



PY2027 Area Development Pre-Application Instructions & Support Materials

Thank you for your interest in the 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 Regional Development Manager, (740) 590-7661 (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 Transitional
- Harrison County Transitional
- 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 www.arc.gov/investment-priorities or on the OMEGA website 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 “Ohio - Program Development Plan” on GOA’s website www.arc.gov/wp-content/uploads/2024/03/Ohio-2024-2027-Appalachian-Dev-Plan.pdf, or the OMEGA website 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) 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.)

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	Pending
Total	\$2,500,000	100%		

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 partners. Collaborative partners should provide a letter of support identifying their role in the overall project and their commitment. Please avoid templates and form letters. 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

Example C: Tourism

Output

- 20,000 visitors: day
- 5,0000 visitors: overnight

Outcome

- 3 programs implemented
- \$200,000 revenue increased

Pre-Application Guidelines and Required Attachments:

__Pre-application document must be completed in its entirety; incomplete application will not be eligible to be scored.

__Pre-Applications due by email to OMEGA by 4:00pm on April 15, 2026.

__Certified Engineer’s Cost Estimate for Construction Projects is required with the submission of the pre-application.

- o Certified Preliminary Engineering Report required by September 1, 2026.

__Vendor Quotations for Equipment Projects

__Documentation of commitment to matching funds and Local Share Letter signed by Fiscal Officer.

- o Matching funds must be confirmed and available to be used towards project costs by September 1, 2026.

__Service Area Maps

__Other materials deemed significant for your specific project (i.e., customized partner letters, support letters, public surveys, etc.)

__It is highly 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

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

Ellie Dudding
Regional Development Manager
Ohio Mid-Eastern Governments Association (OMEGA)
326 Highland Avenue, Suite B, Cambridge, OH 43725
edudding@omegadistrict.org
(740) 590-7661 (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.



In partnership with the LDDs, the Governor’s Office of Appalachia has determined strategies to advance regional investment and growth. The Ohio strategies which align with the ARC Goals include the following:

ARC Goal #1

Building Appalachian Businesses

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

Ohio Strategies

Support projects that improve, diversify, or otherwise increase the competitiveness of Appalachian Ohio’s economy.

1. Support projects that drive or advance the economy in Appalachian Ohio.
2. Expand opportunities for the development of advanced manufacturing and technology
3. Foster entrepreneurship through technical assistance, financing, and support networks to enhance small business development and expansion.
4. Support planning activities in communities that focus on future economic development and regional transformation.

ARC 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.

Ohio Strategies

Improve access and expand opportunities in health and education to strengthen and grow the region’s workforce.

1. Expand health care access for Ohioans through wellness and prevention programs.
2. Increase the availability of mental health counseling services in rural areas and schools.
3. Invest in the recovery ecosystem to respond to the substance use disorder crisis in and support recovery-to-work programs.
4. Support initiatives focused on improving the region’s labor force participation rate. Invest in job training initiatives and enhance partnerships with educational institutions that prepare and bolster Ohio’s workforce for the future.
5. Increase the number of students acquiring a college degree, professional certificate, or other credentials.

ARC Goal #3

Building Appalachia's Infrastructure

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

Ohio Strategies

Reinforce and develop the region's infrastructure to maintain existing systems and incentivize economic growth.

1. Support and assist communities in rural Appalachian Ohio as they work to establish, maintain, and extend critical water and sewer infrastructure systems to serve Ohio businesses and residents.
2. Expand access to broadband for underserved Ohioans in partnership with BroadbandOhio.
3. Work with electric co-operatives and prioritize projects that allow for future potential broadband expansion.
4. Support efforts to improve grid resiliency and explore energy solutions that best serve the region.
5. Support transportation systems, including local access road projects that enable business expansion or improve ease of access for residents.
6. Capitalize on the economic potential of the Appalachian Development Highway System.
7. Support and strengthen existing partnerships between LDDs and resource partners, including state agencies and public research institutions, to provide critical research and information concerning utility deployments and capacities in rural Appalachian Ohio.

ARC 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.

Ohio Strategies

Improve the quality of life in Appalachia and capitalize on opportunities provided by natural assets and cultural heritage.

1. Invest in the region's natural assets and cultural heritage including rivers, lakes, parks, forests, historic sites and buildings, and downtown districts.
2. Promote a positive image of Appalachian Ohio through marketing efforts with TourismOhio and other partners.
3. Support regional efforts and organizations focused on outdoor recreation and tourism, including research and analysis of those activities.
4. Expand and promote scenic trails and routes throughout Appalachia in cooperation with Ohio Department of Transportation, Ohio Department of Natural Resources, and other organizations working on similar efforts.

ARC 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.

Ohio Strategies

Support and encourage capacity building through investments in leadership, technical assistance, planning, and resources.

1. Support educational and recreational opportunities for underserved youth, such as STEM camps or other workshops
2. Encourage cooperation and collaboration among counties and local organizations to help the region advance together by bolstering relationships with these organizations and complementing their ongoing projects.
3. Support leadership development programs at the local, regional, and national levels that connect young leaders with each other and empower them to succeed in their communities.
4. Increase civic engagement through the Local Development Districts and other partnerships.
5. Sponsor planning efforts that help communities develop and implement ideas to improve the region.



Students participating in the ARC STEM Academy at Oak Ridge National Laboratory in Oak Ridge, Tennessee

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.

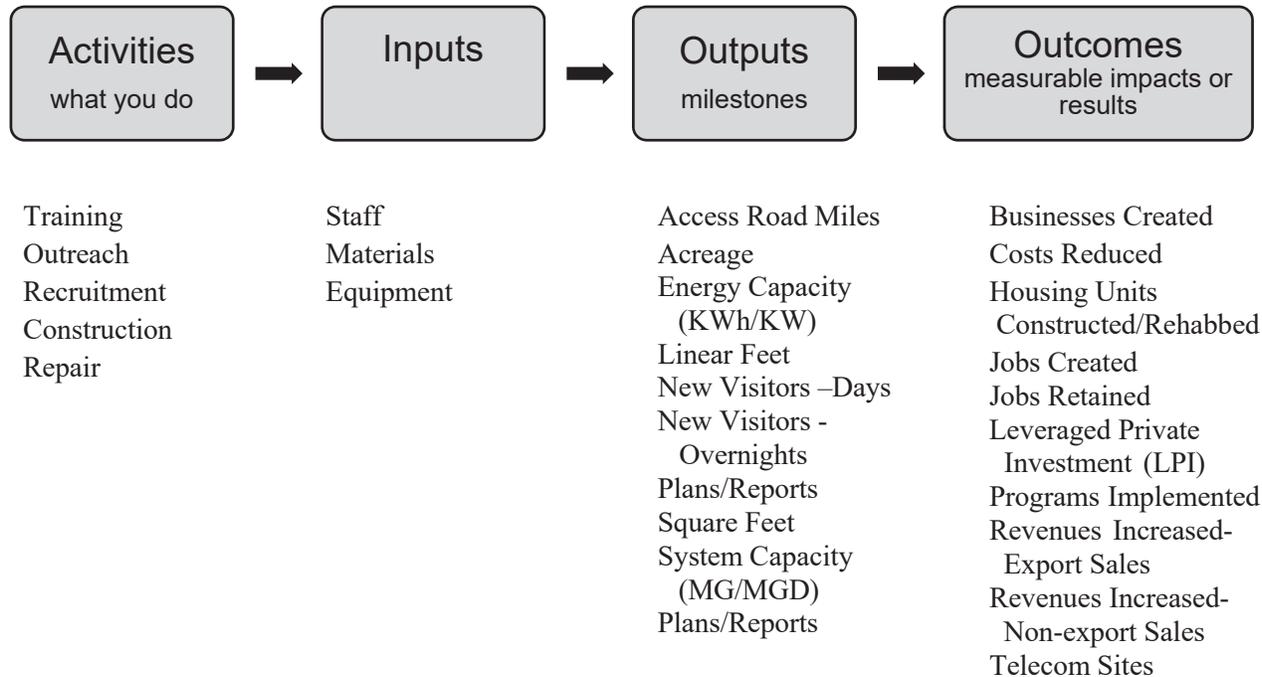
Workers/Trainees Improved

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.



Paired Measures	
These paired output measures must be used with corresponding outcomes.	
Outputs	Outcomes
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

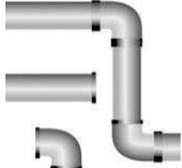
Tips for Paired Measures

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