

GUIDE TO ARC PERFORMANCE MEASURES

What impact will your project make on your community? All ARC investments must have a documented measure of success. This “measure of success” is defined in your “output” and “outcome” performance measures. Your project may offer one or several quantitative performance measures.

The goal of defining your unique performance measure(s) is to define the short-term impact of ARC’s investment & the long-term impact of your program/project in your community.

OUTPUT

OUTCOME

SHORT-TERM IMPACT of ARC’s investment

LONG-TERM IMPACT for community

PROJECTS CAN HAVE PAIRED AND/ OR STAND-ALONE PERFORMANCE MEASURES.

Estimated measures are included in project applications and actual measures are reported in the project closeout reports.

See **EXAMPLE PERFORMANCE MEASURES** for each **GOAL AREA** below:

GOAL AREA #1: BUILDING APPALACHIAN BUSINESSES

PAIRED PERFORMANCE MEASURE EXAMPLES:

QUANTITATIVE **OUTPUT** MEASURES

QUANTITATIVE **OUTCOME** MEASURES

#**BUSINESSES** SERVED

#**BUSINESSES** IMPROVED

#**BUSINESSES** SERVED **OUTPUT**

For business development projects, this includes businesses receiving technical assistance or participating in training, entrepreneurship, export, or other business development and improvement programs.

#**BUSINESSES** IMPROVED **OUTCOME**

For business development projects, the grant applicant and ARC project manager must agree on what constitutes “measurable 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.

STAND-ALONE PERFORMANCE MEASURE EXAMPLES:

#**PLANS/REPORTS** **OUTPUT**

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.

#**BUSINESSES** CREATED **OUTCOME**

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.

#**COSTS REDUCED** **OUTCOME**

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.

GOAL AREA #2: BUILDING APPALACHIA'S WORKFORCE ECOSYSTEM

PAIRED PERFORMANCE MEASURE EXAMPLES:

QUANTITATIVE OUTPUT MEASURES	QUANTITATIVE OUTCOME MEASURES
#STUDENTS SERVED	#STUDENTS IMPROVED
#WORKERS/TRAINEES SERVED	#WORKERS/TRAINEES IMPROVED
#PATIENTS SERVED	#PATIENTS IMPROVED

#STUDENTS SERVED **OUTPUT**

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.

#WORKERS/TRAINEES SERVED **OUTPUT**

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.

#PATIENTS SERVED **OUTPUT**

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.”

#STUDENTS IMPROVED **OUTCOME**

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.

#WORKERS/TRAINEES IMPROVED **OUTCOME**

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.

#PATIENTS IMPROVED **OUTCOME**

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.

STAND-ALONE PERFORMANCE MEASURE EXAMPLES:

#JOBS CREATED **OUTCOME**

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: grant applicants should estimate the number of jobs that will be created by the organizations expected to benefit from the project.

#JOBS RETAINED **OUTCOME**

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.

GOAL AREA #3: BUILDING APPALACHIA'S INFRASTRUCTURE

PAIRED PERFORMANCE MEASURE EXAMPLES:

QUANTITATIVE OUTPUT MEASURES	QUANTITATIVE OUTCOME MEASURES
#BUSINESSES SERVED	#BUSINESSES IMPROVED
#COMMUNITIES SERVED	#COMMUNITIES IMPROVED
#HOUSEHOLDS SERVED	#HOUSEHOLDS IMPROVED

#BUSINESSES SERVED **OUTPUT**

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

#COMMUNITIES SERVED **OUTPUT**

The number of communities served or impacted by an ARC project.

#HOUSEHOLDS SERVED **OUTPUT**

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). NOTE: This may not be the entire community population.

#BUSINESSES IMPROVED **OUTCOME**

The number of businesses with a measurable 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.

#COMMUNITIES IMPROVED **OUTCOME**

The number of communities with a measurable improvement as a result of an ARC project. For each project, this number is always a subset of, or the same as, the “communities served” output measure.

#HOUSEHOLDS IMPROVED **OUTCOME**

The number of households with measurable 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.

STAND-ALONE PERFORMANCE MEASURE EXAMPLES:

DATA--MEGABITS PER SECOND (MBPS) OUTPUT

The data transfer capacity of a telecommunications/broadband network, in megabits per second. This includes the data transfer capacity of a new network, or the increase in data transfer capacity of an existing network due to renovation, new equipment, or other improvements. This measure may be expressed in decimals.

LINEAR FEET OF INFRASTRUCTURE BUILT OUTPUT

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

PLANS/REPORTS OUTPUT

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.

LEVERAGED PRIVATE INVESTMENT (LPI) OUTCOME

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.

GOAL AREA #4: BUILDING REGIONAL CULTURE AND TOURISM

PAIRED PERFORMANCE MEASURE EXAMPLES:

QUANTITATIVE OUTPUT MEASURES	QUANTITATIVE OUTCOME MEASURES
#COMMUNITIES SERVED	#COMMUNITIES IMPROVED

#COMMUNITIES SERVED OUTPUT

The number of communities served or impacted by an ARC project.

#COMMUNITIES IMPROVED OUTCOME

The number of communities with a measurable improvement as a result of an ARC project. For each project, this number is always a subset of, or the same as, the “communities served” output measure.

STAND-ALONE PERFORMANCE MEASURE EXAMPLES:

#NEW VISITORS, DAYS OUTPUT

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 OUTPUT

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

GOAL AREA #5: BUILDING COMMUNITY LEADERS AND CAPACITY

PAIRED PERFORMANCE MEASURE EXAMPLES:

QUANTITATIVE **OUTPUT** MEASURES

#PARTICIPANTS SERVED

#PARTICIPANTS SERVED **OUTPUT**

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.

QUANTITATIVE **OUTCOME** MEASURES

#PARTICIPANTS IMPROVED

#PARTICIPANTS IMPROVED **OUTCOME**

The number of participants with a measurable 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 “measurable 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.

STAND-ALONE PERFORMANCE MEASURE EXAMPLES:

#PROGRAMS IMPLEMENTED SERVED **OUTPUT**

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.