ARC Area Development Q&A: Performance Measures

Investment Leveraged

Businesses Created

Jobs Created

Strategies Completed

Leaders Trained

Coalitions Established

Households Improved

Miles of Infrastructure

Building Businesses

Building Workforce

Building Capacity

Performance Measures

Building Tourism

Building Infrastructure

Partnerships established

People employed

People trained

Tourism Revenue

Programs Supported

Partnerships Formed

Communities Served

SOUTHERN TIER 8
REGIONAL BOARD

Project Development Q&A

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What are Performance Measures?

Effective performance measures ensure project success is:

- Efficiently monitored with baselines and forecasts
- Objectively assessed using consistent data
- Transparently shared with stakeholders

Without structured measures, challenges arise:

- Grantees may misrepresent outcomes
- The true impact of investments may be underestimated
- Aligning projects with regional goals and justifying funding becomes difficult

Well-designed measures offer:

- Clarity and consistency across projects
- Tracking of impact over time
- A strong narrative for funders
- Alignment with regional and federal objectives

Why are they important?

Enables data-driven decision-making.

- Evaluate the effectiveness of funded projects.
- Benefits for Applicants:
  - Align with ARC's strategic priorities.
  - Increase competitiveness by defining: Projected results, Who benefits, Anticipated long-term impacts
- Stages of Data Collection:
  - Application: Focus on projected metrics.
  - Implementation: Progress reporting.
  - Closeout: Actual metrics completed.
- Promotes accountability.

Application: Projections

Output
Businesses/ Trainees/ Workers/Etc Served

Outcome
Businesses/ Trainees/ Workers/Etc Improved

Completion +3 years: Actuals

Progress Reporting: Actuals

Outputs and Outcomes

Every ARC implementation project should have at least one output and one outcome from ARC's catalog of measures.

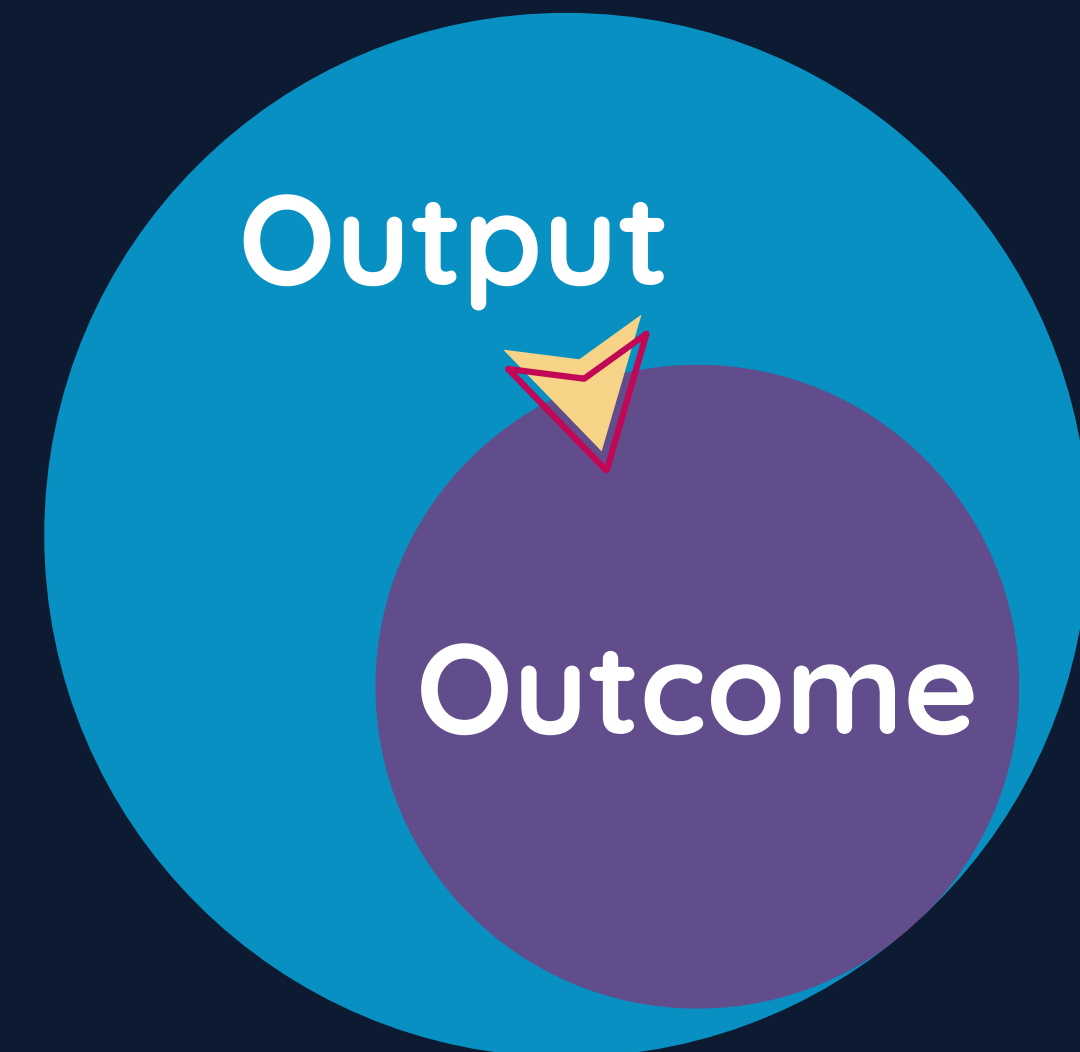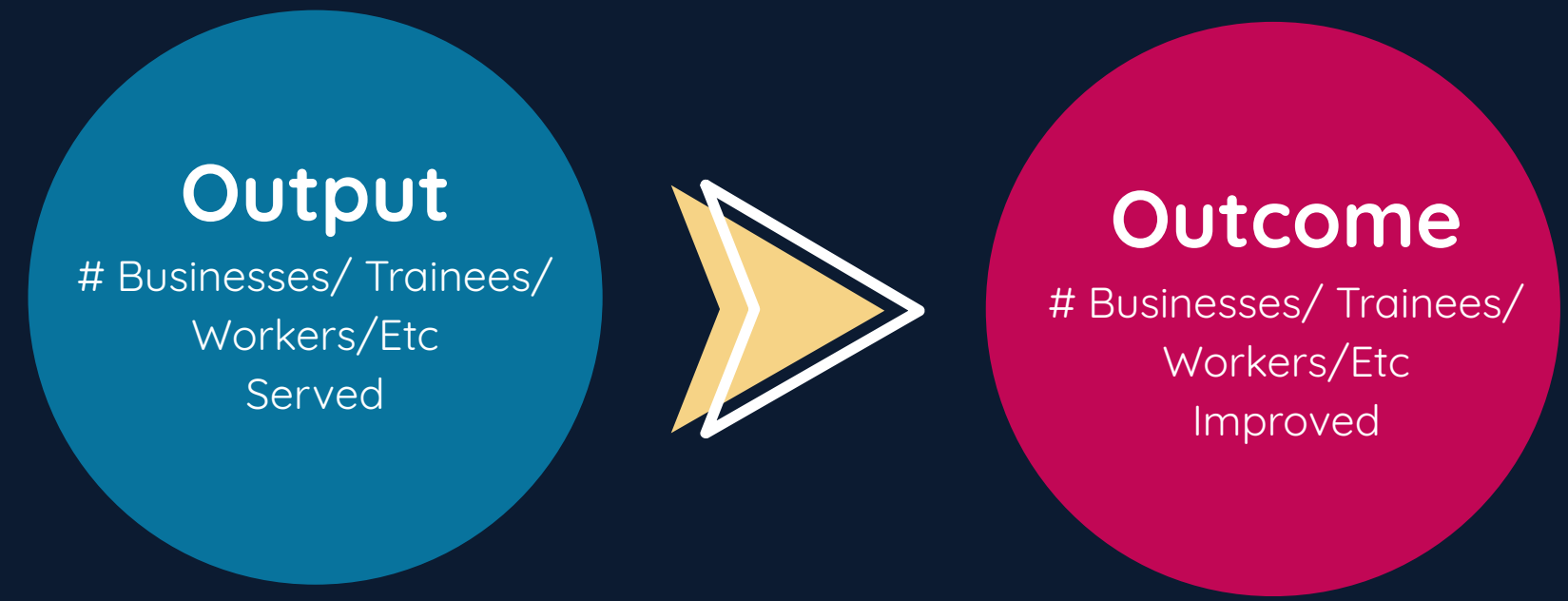## Outputs: Direct products of project activities

- Deliverables or milestones
- Frequently measured in terms of the volume of work accomplished
- Outputs are generally accomplished during the life of the grant.
- Examples: number of workers trained, square feet developed, visitors to a facility.

Outcomes: Benefits or changes during or after the project's grant period

- Changes to individuals, communities, organizations, businesses, or other entities
- Measurable results or impact of the work of the grant
- Outcomes sometimes occur after the completion of the grant.
- Examples: Students employed upon completion, businesses created, leveraged private investment

Paired Measures

- Output measures with a direct correlation to an outcome measure.

- Outcome is generally some subset of ouput.

- Must be reported together.

- Demonstrate improvements experienced by individuals or entities served by a project are expressed as served and improved.

- Other measures, referred to as standalone measures, can be reported individually.

- Project proposals may include both paired and standalone measures when applicable.

Output
Businesses/ Trainees/ Workers/Etc Served

Outcome
Businesses/ Trainees/ Workers/Etc Improved

Output

Outcome

OUTPUT

SHORT-TERM IMPACT of ARC's investment

OUTCOME

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 #2: BUILDING APPALACHIA'S WORKFORCE ECOSYSTEM

#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.

#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 or 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.

Regional Impact

Lasting, strategic impacts on regional competitiveness or quality of life.

While outputs and outcomes are tangible and countable, long-term regional benefits reflect broader, less tangible changes community and economic development impacts.

Examples:
- Strengthened workforce pipeline
- Business growth across sectors
- Increased community stability
- Enhanced regional competitiveness
- Sustained economic development momentum
- Greater collaboration among partners
- Policy changes
- Enhanced regional identity
- Resilience and adaptability
- Workforce retention
- New models or pilots replicated

Goal Area

ST8 Guide to Performance Measures

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

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01 Building Appalachian Businesses
- New businesses created
- Private investment leveraged
- Jobs created or retained

02 Building Appalachia's Workforce Ecosystem
- Individuals trained or certified
- Trainees who gain employment
- Partnerships with educational institutions

03 Building Appalachia's Infrastructure
- Households or businesses improved
- Miles of infrastructure upgraded
- Communities served

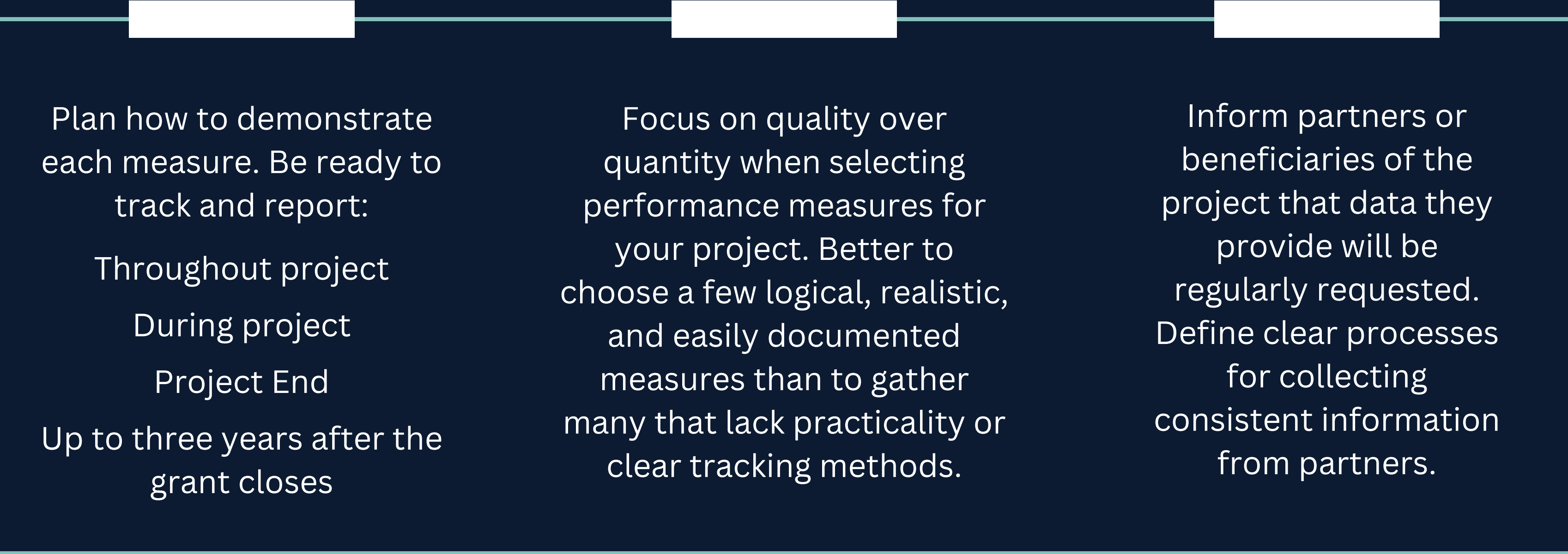**04 Building Regional Cuilture and Tourism**
- Increase in tourism related revenue
- Partnerships or collaborations formed
- Community programs supported

05 Building Community Leaders and Capacity
- Leaders or organizations trained
- Partnerships or collaborations formed
- Strategies or planning documents developed

Defining Performance Measures

Plan how to demonstrate each measure. Be ready to track and report:

Throughout project

During project

Project End

Up to three years after the grant closes

Focus on quality over quantity when selecting performance measures for your project. Better to choose a few logical, realistic, and easily documented measures than to gather many that lack practicality or clear tracking methods.

Inform partners or beneficiaries of the project that data they provide will be regularly requested. Define clear processes for collecting consistent information from partners.

Reported metrics must reflect impacts from within the ARC region!

Waverly Center for Innovative Studies

Waverly CSD, Tioga County

A half-day innovative career program for Waverly Central School District students lets them tackle real-world problems. By collaborating with local industry leaders, students develop viable solutions. Guided by teachers and business mentors, they cultivate essential technical and soft skills, preparing them as workforce-ready employees for local businesses.

Grant Components:

- Coordinator of Work-Based Learning
- WCIS Classroom Teacher
- Clerical Support
- Bus transportation
- Educational Technology
- Program Supplies

Waverly Center for Innovative Studies

The intent of the grant was to expose and prepare students for jobs in the areas of clean energy, transportation, agriculture and engineering. The students were to be prepared for the workplace and jobs in those fields or to pursue college level study in the field.

CORE PERFORMANCE MEASURES

OUTPUTS	Projected	Closeout	Verified
Students served (output)	26	108	0

Approval Memo Output Text: The program will serve 26 students and partner with eight businesses during this initial pilot year of operation. The establishment of this link between the school and the business community will create a talent pipeline of 125 work-ready graduates over the first three years.

OUTCOMES	Projected	Closeout	Verified
Students improved (outcome)	20	46	0

Approval Memo Outcome Text: Within one year of project completion, at least 20 students will obtain jobs in their field of choice or continue their education and five of the partnering businesses will hire at least one program graduate. One new program will be implemented.

ADDITIONAL PERFORMANCE MEASURES

OUTPUTS	Projected	Closeout	Verified
Businesses served (output)	8	4	0

OUTCOMES	Projected	Closeout	Verified
Businesses improved (outcome)	5	3	0
Programs implemented (outcome)	1	5	0

"As a result of the project, we had students graduate and enroll in civil engineering in college. In addition, two others joined the workforce and will use the skills that they learned from engineering the amphitheatre as employees of a local construction firm. We had one student pass their FAA Drone exam and is working for a local realtor doing photography. The remainder of the students are still here in our student ranks."

Project challenges:

COVID made it difficult to recruit students and made businesses less accessible and more hesitant.

APR
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Project Sustainability

SOUTHERN TIER 8
REGIONAL BOARD

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SOUTHERN TIER 8
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