identify quantifiable Outputs and Outcomes.

Output/Outcome: ***Please use bullet points only; no sentences.***

**Example A: Water System Improvement**

Output

- 5,000 linear feet of water line
- 0.2 million gallon water storage tank
- 5 businesses served
- 100 households served

Outcome

- 5 businesses improved
- 100 households improved

**Example B: Workforce Development**

Output

- One 3-D Printer
- One CNC Machine
- 200 students/workers served
- 10 businesses served

Outcome

- 180 students/workers improved
- 5 businesses improved

**Pre-Application Guidelines and Required Attachments**

- Pre-application document must be completed in its entirety
- **Pre-Applications due by email to OMEGA by 4:00pm on April 14, 2025**
- Certified Engineer’s Cost Estimate for Construction Projects
- Vendor Quotation for Equipment Projects
- Documentation on commitment of other funds and Local Share Letter signed by Fiscal Officer
- Service Area Map
  - Other items deemed significant are acceptable.
  - It is recommended that you maintain a complete copy of the entire pre-application and attachments on record.

**Submit the completed Pre-Application by email to Ellie Dudding at [edudding@omegadistrict.org](mailto:edudding@omegadistrict.org)**

**Pre-application completion and submission questions may be addressed to:**

Ellie Dudding  
Economic & Community Development Specialist  
Ohio Mid-Eastern Governments Association (OMEGA)  
326 Highland Avenue, Suite B, Cambridge, OH 43725  
[edudding@omegadistrict.org](mailto:edudding@omegadistrict.org)  
(740) 439-4471 ext. 208 (Office) |(740) 680-9425 (mobile)



# Appalachia Envisioned: A New Era of Opportunity

Strategic Plan FY 2022–2026

## ARC Vision Statement

Appalachia is a region of great opportunity that will achieve socioeconomic parity with the nation.

## ARC Mission Statement

Innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia.

## Guiding Principles

ARC is committed to innovating, partnering and investing in ways that:

- ✓ Ensure alignment of ARC investments and activities with the articulated goals of impacted communities
- ✓ Address and alleviate persistent economic distress in the Region
- ✓ Seek transformational outcomes for projects, investments and other efforts by leveraging resources, capitalizing on assets and stimulating investment
- ✓ Drive collaboration, including collaboration across boundaries. Collaboration is the core of ARC's work and is reflected in the planning and implementation of ARC projects and investments.
- ✓ Remain flexible to ensure responsiveness to evolving Regional needs and challenges
- ✓ Seek out, disseminate and advance Regional ideas and solutions for Regional challenges
- ✓ Build the capacity of grassroots efforts
- ✓ Actively seek equitable access, participation, and representation for all of ARC's activities and investments
- ✓ Balance the opportunities offered through our unique geography with conservation of our natural and cultural assets and heritage.
- ✓ Encourage economic development efforts that consider environmental impacts.
- ✓ Ensure ARC focus, support, and engagement is inclusive of the entire Region
- ✓ Hold itself, partners, and grantees accountable for achieving performance

## Strategic Investment Goals & Objectives

### Goal #1: Building Appalachian Businesses

Strengthen and diversify the Region's economy through inclusive economic development strategies and investments in entrepreneurship and business development.

- ✓ **Objective 1.1:** Provide financing, technical assistance, and other support for entrepreneurship and small business development in the Region.
- ✓ **Objective 1.2:** Pursue economic and enterprise development strategies that grow existing industries, support economic diversification, and advance economic prosperity at the regional level.

### Goal #2: Building Appalachia's Workforce Ecosystem

Expand and strengthen community systems (education, healthcare, housing, childcare, and others) that help Appalachians obtain a job, stay on the job, and advance along a financially sustaining career pathway.

- ✓ **Objective 2.1:** Develop and support educational programs and institutions from early childhood through post-secondary that provide the building blocks for skills development and long-term employment success.
- ✓ **Objective 2.2:** Invest in workforce development programs and strategies informed by industry talent needs and designed to allow workers to simultaneously earn, learn, and advance along a career pathway.
- ✓ **Objective 2.3:** Develop a network of employment supports to help Appalachians enter and remain in the workforce.
- ✓ **Objective 2.4:** Expand access to high quality healthcare as well as programs and services that support overall mental and physical health, for workers and their families.

### Goal #3: Building Appalachia's Infrastructure

Ensure that the residents and businesses of Appalachia have access to reliable and affordable utilities and infrastructure in order to successfully live and work in the Region.

- ✓ **Objective 3.1:** Ensure the availability of quality, affordable basic infrastructure to meet the needs of the residents and businesses of Appalachia.
- ✓ **Objective 3.2:** Ensure that all Appalachians have access to quality and affordable telecommunications and broadband services.
- ✓ **Objective 3.3:** Support proactive efforts to adopt alternative energy strategies and bolster energy infrastructure.
- ✓ **Objective 3.4:** Complete the Appalachian Development Highway System and invest in innovative intermodal transportation systems to connect businesses and residents within the Region with global opportunities.
- ✓ **Objective 3.5:** Support construction of business development sites and public facilities and the adaptive reuse of obsolete and/or unsafe properties to stimulate economic and community development.

## Goal #4: Building Regional Culture and Tourism

Strengthen Appalachia's community and economic development potential by preserving and investing in the Region's local, cultural heritage, and natural assets.

- ✓ **Objective 4.1:** Invest in the development of vibrant Appalachian downtowns and provide support for Appalachian placemaking.
- ✓ **Objective 4.2:** Invest in economic and community development initiatives that preserve and promote Appalachian communities' vibrant arts, cultural, and heritage traditions.
- ✓ **Objective 4.3:** Preserve and expand Appalachia's natural resources to increase outdoor recreation opportunities for residents and visitors and support sustainable economic growth.

## Goal #5: Building Community Leaders and Capacity

Invest in the capacity of local leaders, organizations, and communities to address local challenges by providing technical assistance and support to access resources, engage partners, identify strategies and tactics, and conduct effective planning and project execution.

- ✓ **Objective 5.1:** Develop, support, and empower community leaders that are representative of local communities, inclusive in their approach, and focused on long-term, innovative strategies and solutions.
- ✓ **Objective 5.2:** Build capacity of community organizations and local development districts to effectively access and manage funding, administer programs, and execute projects through implementation.
- ✓ **Objective 5.3:** Invest in developing the capacity of communities to build ecosystems where government, non-profits, businesses, and philanthropic partners coalesce around a shared vision for economic and community prosperity and collaborate to implement that vision.

## ARC Roles

To successfully implement its strategic mission, the Commission commits itself to the following critical roles:

**Catalyst:** ARC seeks to catalyze innovation in the Region by cultivating and supporting new and burgeoning ideas for projects and activities in local communities.

**Investor:** ARC invests and leverages its resources in projects and activities designed to transform the Region's economy and its communities' well-being.

**Capacity-BUILDER:** ARC supports the development of community leaders and overall community capacity to successfully plan, propose and implement innovative projects and initiatives; develops and shares best practices, and conducts outreach and technical assistance to bring new and/or under-resourced groups to the planning table.

**Advocate:** ARC advocates for Appalachia and develops co-investment partnerships with other organizations at all levels—local, regional, national, and global.

**Convener:** ARC convenes, or supports convening of, broad and inclusive groups of stakeholders to identify, plan, and implement innovative local solutions for local challenges.

**Researcher:** ARC conducts research that analyzes key economic, demographic, and quality-of-life factors that affect Appalachia's future development prospects. Research informs best practices, helps ARC leadership and state and local partners target resources effectively, and provides valid data for outside researchers.

**Evaluator:** ARC evaluates grant implementation and outcomes to assess the extent to which funded projects contribute to ARC's strategic goals, share and replicate best practices, and inform ongoing improvements to ARC programming.

**Equity Driver:** ARC invests in and supports projects and activities that include intentional strategies to create a more equitable Appalachia.

**Coach:** ARC provides staff resources to support states and grantees with successful project implementation, including technical assistance, coaching, and problem solving to help overcome barriers to success.

**Navigator:** ARC assists the Region with navigating the complex federal funding landscape to strategically access and leverage funding to support key projects and initiatives.



# ARC Goals and Alignment with Ohio Strategies

Ohio’s Appalachian Development Plan and Annual Strategy Statements align with the ARC’s five strategic goals:

- Invest in entrepreneurial and business development strategies that strengthen Appalachia’s economy.
- Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.
- Invest in critical infrastructure—especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.
- Strengthen Appalachia’s community and economic development potential by leveraging the region’s natural and cultural heritage assets.
- Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

In partnership with the LDDs, the Governor’s Office of Appalachia has identified strategies to focus regional investment. The Ohio strategies that align with the ARC Goals include the following:

ARC Goal 1	Invest in entrepreneurial and business development strategies that strengthen Appalachia’s economy.	
Ohio Strategies	1.1	Support projects that improve the competitiveness of Ohio’s Appalachian economy.
	1.2	Develop opportunities related to cluster industries in the region, such as shale and petrochemical, timber, and food services production.
	1.3	Foster entrepreneurship through partnerships with other programs, such as business incubators and community economic development organizations.
	1.4	Use the resources provided by the Appalachian Partnership for Economic Growth, REDI Cincinnati, Team NEO, and our Local Development Districts to help spur growth in Ohio’s Appalachian counties.
	1.5	Support community efforts to complete planning activities intended to position local areas to capitalize on existing state and federal development programming including Opportunity Zones.

ARC Goal 2	Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.	
Ohio Strategies	2.1	Improve health care for Ohio’s workforce through wellness and prevention programs and expand access.
	2.2	Increase the availability of mental health counseling services in rural areas and schools.
	2.3	Continue to fight the addiction epidemic and emphasize recovery-to-work programs.
	2.4	Outline and support all mental health, substance abuse, and social service programming available throughout the region.
	2.5	Strengthen the workforce through job training initiatives and partnerships with educational institutions aimed at preparing Ohio’s workforce for the future.
	2.6	Increase the number of students acquiring a college degree or professional certificate.
	2.7	Support rural Appalachian Ohio communities as they prepare to serve an increasingly aging population

ARC Goal 3	Invest in critical infrastructure—especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.	
Ohio Strategies	3.1	Support and assist communities in rural Appalachian Ohio as they work to establish, maintain, and extend critical infrastructure systems to serve Ohio businesses and residents.
	3.2	Expand access to broadband for underserved Ohioans in partnership with InnovateOhio and Connect Ohio.
	3.3	Work with electric co-operatives and prioritize projects that allow for future potential broadband expansion.
	3.4	Explore opportunities with ODOT’s DriveOhio initiative and other smart mobility programs.
	3.5	Support local access road projects to improve the route to industrial and commercial sites.
	3.6	Capitalize on the economic potential of the Appalachian Development Highway System.
	3.7	Support and strengthen ongoing partnerships between LDDs and resource partners, including state regulatory agencies and public research institutions, to provide critical research and information concerning utility deployments and capacities in rural Appalachian Ohio.

ARC Goal 4	Strengthen Appalachia’s community and economic development potential by leveraging the region’s natural and cultural heritage assets.	
Ohio Strategies	4.1	Strengthen Ohio’s Appalachian natural and cultural heritage assets.
	4.2	Work with TourismOhio to establish a positive brand image for Appalachia.
	4.3	Assist Ohio’s Appalachian Country and its effort to publish reports with valuable data concerning tourism in the region.
	4.4	Expand and promote scenic trails and routes throughout Appalachia in cooperation with ODOT, Ohio Department of Natural Resources (ODNR), and other organizations working on similar efforts.

ARC Goal 5	Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.	
Ohio Strategies	5.1	Support an annual STEM camp that provides educational and recreational opportunities for underserved, area youth.
	5.2	Encourage cooperation and collaboration among counties and local organizations to help the region advance together by having a relationship with these organizations and being involved in their projects.
	5.3	Promote opportunities available through organizations, such as iBelieve, and highlight university initiatives that help develop young leaders.
	5.4	Increase civic engagement through the Local Development Districts and other partnerships.

## Resources

The State of Ohio Four-Year Appalachian Development Plan, FY 2020-2023 will be made available on the Ohio Development Services Agency’s website at [http://development.ohio.gov/cs/cs\\_goa.htm](http://development.ohio.gov/cs/cs_goa.htm). Additional information about Appalachian Ohio such as program specifics, policies, and contact information is also available on the website.

# Guide to ARC Project Performance Measures

Rev. June 30, 2016

All ARC projects must have documented output and outcome performance measures. Estimated measures are included in project applications and actual measures are reported in the project closeout reports. This guide lists and defines the performance measures that may be used for ARC projects.

Every ARC project must have at least one output measure and one outcome measure from the lists below. Some output measures can be used with a range of outcome measures (these are called “stand-alone measures”), and some output measures must be used with specific outcome measures (these are called “paired measures”). Projects that have paired output and outcome measures may also have a stand-alone output or outcome measure with no corresponding measure.

## Stand-Alone Performance Measures

*Stand-alone output measures can be used with any of the outcome measures on the stand-alone outcome measures list below.*

### Stand-Alone Output Measures

- access road miles
- acreage
- energy capacity (KWh/KW)
- linear feet
- new visitors: days
- new visitors: overnights
- plans/reports
- square feet
- system capacity (MGD/MG)

### Stand-Alone Outcome Measures

- businesses created
- costs reduced
- housing units constructed/rehabbed
- jobs created
- jobs retained
- leveraged private investment (LPI)
- programs implemented
- revenues increased: export sales
- revenues increased: non-export sales
- telecom sites

## Paired Performance Measures

*The output and outcome measures below must be paired as shown.*

Output Measure	Outcome Measure
businesses served	businesses improved
communities served	communities improved
households served	households improved
organizations served	organizations improved
participants served	participants improved
patients served	patients improved
students served	students improved
workers/trainees served	workers/trainees improved

## Definitions: Outputs

### Access Road Miles

The length of the access roads constructed as part of the project, in miles or decimals of miles (not linear feet).

### Acreage

The number of acres impacted by an ARC site-development or reclamation project, such as the number of acres graded and prepared for development at an emerging industrial park, the number of acres open to future development, or the number of acres remediated in a reclamation project.

### Businesses Served

The number of businesses served by an ARC project. For infrastructure projects, this includes either the number of non-residential entities *with access to* new service (e.g., water, sewer, gas line, or telecommunications) or improved service (e.g., improvements in health or safety, compliance with environmental quality, improved water pressure). For business development projects, this includes businesses receiving technical assistance or participating in training, entrepreneurship, export, or other business development and improvement programs.

### Communities Served

The number of communities served or impacted by an ARC project, including projects that address planning, civic participation, infrastructure, educational opportunities, and community capacity. For consolidated technical assistance grants, the number of communities served is the number of projects submitted by state ARC program offices.

### Energy Capacity (KWh/KW)

The number of kilowatt hours saved by energy efficiency projects, or kilowatts produced by renewable energy projects within one year of project implementation.

### Households Served

The number of households served by an ARC infrastructure project. This includes either the number of households *with access to* new service (e.g., water, sewer, gas line, or telecommunications) or improved service (e.g., improvements in health or safety, compliance with environmental quality, improved water pressure).

### Linear Feet

The number of linear feet of pipe, wire, cable, trails, etc. to be constructed or installed.

### New Visitors: Days

The number of new daytime visitors to a tourism destination times the number of days they visit, within one year of project implementation.

### New Visitors: Overnights

The number of new overnight visitors to a tourism destination times the number of their overnight stays, within one year of project implementation.

### Organizations Served

The number of organizations served by an ARC project, including hospitals, schools, churches, non-profits, non-governmental organizations, and government agencies (use when number of businesses or households does not apply).

**Participants Served**

The number of individual participants served or targeted by an ARC project (use when patients, students, or worker/trainee measures do not apply). This can include the number of attendees at a meeting, workshop or conference. For example, the number of individuals participating in a planning process; participating in a leadership program; or the number of individuals attending health promotion activities.

**Patients Served**

The number of unique patients receiving clinical services one or more times as a result of an ARC health project. For equipment projects, report the number of unique patients served by that equipment during the project period and one year after the equipment is deployed. For health projects that do not provide clinical services (such as health promotion activities), use the measure “participants served.”

**Plans/Reports**

The number of plans or reports developed as a result of an ARC project. This 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,” since 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 an ARC project, such as the square footage of a renovated community center, a newly constructed parking lot, a reconfigured interior space, etc.

**Students Served**

The number of students served by an ARC education project, measured during the project period, when possible (e.g., the number of students served by a science and technology program in a given semester or year). For projects that are not fully operational during the project period, the measurement time period may be extended up to three years after the project end date. Projects that expand existing programs count only the additional number of students served.

**System Capacity (MGD/MG)**

The capacity of a water or sewer system, in millions of gallons per day; or the capacity of a water tank, in millions of gallons. This includes 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.

**Workers/Trainees Served**

The number of worker/trainees served by an ARC training project, measured during the project period when possible. For example, the number of worker/trainees the project will be able to enroll in a new workforce education program. For projects that are not fully operational during the project period, the measurement time period may be extended up to three years after the project end date. Projects that expand existing programs count only the additional number of workers/trainees that the project will be able to serve.

## Definitions: Outcomes

### **Businesses Created**

The number of new businesses created as a result of an ARC project. This measure is used for business development projects such as entrepreneurship training, value-added agriculture, access to capital, and business incubation programs (including seed accelerators). This measure should only be used to measure new business creation, not the number of existing businesses recruited or otherwise relocated from other areas. The grant applicant should estimate how many new businesses will be created within three years of the project end date.

### **Businesses Improved**

The number of businesses with a measureable improvement as a result of an ARC project. For new service infrastructure projects, the output (served) is the number of non-residential entities with *access to* the infrastructure service while the outcome (improved) is the number of non-residential customers that *are connected to* the infrastructure service. For improved service projects (e.g., improvements in health or safety, compliance with environmental quality, improved water pressure), all non-residential customers served are also considered improved. For business development projects, the grant applicant and ARC project manager must agree on what constitutes “measureable improvement” and a method for measuring the degree of improvement must be provided. For each project this number is always a subset of, or the same as, the “businesses served” output measure.

### **Communities Improved**

The number of communities with a measureable improvement as a result of an ARC project, including projects that address planning, civic participation, infrastructure, educational opportunities, and community capacity. For community capacity projects, this is the number of communities with enhanced capacity. This measure should also be used for consolidated technical assistance grants. The grant applicant and ARC project manager must agree on what constitutes “measureable improvement” and a method for measuring the degree of improvement must be provided. For each project, this number is always a subset of, or the same as, the “communities served” output measure.

### **Costs Reduced**

The amount of costs reduced as a result of project activities, within one year of project implementation. 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, through a renegotiated flat fee for energy use or through a reduction in kilowatt hours used. See the output measure “energy capacity.”

### **Households Improved**

The number of households with measureable improvement as a result of an ARC project. For new service infrastructure projects, the output (served) is the number of households with *access to* the infrastructure service while the outcome (improved) is the number of residential customers that *are connected to* the infrastructure service. For improved service projects (e.g., improvements in health or safety, compliance with environmental quality, improved water pressure), all residential customers served are also considered improved. For each project, this number is always a subset of, or the same as, the “households served” output measure.

### **Housing Units Constructed/Rehabbed**

The number of housing units constructed or rehabilitated as a part of an ARC housing or community development project.

**Jobs Created**

The number of jobs created (direct hires, excluding construction jobs) as a result of an ARC project, measured during the project period and up to three years after the project end date. Part-time and seasonal jobs should be converted to full-time equivalents and rounded up to whole numbers. Note: for infrastructure projects, employers must provide letters stating their intention to create a specific number of new jobs; for non-infrastructure jobs, grant applicants should estimate the number of jobs that will be created by the organizations expected to benefit from the project.

**Jobs Retained**

The number of jobs retained as a result of an ARC project. These are existing jobs that would be lost or relocated if the ARC project were not undertaken. Note: for infrastructure projects, employers must provide letters explicitly stating the number of jobs at risk, due to relocation or loss of competitiveness, without the project. Existing jobs benefitting from an infrastructure upgrade cannot be counted as jobs retained. For non-infrastructure projects, grant applicants should estimate the number of existing jobs that would be at risk, due to relocation or loss of competitiveness, without the ARC-funded project.

**Leveraged Private Investment (LPI)**

The dollar amount of private-sector financial commitments, outside of project costs that result from an ARC project, measured during the project period and up to three years after the project end date. Note: for infrastructure projects, businesses must provide letters stating their intention to make a specific level of investment if the project is funded; for non-infrastructure projects, grant applicants should estimate the dollar value of investments that will be made by the company or companies that will benefit from the project.

**Organizations Improved**

The number of organizations with a measureable improvement as a result of an ARC project, including hospitals, schools, churches, non-profits, non-governmental organizations, and government agencies (use when number of businesses or households does not apply). The grant applicant and ARC project manager must agree on what constitutes “measureable improvement” and a method for measuring the degree of improvement must be provided. For each project, this number is always a subset of, or the same as, the “organizations served” output measure.

**Participants Improved**

The number of participants with a measureable improvement as a result of an ARC project (use when patients, students, or worker/trainee measures do not apply, as with a leadership program or planning process). If outcomes are not achieved or cannot be measured within three years after the project is completed, the number of participants that complete or attend all or a required number of components of the project activity may be substituted. For example, the number of participants that attend at least four out of the five community workshops offered. The grant applicant and ARC project manager must agree on what constitutes “measureable improvement” and a method for measuring the degree of improvement must be provided. For each project, this number is always a subset of, or the same as, the “participants served” output measure.

**Patients Improved**

The number of unique patients expected to benefit from an ARC health project. Because it is usually assumed that all patients served by a health project receive some benefit from it, the numbers for “patients served” and “patients improved” are usually the same. However, if the grant applicant can perform clinical measurement of health outcomes, the outcome number may be lower than the output number. For example, if 30 obese patients participate in an exercise program and 25 are expected to lower their BMI by a certain percentage, the output could be recorded as 30 patients served and the outcome as 25 patients improved.

**Programs Implemented**

The number of new programs, or the number of ongoing activities related to a defined goal, which are implemented as a result of an ARC project. If possible, 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 realized by a business as a result of an ARC project, within three years of the project end date.

**Revenues Increased: Non-Export Sales**

The increase in revenue in domestic (non-export) sales realized by a business as a result of an ARC project, within three years of the project end date.

**Students Improved**

The number of students who obtain a job in the field for which they were specifically trained; the number that receive a diploma, certificate or other career credential; or the number of students who successfully complete a course or unit of study and/or graduate to the next grade or level necessary to continue their education. When outcomes occur after the project period, the number of students improved may be counted up to three years beyond the project end date. For programs where final outcomes are achieved after three or more years, the number of students improved may be counted by an alternative benchmark, such as the number of students completing a skill, grade, or level, or continued enrollment for the project period. For each project, this number is always a subset of, or the same as, the “students served” output measure.

**Telecom Sites**

The number of new telecom services installed as a result of an ARC project. This diverse measure includes, but is not limited to, 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.

**Workers/Trainees Improved**

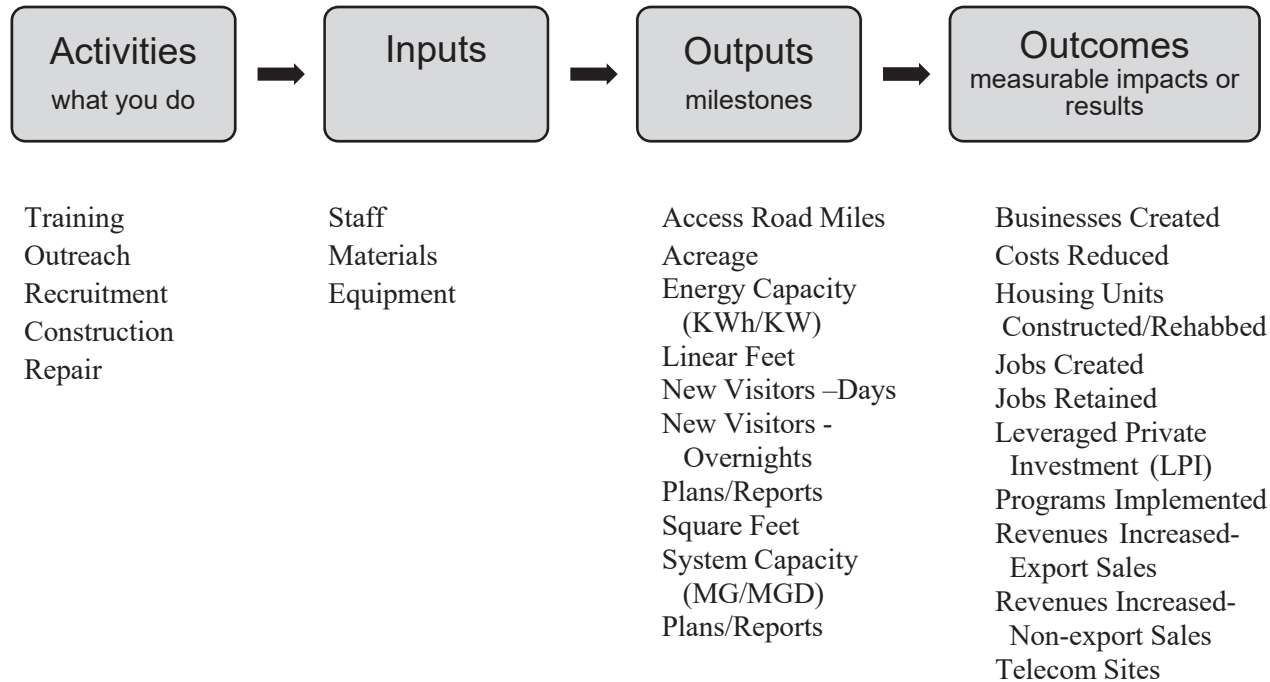
The number of workers/trainees with improved skills that enable them to obtain employment or to enhance their current employment. For example, the number of workers or trainees obtaining a new job; getting higher pay or a better position; or receiving a certification, measured during the project period when possible. When outcomes occur after the project period, the number of workers or trainees improved may be counted up to three years beyond the project end date. For programs where outcomes are achieved after three or more years, the number of students improved may be counted by an alternative benchmark, such as completion of a skill, level/course, or continued enrollment for the project period. For each project, this number is always a subset of, or the same as, the “workers/trainees served” output measure.



## What are Outputs and Outcomes? How are they connected?

**Outputs:** Outputs are the activities or deliverables that will be accomplished as a result of a grant. Outputs are generally described as deliverables or milestones in a work plan or timeline. Outputs include things like the number of workers trained, square feet developed, or new day visitors to a facility. Outputs are generally accomplished during the life of the grant.

**Outcomes:** Outcomes are the measurable impacts or results of the work of the grant. Outcomes sometimes occur after the completion of the grant.



<b>Paired Measures</b>	
These paired output measures must be used with corresponding outcomes.	
<b>Outputs</b>	<b>Outcomes</b>
Businesses Served	↔ Businesses Improved
Communities Served	↔ Communities Improved
Households Served	↔ Households Improved
Organizations Served	↔ Organizations Improved
Participants Served	↔ Participants Improved
Patients Served	↔ Patients Improved
Students Served	↔ Students Improved
Workers/Trainees Served	↔ Workers/Trainees Improved





### Tips for Paired Measures

If the project will result in stakeholders or groups that will be *served* (i.e. inputs such as: students, businesses, organizations, or patients), then the grantee must also measure the number of stakeholders or groups that will be *improved* (i.e. outcomes such as: students, businesses, organizations, or patients). For example, if a project results in 100 households served (output), then the project must also estimate how many will be improved (outcome). The improved (outcome) number is always a subset of, or the same as, the served (output) measure.



## Sample ARC Project Types & Performance Measures

The following chart lists examples of common ARC project types and the performance measures that are typically tracked by these projects. ARC grant applicants must select at least one output and one outcome per ARC project, though not necessarily all the performance measures listed below. Applicants may be asked to demonstrate how they estimated projected measures and how they will verify the measures during the course of the project.

If selected, paired measures must be used together. Paired measures are linked with an arrow in the chart below.

PROJECT TYPE	COMMON OUTPUTS	COMMON OUTCOMES
<b>Water, sewer, or infrastructure construction project</b> 	Households served Businesses served MGD capacity Linear feet	Households improved Businesses improved Jobs created Jobs retained Leveraged private investment
<b>Tourism facility, revitalization, or trail construction project</b> 	Communities served Businesses served Square feet Acreage New visitors - days New visitors – overnights	Communities improved Businesses improved Revenues increased-non-export sales (tourism)
<b>Education or workforce development project</b> 	Students served Workers/trainees served	Students improved Workers/trainees improved Programs implemented
<b>Healthcare access, health promotion project</b> 	Communities served Patients served	Communities improved Patients improved Programs implemented

**Sample ARC Project Types & Performance Measures, cont'd.**

PROJECT TYPE	COMMON OUTPUTS	COMMON OUTCOMES
<p><b>Business development, entrepreneurship project</b></p> 	<p>Businesses served</p>	<p>Businesses improved            Businesses created            Jobs created            Jobs retained            Leveraged private investment            Revenues increased-export sales            Revenues increased-non-export sales</p>
<p><b>Local access road project</b></p> 	<p>Businesses served            Access road miles</p>	<p>Businesses improved            Jobs created            Jobs retained            Leveraged private investment            Revenues increased-export sales            Revenues increased-non-export sales</p>