

2019

VIRGINIA

**APPALACHIAN REGIONAL COMMISSION
PROGRAM GUIDELINES AND APPLICATION
INSTRUCTIONS**

2019

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VIRGINIA APPALACHIAN REGIONAL COMMISSION

PROGRAM AND CONTACT INFORMATION

The Appalachian Regional Commission, or ARC, is an independent Federal agency created through the Appalachian Regional Development Act of 1965. ARC's mission is to be an advocate for and partner with the people of Appalachia to create opportunities for self-sustaining economic development and improving quality of life.

Virginia is one of thirteen states in the ARC region. The Appalachian Regional Commission programs, other than the Highway program, are administered in the Commonwealth of Virginia by the Virginia Department of Housing and Community Development (DHCD). The Virginia ARC Program is managed by:

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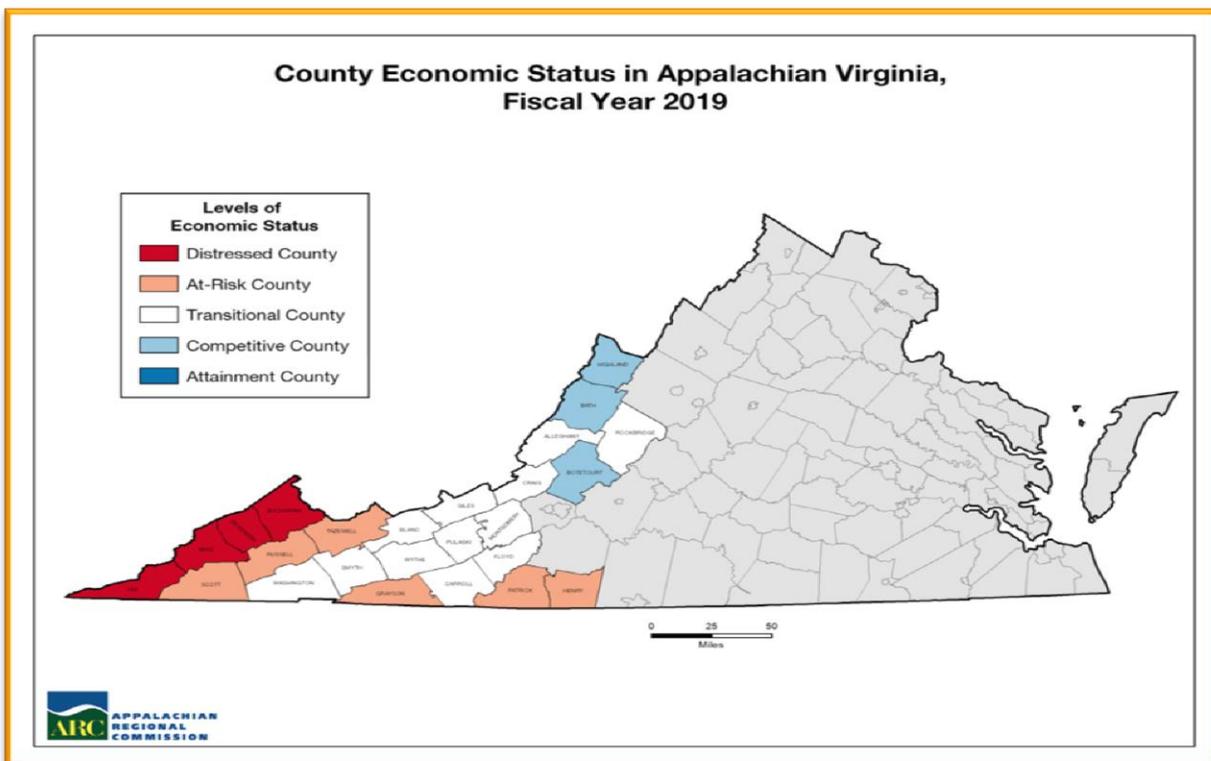
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In Virginia, twenty-five counties and eight independent cities are eligible for the ARC program. These localities and their economic stress designation are as follows:

Counties			
Alleghany County	<i>Transitional</i>	Lee County	<i>Distressed</i>
Bath County	<i>Competitive</i>	Montgomery County	<i>Transitional</i>
Bland County	<i>Transitional</i>	Patrick County	<i>At Risk</i>
Botetourt County	<i>Competitive</i>	Pulaski County	<i>Transitional</i>
Buchanan County	<i>Distressed</i>	Rockbridge County	<i>Transitional</i>
Carroll County	<i>At Risk</i>	Russell County	<i>At Risk</i>
Craig County	<i>Transitional</i>	Scott County	<i>At Risk</i>
Dickenson County	<i>Distressed</i>	Smyth County	<i>At Risk</i>
Floyd County	<i>Transitional</i>	Tazewell County	<i>Transitional</i>
Giles County	<i>Transitional</i>	Washington County	<i>Transitional</i>
Grayson County	<i>At-Risk</i>	Wise County	<i>Distressed</i>
Henry County	<i>At Risk</i>	Wythe County	<i>Transitional</i>
Highland County	<i>Competitive</i>		

Cities			
City of Bristol	<i>Transitional</i>	City of Lexington	<i>Transitional</i>
City of Buena Vista	<i>Transitional</i>	City of Martinsville	<i>At Risk</i>
City of Covington	<i>Transitional</i>	City of Norton	<i>Distressed</i>
City of Galax	<i>At Risk</i>	City of Radford	<i>Transitional</i>

Virginia receives funding from the Appalachian Regional Commission on an annual basis and through special initiatives for distribution in these localities. Virginia prepares a State Strategy on an annual basis which guides its use of ARC funding.



VIRGINIA AREA DEVELOPMENT

Virginia's Four-Year Development Plan and Annual Strategy Statement identify the objectives of Virginia's program which are consistent with ARC's strategic goals. The state objectives are closely correlated to the Appalachian Regional Commission goals, and several specific strategies are developed for each objective. Approximately \$4,765,898 is expected to be available in this round of funding for ARC projects. DHCD reserves the option to add additional ARC funds, if available. Final funding figures will be based on Virginia's ARC allocation pending federal budget approval for fiscal year 2019.

Eligible funding requests must meet the following criteria:

- Applicant clearly describes the proposed project with achievable performance outcomes,
- Applicant has the capacity to implement the project,
- Non-ARC resources are in place to leverage the requested funds,
- Project will be implemented using a collaborative approach, and
- The project is sustainable.

ELIGIBLE APPLICANTS

Non-profit organizations, educational institutions, Local Development Districts (Planning District Commissions), and state and local governmental entities are eligible to apply for Virginia ARC funding. Private organizations or for-profit businesses are not eligible to apply.

Nonprofit organizations must demonstrate adequate capacity to be an eligible applicant for ARC funds. To show adequate capacity, an applicant must have full-time staff, a track record with managing comparable projects, and a current 501(c)3 status.

ECONOMIC STRESS DESIGNATIONS

Available ARC funding levels are based on the relative economic stress of the applicant's locality. Each eligible locality is classified into one of five categories: distressed, at-risk, transitional, competitive, and attainment.:

ARC uses an index-based county economic classification system to identify and monitor the economic status of Appalachian counties. The system involves the creation of a national index of county economic status through a comparison of each county's averages for three economic indicators—three-year average unemployment rate, per capita market income, and poverty rate—with national averages. The resulting values are summed and averaged to create a composite index value for each county. Each county in the nation is then ranked, based on its composite index value, with higher values indicating higher levels of distress.

COUNTY ECONOMIC LEVELS

Each Appalachian county is classified into one of five economic status designations, based on its position in the national ranking.

Distressed

Distressed counties are the most economically depressed counties. They rank in the worst 10 percent of the nation's counties.

At-Risk

At-Risk counties are those at risk of becoming economically distressed, ranking between the worst 10 percent and 25 percent of the nation's counties.

Transitional

Transitional counties are those transitioning between strong and weak economies. They make up the largest economic status designation. Transitional counties rank between the worst 25 percent and the best 25 percent of the nation's counties.

Competitive

Competitive counties are those that are able to compete in the national economy but are not in the highest 10 percent of the nation's counties. Counties ranking between the best 10 percent and 25 percent of the nation's counties are classified competitive.

Attainment

Attainment counties are the economically strongest counties. Counties ranking in the best 10 percent of the nation's counties are classified attainment. See page 2 for the 2019 Virginia Economic Status for Counties and Cities.

FUNDING AND MATCH

Funding Limits

Area Development

- Construction projects are eligible for up to \$500,000 in funding
- Non-construction projects are eligible for up to \$100,000 (\$300,000 for regional projects) in funding
- Planning Grants are eligible for up to \$50,000 in funding

Access Road

- Access Road projects are eligible for up to \$500,000

Administrative Allowance

- Up to 10% of ARC funds can be used to cover administrative costs, except for projects that use CDBG funds as a match
- Up to \$2,500 is available to assist with Environmental Review costs

Required Match

All Virginia ARC assistance must be matched **dollar for dollar or 50% match** with local (non-Federal) funding, unless the project is in a:

- Distressed locality which must provide a 20% match for 80% ARC funds,
- At-Risk locality which must provide a 30% match for 70% ARC funds,
- Transitional locality which must provide a 50% match for 50% ARC funds, or
- Competitive locality, which must provide a 70% match for 30% ARC funds.

It is generally expected that this will be a cash match; however, in certain projects, it is appropriate for in-kind resources to make up a portion of the match. **In no case shall in-kind resources make up more than 50% of the required match of a project.**

SUBMISSION REQUIREMENTS

This Program Guidelines document is intended to serve as a reference as you prepare your application. The actual format and questions are available through DHCD's online application system, Centralized Application and Management System (CAMS). The system can be accessed by visiting www.dhcd.virginia.gov and selecting CAMS in the upper-right hand corner.

It is strongly advised that applicants contact DHCD to discuss the submission of their application. This discussion will ensure that the applicant's proposed idea is eligible and will provide insight regarding DHCD's investment philosophy on the proposed project.

All proposals must contain direct responses to all required items and must provide well organized information in the form of complete sentences and proper paragraphs. Only relevant attachments should be included and these should be organized as requested.

ALL APPLICATIONS MUST BE SUBMITTED THROUGH THE CAMS ON-LINE APPLICATION SYSTEM. CAMS CAN BE ACCESSED THROUGH THE DHCD WEBSITE AT WWW.DHCD.VIRGINIA.GOV. SEE APPENDIX A FOR ADDITIONAL INFORMATION ON CAMS.

TIMETABLE

The deadline for submission of 2019 ARC applications is Monday, January 7, 2019.

DHCD anticipates completion of application reviews by late January/February 2019. Notice of funding recommendations should follow in Spring 2019. **Applicants should assume the receipt of contracts and initiation of activities by, but no earlier than October 1, 2019.** Be aware, if project activities begin prior to ARC approval and contract execution the entire project is at risk of being deemed ineligible. This includes activities funded by match that is used as leverage for the ARC request.

ARC RESOURCES

Applicants are encouraged to visit the ARC website at: www.arc.gov. This site contains numerous data sets, research reports, and links to other sources of information.

PLANNING DISTRICT COMMISSION REVIEW

Copies of application must be provided to the local Planning District Commission (Local Development District). **This should be submitted to the PDC no later than December 7, 2018.** The purpose of this requirement is to keep the PDC informed of potential projects. The PDC's are also available to assist applicants in developing projects. The PDC role is not to accept, reject, or otherwise screen these applications.

LENOWISCO PDC

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Roanoke Valley-Alleghany PDC

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Central Shenandoah PDC

Ms. Bonnie Riedesel
112 MacTanly Place
Staunton, Virginia 24401
Phone: (540) 885-5174

LETTERS OF BENEFIT AND SUPPORT COMMITMENT:

Applicants must be prepared to provide letters and other documentation which provide confirmation that the project will benefit the number of individuals it is targeting.

Applicants are strongly encouraged to solicit letters from proposed beneficiaries. Letters from potential project partners should be available as evidence of additional project support.

APPLICATION REVIEW PROCESS

The ARC application review process consists of two steps.

Step One:

DHCD will review applications using evaluation criteria and priorities established in the Four Year Development Plan. DHCD will develop a preliminary list of funding recommendations for submission to the Governor's office. The Governor will have final approval for the recommendation of a project for funding to the ARC. Please note the recommendation from the Governor's office DOES NOT guarantee funding from the Federal Co-Chair.

Step Two:

Following an announcement by the Governor's office, DHCD staff will contact the applicant for additional information and to obtain federal forms required for submission to ARC. The submission to ARC will include required federal forms and may require the applicant to revise the application, provide clarification or additional information prior to submission. Failure to respond by the DHCD deadline may jeopardize funding.

Please note that ARC may request additional information during their review. Final approval of funding under this program will be made at the discretion of ARC's Federal Co-Chair.

APPLICATION EVALUATION CRITERIA

The following evaluation criteria are used in the project selection process:

1. Applicant and activity eligibility;
2. Demonstrated need for the project;
3. Ability to meet the challenges and opportunities identified in the proposed service area;
4. Ability to fill a "gap" in currently offered services available locally or regionally
5. Possession of clearly described performance targets (product-focused outputs) to be achieved throughout the project and the overall outcomes;
6. Capacity of applicant organization to implement the project and readiness to-go of project;
7. Leveraging of non-ARC resources;
8. Establishment or significant enhancement of collaborative relationships among local and regional providers;
9. Sustainability or the ability to maintain the proposed effort into the future.

REGIONAL PRIORITIES

- Support the development of regional solutions to address water/wastewater infrastructure needs
- Supports the deployment of broadband infrastructure to enable universal access in unserved areas of the Region
- Supports efforts that are addressing the opioid crisis

ALIGNMENT OF VIRGINIA ARC OBJECTIVES WITH ARC GOALS

While the Governor’s priorities are developed from a statewide perspective, the direct impact on Virginia’s ARC Region is significant. Future decision-making and strategic investment decisions in the Appalachian Region of Virginia will align with ARC goals and objectives as required by Section 7.3 of the Appalachian Regional Commission Code. The Virginia ARC State objectives and strategies are closely aligned to the goals and objectives in the Appalachian Regional Commission 2016-2020 Strategic Plan. Virginia’s objectives, the corresponding ARC goal, and the specific State strategies are as follows:

Virginia ARC Objective I

Promote regional partnerships that support regional economic development, encourage activities that diversify the economic base, and enhance entrepreneurial activities,

ARC Goal:

Invest in entrepreneurial and business development strategies that strengthen Appalachia’s economy.

Strategies:

- 1.1 Cultivate entrepreneurs, and support and diversity existing businesses
- 1.2 Support tourism activities that are directly linked to overall regional economic development strategies.
- 1.3 Assist with installation of public infrastructure (water, sewer, fiber) for new business location / expansion, creating jobs for the Region.
- 1.4 Encourage the development of telecommunications and other technologies to assist in improving the participation of Appalachian businesses in the international marketplace.
- 1.5 Support projects that encourage broad-based, regional cooperation and provide increased regional economic growth opportunities.

Virginia ARC Objective II

Develop a world class and highly skilled, competitive workforce that is well educated and appropriately trained for the job market, as well as provide adequate health care services throughout the Region.

ARC Goal:

Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.

Strategies:

- 2.1 Coordinate and focus workforce development programs to align with industry and economic development targets
- 2.2 Strengthen the delivery of workforce readiness and training programs among the various provider agencies in order to improve the business retention, recruitment, and expansion.
- 2.3 Support efforts that are addressing the opioid crisis
- 2.4 Encourage the establishment of partnerships and innovative arrangements among health care providers in Appalachian Virginia in order to assure quality care and the efficient use of available health care resources.
- 2.5 Support projects which include wellness and healthcare prevention efforts, including the use of telemedicine technology.
- 2.6 Continue efforts to place doctors and other medical professionals in medically underserved areas through physician and other recruitment programs.
- 2.7 Support efforts to initiate and expand early childhood education programs

Virginia ARC Objective III

Assist communities to develop, expand, and upgrade infrastructure, including broadband to allow for greater access to resources and opportunities for increased economic growth and improve the quality of life.

ARC Goal:

Invest in critical infrastructure –especially broadband; transportation, including the Appalachia Development Highway System (ADHS); and water/wastewater systems.

Strategies:

- 3.1 Support the deployment of regional solutions to address water/wasterwater infrastructure needs
- 3.2 Assist water supply and wastewater treatment projects that will support private investment leading to job creation or retention.
- 3.3 Support local access road projects which would result in job creation or retention opportunities.
- 3.4 Capitalize on the ADHS and its development potential.
- 3.5 Encourage strategic, appropriate development along ADHS corridors (industrial parks, commercial development, and intermodal transportation).
- 3.5 Support the deployment of broadband infrastructure to enable universal access in unserved areas of the Region.

Virginia ARC Objective IV

Assist communities in the preservation, development and promotion of natural and cultural assets for local economies and improved quality of life

ARC Goal:

Strengthen Appalachia’s community and economic development potential by leveraging the Region’s natural and cultural assets.

Strategies:

- 4.1 Preserve and strengthen existing natural and cultural assets in support of economic opportunities that generate local and regional benefits.
- 4.2 Preserve and strengthen existing natural and cultural assets through strategic investment that advance local and regional benefits.
- 4.3 Support strategic investments in natural, cultural, and heritage resources to advance local economic growth.
- 4.4 Encourage the leveraging of natural and recreation opportunities to the town/city center area.

Virginia ARC Objective V.

Strengthen current and next generation local and regional leadership capacity to innovate, enhance collaborative and community based skills to improve quality of life in Appalachian Virginia.

ARC Goal:

Build the community skills and current and next-generation leaders and organizations to innovate, collaborate, and advance community.

Strategies:

- 5.1 Support efforts encouraging civic engagement and participation in an effort to advance communities.
- 5.2 Encourage the development of leadership development opportunities.
- 5.3 Support visioning, strategic planning and implementation of resident engagement approaches to foster increased civic participation.
- 5.4 Support local and regional networks, partnerships, and other models of collaboration that catalyze public, private and nonprofit action for regional impact.
- 5.5 Foster civic entrepreneurship.

APPENDIX A – CAMS

CAMS is DHCD’s on-line application and grant management system. All 2019 applications for ARC funding must be submitted through CAMS. You can access CAMS at:

<https://dmz1.dhcd.virginia.gov/camsportal/Login.aspx>

In order to access CAMS and complete an application for funding, organizations must complete a profile request. The request for a profile can be made by going to the CAMS site and selecting the “Registration” option. In order to register your organization, you will need your organizations DUNS number and FEIN number. Please allow up to five business days for DHCD to process and approve your registration request.

Once your organization has been registered, you may log in with your username and password and select the “Applications and Programs” option. From this page, select the “Apply” option and select “2019 Appalachian Regional Commission – Area Development” from the dropdown. A description of the program and the button to “apply” will appear.

If you need assistance with the registration or completion of the application in CAMS, please send an email request to the CAMS help team through the “contact us” link at the bottom of every page in CAMS. Someone will contact you as soon as possible to provide needed assistance.

Helpful Hints to Remember

- 1) Construction projects are limited to not more than \$500,000 per project request; non-construction projects are limited to not more than \$100,000 (\$300,000 for regional) per project request; planning grant projects are limited to not more than \$50,000 per project request.
- 2) Save often! It is recommended to save after each question you answer.
- 3) There are required ATTACHMENTS and templates which must be completed based on the project type. Refer to the ATTACHMENT tab for instructions.
- 4) You may submit attachments to support your application. When doing so **you must provide a separate Table of Contents** to outline your attachments. The Table of Contents should indicate the name of the uploaded file and describe the contents of the attachment.

When naming your attachments, use file names which identify the attachment’s contents. For example, Preliminary Engineering Report, Operations Plan, Feasibility Study, Project Pictures, and so forth.

- 5) When including ATTACHMENTS, be sure to summarize key elements in the narrative section. Also use the questions in the narrative section to cite certain attachments.
- 6) Preview your application prior to submission.
- 7) You must complete all narrative responses. If a question does not apply, simply enter "N/A".
- 8) If you experience difficulties, contact DHCD. DHCD has created a Help Desk to assist with troubleshooting. The Help Desk can be reached at: camshelp@dhcd.virginia.gov

Prior to contacting DHCD, please make note of:

- a) The specific issue (i.e. text is not saving)
 - b) Your browser type (i.e. Internet Explorer)
 - c) Your operating system (i.e. Windows 7)
- 9) Do not wait until the last minute to get started. Allow time to learn how CAMS operates and how to most efficiently utilize the system.

APPENDIX B – PROJECT SUMMARY FORMAT

(2 page maximum)

Project Title: Title of the Project

Project Grantee: Provide name, address, and contact information, including email.

County(ies) to be Served: List each county and its designation (e.g. transitional, distressed, etc.)

List the Distressed Area Census Tracts – Use the *County Economic Status and Distressed Area* report in your packet

Basic Agency: **Not required for non-construction and planning grant projects**

Goal/Strategy: Identify the primary ARC Goal and State Objective which the project will address. Specify the State Strategies by number

Purpose: 1-2 sentence statement describing overall purpose of proposed project

Funding:	<u>Amount</u>	<u>%'age</u>	<u>Source</u>
	ARC	\$200,000	36 %
	Federal	200,000	36 %
	State	100,000	18 %
	Local	50,000	9 %
	Local	<u>10,000</u>	<u>1 %</u>
	Total	\$560,000	100 %

Description: **Description of major activities to be conducted under grant application. The description should address who, what, where, when and how for each major activity.**

- Rationale:**
- Critical circumstances that compel project to be funded
 - Local, regional and/or state need for project
 - Problems and/or issues that project will alleviate
 - Why this project is a good investment of ARC funds and why the ARC funds are necessary

Benefit:

- Results and accomplishments to be derived from project
- Other non-quantifiable benefits (e.g. new partnerships, improved standard of living, etc.)

Output/Outcome:

- Identify output and outcome measurements (as defined by ARC, see Appendix D)
- Identify Outcomes of this application (as defined by ARC, see Appendix D)

Leveraged Private Investment:

Identify anticipated private sector commitments (with associated dollar amounts) and associated job impacts that follow as a result of this project for a three-year period following completion of the project. *Does not apply to Planning Projects.*

APPENDIX C – APPLICATION QUESTIONS

Goals & Strategies

1. Indicate which of the following five ARC Goals the proposed project will address. Select only ONE goal the proposed project will primarily address:
 - a. Economic Opportunities
 - b. Ready Workforce
 - c. Critical Infrastructure
 - d. Natural and Cultural Assets
 - e. Leadership and Community Capacity

2. Indicate the State Objective to be addressed by the project. Select only ONE State objectives based on your ARC goal.
 - a. Promote regional partnerships that support regional economic development, encourage activities that diversify the economic base, enhance entrepreneurial activities, and provide training and technical assistance to agents engaged in economic development.
 - b. Develop a world class and highly skilled, competitive workforce that is well educated and appropriately trained for the job market, as well as provide adequate health care services throughout the Region.
 - c. Assist communities to develop, expand, and upgrade infrastructure, including broadband to allow for greater access to resources and opportunities for increased economic growth and improve the quality of life.
 - d. Natural and Cultural Assets: Assist communities in the preservation, development and promotion of natural and cultural assets for local economies and improve quality of life.
 - e. Leadership and Community Capacity: Strengthen current and next generation local and regional leadership capacity to innovate, enhance collaborative and community based skills to improve quality of life in Appalachia Virginia.

3. Indicate the specific State Strategy based on Virginia ARC Objective selected in Question 2 for the proposed project. Please list the strategies by number and write out the strategy description that best fits the proposed project (do not just provide the number). Consult page 8 of the 2019 ARC Program Guidelines for additional information on the Goals and Virginia’s ARC Objectives and Strategies. You can find this document on the DHCD website.

4. Indicate if your project is a CONSTRUCTION or NON-CONSTRUCTION/PLANNING GRANT project. Note there are different forms and questions to be completed based on the type of project.

Project Description

5. Provide a one sentence statement describing the primary purpose of the proposed project, project activities and expected impacts of the project. List all project activities such as construction, expansion, or rehabilitation, jobs creation, water or sewer service, employment or health care, etc.
6. Discuss the proposed beneficiaries. Applicants must provide letters and other documentation which provide confirmation that the project will benefit the number of individuals it is targeting. Identify any individuals expressing an interest in participating as a project beneficiary, providing, also, their names and telephone numbers. Applicants are strongly encouraged to solicit letters from proposed beneficiaries and include in the *ATTACHMENTS* section.
7. Describe how the project addresses the priorities of local or regional community or economic development strategy or plans, and describe efforts to coordinate the project with other area economic development activities.
8. Provide a detailed work plan, listing projects activities (what will be done, who will complete each activity) and timeline during the course of the project . Explain how this project is ready to proceed. Why is now the appropriate time to undertake this effort? (Note: Projects should be approved by ARC by September 1, 2019.) The start date should be projected to be no earlier than September 1, 2019. What steps have been taken to get the applicant and its proposed beneficiaries ready for this project? What is the level of energy and degree of will among the organization and its partners to see this effort through? **Complete the *Performance Target Table* template in the *ATTACHMENTS* section.**
9. Detail why ARC funding is needed at this time. In addressing the need for ARC resources, discuss why ARC funding is being sought in lieu of other funding.

For Construction Projects Only

10. Identify the organization or agency that who will own the improvements and provide maintenance for the completed project (*where applicable*). Enter "N/A" if this does not apply.
11. Describe any plans for leasing or transferring ownership. Enter "N/A" if this does not apply.
12. Discuss efforts that have been made to improve the energy-efficiency and green-building practices of the project.
For industrial sites or community facilities, describe approaches to marketing the project to potential users and beneficiaries, including strategic sectors to be pursued and an explanation of who will be responsible for marketing activities.

Telecommunication Project Only

13. Discuss in detail which of the two eligible telecommunications project types this proposal addresses:

- Planning & Design
- Deployment

14. Discuss in detail how the proposed effort addresses one of the following ARC Telecommunications Focus Areas:

- Access to Infrastructure
- Education , Training and Workforce Development
- E-Commerce Readiness
- Technology Sector Employment

Performance Measures and Benefits¹ (*Please note that if your project has jobs created/retention or leverage private investment attach letters documenting private-sector funding or job commitments, if available*).

15. Describe proposed performance measures for each project activity. Please note that the proposed performance measures and project activities must be measurable.

Outputs-Selecting an Output measure from Appendix E, please describe in detail the proposed project activities that will be implemented to achieve the associated output measures (quantifiable) to be accomplished. Please note that additional outputs not included in Appendix B may be included as well. Outputs **MUST** be specific, measurable, attainable, relative and time-bound. Percentages may also be used to supplement the application. *For example: provision of at least 4 classroom and 4 individualized follow-up training sessions in business development to approximately 20 entrepreneurs.*

16. List the expected outputs:

Outcomes- (*Please note that if your project has jobs created/retention or leverage private investment attach letters documenting private-sector funding or job*

¹ For Construction Projects Only

All projects: If households, businesses, or other organizations will be served or improved, list the number of households (residences) served/improved separately from the number of businesses and other non-residential buildings, such as hospitals, schools, and churches.

▪**Water/sewer projects:** Estimate capacity constructed or repaired in millions of gallons per day (MGD), in addition to any other relevant performance measures.

▪**Water tank projects:** Estimate capacity constructed or repaired in millions of gallons (MG), in addition to any other relevant performance measures.

▪**Tourism projects:** Provide numerical (not percentage) estimates of new annual daytime visitors, new overnight visitors, and increased tourism revenues, in addition to any other relevant performance measures.

▪**Business, industrial parks, and speculative building projects:** include projections for the jobs that will be created, the jobs that will be retained, the businesses that will be served, and the private investment that will be leveraged when the site is complete. List other performance measures if relevant to the project scope.

commitments, if available). Selecting an Outcome measure from Appendix E, please describe the overall desired goal or outcome measurement (including long-term benefit), specific ARC goal, specific state objective to be accomplished. The goal or outcome measure needs to be specific, measurable, attainable, relative and time-bound. Diversification of the local economy and reduction of out-commuting are examples of possible outcomes of a project that includes utility extensions to help an industry locate in a particular market. Consult *Appendix B* for examples of project Outcomes.

17. List the expected outcomes:
18. Describe other project benefits likely to result from the project (i.e., positive impact of future economic development activity in the area).
19. If the proposed project is a continuation or expansion of an ongoing program (whether or not the program received ARC funding), describe the program's outputs and outcomes to date, as well as other project milestones reached. Describe any evaluation tools or methods that were used to measure the accomplishment and progress.

Project Location

20. Please describe the locality (or localities) where the project will be located and the project's service area by locality (or localities) (i.e. place name, boundaries, building, etc.) Please note to include (a) the geographic area for services and benefits for residents that are in relatively close proximity, or (b) the service area when residents are scattered over a wide area.
21. Provide a list of all census tracts in the service area and a map in the *ATTACHMENTS* of the project service area with census information overlaid. ARC tracks activities and benefits in "areas of distress" within Distressed, At-Risk, Transitional, and Competitive Counties.
22. Attach maps(s) to illustrate the project's location and service area, as well as proximity to distressed areas, if applicable. Projects providing site improvements, a site map must show proposed improvements, including affected or proposed buildings or facilities, water and sewer lines, water storage tanks, treatment plants, drainage improvements, access roads, location of assisted industry(ies) on site plan, etc. The map(s) should show at least a 10-mile radius, clearly showing roads, appropriate service area, and significant landmarks.
23. Describe why the location and service areas were selected.
24. Identify those individuals and organizations, including names and telephone numbers, which have committed to support this project. Provide information on the type and level of support provided (in-kind and financial resources). Identify any individuals expressing an interest in participating as a project beneficiary, providing, also, their names and telephone numbers. Be prepared to provide letters from these individuals and entities documenting their role in the project upon request in the *ATTACHMENTS* tab.

Project Rationale

25. Indicate the NEED and DEMAND for the project. Describe problems and opportunities that the project will address and explain how they impact the community. Explain how the proposed project represents progress towards addressing a regional strategy will fill a void in current services or programs.

This section should address the extent to which there is a need and demand for your proposed project. In addressing project need and demand, discuss any relevant data (include sources) derived from plans, studies, statistics, customer data, or engineering reports to support these claims. The sources of such data should be cited (title, date, page numbers) and include documentation in the ATTACHMENTS tab but remember to summarize all key elements in your narrative. There must be a direct and substantial relationship between the proposed project, ARC goal and state objective, and documented community need.

26. Describe any partnerships or collaborations with other local community, state, and regional in the development of the project proposal. Provide letters of support in the ATTACHMENTS tab.
27. Explain why the project is the most practical, cost effective, and beneficial way to achieve the desired results when compared to other alternatives.

Sustainability and Grantee Capacity

28. *Note to Nonprofits*

Nonprofit organizations applying for ARC funding must provide the following. Be sure to include these items in the ATTACHMENTS tab. A copy of their current designation as a 501(c)3 nonprofit organization.

29. Indicate the organization type (i.e. local government, educational institution, nonprofit, etc.). Provide a statement of the other business conducted by this organization and the relationship of this project to this other business.
30. Briefly describe your capacity to undertake the proposed activity by describing previous experience with relevant activities. Provide the name, description, performance targets, and outcome of two of the most similar and recent projects implemented by this organization.
31. Describe your experience in managing local, state and federal grants awards. *A detailed synopsis of similar projects managed and implemented by the organization within the last three years.*
32. Provide the names and describe the qualifications (i.e. the skills, knowledge, and attributes

each individual possesses and the value they provide to the overall project effort) of key individuals who will be responsible for managing and or carrying out implementation.

33. If your project involves the procurement of any consultant(s), describe the process that will be used to select this consultant. Will the consultant be solicited through a Request for Proposal (RFP)? Who will be responsible for evaluating and selecting the best response? What criteria will be used to determine the most suitable responses? Describe proposed qualifications for all consultants and subcontractors, and describe the competitive procedures used to select them.
34. Describe your strategy for ensuring the project's long term sustainability once ARC funds are no longer available, and your capacity to manage long-term operations. Discuss the plans for continuation of the project following initial ARC funding (once ARC funds have been expended). **For projects involving construction or renovation of a community facility, tourism facility, hospital, business incubator, commercial kitchen, or similar facilities** include 5-year pro forma financial projections to demonstrate sustainability. Projections should be prepared by a third party.

Budget Information and Supporting Materials

Required Budget Forms to be completed:

Complete the ARC BUDGET template in the ATTACHMENTS tab. In completing this template be sure to list the specific project activities and the proposed funding to support each activity; it is critical to provide a high level of detail to illustrate exactly which activities will be supported with ARC funds. Be sure to accurately document the source of cost information. **Complete budget form and upload any applicable letters of commitment from each funding source, citing the specific amount of funds committed, in the ATTACHMENTS tab.**

Complete the FUNDING SOURCES TABLE template in the ATTACHMENTS tab. In completing this template, list all other funding sources (private, local, state, federal, etc.), please state if source is a grant or loan, and the status of the funds (i.e. pending, committed, application submit, etc.). If the project is contingent on these funds, please provide an explanation as to how the project will be implemented without these funds (i.e. scaled back, reduced beneficiaries or participants, etc.).

Complete the ARC MATCH CALCULATIONS FORM template in the ATTACHMENTS tab. In completing this template, list each locality your project will serve and the economic status of each. If your project will serve multiple localities with the same economic designation, see page 2 of the Program Guidelines to determine the ARC match rate for your project. If your project will serve more than one locality, and the localities have different ARC economic designations, contact your state ARC program manager to identify the match rate for you project.

35. Provide a detailed budget narrative explaining anticipated expenditures by the line item listed on the Budget Form.
36. Please indicate if the budget includes personnel or contractual expenses (cash or in-kind resources), estimate the number of hours/days and hourly rate (or portion of FTE and salary) for the time that is expected to be spent on the proposed activity by key personnel, contractors, or consultants. *After grant is awarded, all time should be tracked by actual hours worked for each individual.*
37. Provide descriptions of specific in-kind resources committed, including the methods used to determine their value.
38. Leveraged Private Investment: Identify private sector commitments that follow as a result of the completion of this project. Leveraged private investment is different from the funds that leverage the ARC request and are a part of the project budget, and not all proposals will include leveraged private investment. Estimates for the leveraged private investment and associated job impacts for a three-year period following the completion of this project should be included. Letters of commitments by private companies should be available.

For example: Amount of private funds invested in relocating to the project area by Business X as a result of the installation of and access to telecommunications / fiber optics.

APPENDIX D – ATTACHMENT INSTRUCTIONS

You may submit attachments to support your application. When doing so you must provide a separate Table of Contents to outline your attachments. The Table of Contents should indicate the name of the uploaded file and describe the contents of the attachment. When naming your attachments, use file names which identify the attachment's contents. For example, Preliminary Engineering Report, Operations Plan, Feasibility Study, Project Pictures, and so forth. When including ATTACHMENTS, be sure to summarize key elements in the narrative section. Also use the narrative section to cite certain attachments.

ATTACHMENTS

Application Summary: To be completed by all applicants. Attach a maximum 2-page application summary in Word in the format shown. Be sure that all budget figures match your derivation of cost worksheet, project budget, and any other supporting documentation.

Non-Construction Checklist: To be completed by applicants for Non-Construction and Planning Grant projects.

Construction Checklist: To be completed by applicants for Construction projects.

Maps: Attach maps if needed to illustrate the project's service area and proximity to distressed areas and for projects providing site improvements, a site map showing proposed improvements, including affected or proposed buildings or facilities, water and sewer lines, treatment plants, access roads, location of assisted industry(ies) on site plan, etc. For all projects, be prepared to provide a map within at least a 10-mile radius, clearly showing roads or appropriate service area at a later time. ALL maps should be LEGIBLE and contain a scale which is clearly marked on the map.

Performance Target Table: To be completed by all applicants. This illustrates the key milestones for the project.

Budget Form: To be completed by all applicants. Details the source, amount, and status of funds, along with how costs were derived. Please be sure this figure matches the figures on the Application Summary and the Project Budget.

Funding Sources Table: To be completed by all applicants. This details the source (Cash, In-Kind, Loan, Grant) and use of all identified matching funds.

Match Calculation Form: To be completed by all applicants. Ensure to calculate the match rates based upon the economic classification for the county and/or census tracts. Note: ARC contribution rate is figured out by taking the **average rate** of the counties in project service area if there are multiple counties of which less than half are distressed counties. The **majority rate** of the counties in the project service area would apply if at least half of the counties were of the same economic status, the rate for the majority of the localities would apply.

Letters of Commitment: Attach signed award letters or other documentation showing other

funds in the project have been committed.

Letters of Support - Attach letters from key stakeholders in support of this project.

PER / PAR / Master Plan: Attach a copy of the PER/PAR or other relevant study for the project. If more than one document, please combine into a zip file. **Construction Projects** – Provide a detailed engineer’s budget for the construction project, detailing line-item project costs. Project total from the engineer’s budget should match budget figures elsewhere in the application. Explain any discrepancies. **Non-construction Projects** – Provide a detailed budget that includes sources and uses of ARC funds and all non-ARC matching funds. Provide a budget narrative that explains expenditures by line items shown on the Budget Form.

Table of Contents: To be completed if additional attachments are included. Should indicate the name of the uploaded file and describe the contents of the attachment. Remember to name attachments based on their content.

The other fields are for additional items in support of your proposal. Please name the files according to the content.

APPENDIX E – PERFORMANCE MEASURES

Guide to ARC Project Performance Measures Rev. July 27, 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
- data--megabits per second (Mbps)
- data--terabytes (TB)
- gas--million cubic feet (MMCF)
- gas--million cubic feet per day (MMCFD)
- heat--million BTU (MMBTU)
- heat--million BTU per day (MMBTUD)
- linear feet
- million gallons (MG)
- million gallons per day (MGD)
- new visitors: days
- new visitors: overnights
- power- kilowatt-hours (kWh) per year
- power--kilowatts (kW)
- plans/reports

- square feet
- waste--tons per day reduced/reused/recycled (TPD)
- waste--tons reduced/reused/recycled

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
- telecomsites

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.

Data--Megabits per Second (Mbps)

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.

Data--Terabytes (TB)

The fixed data storage capacity of a server room or data center, in terabytes. This measure may be expressed in decimals.

Gas--Million Cubic Feet (MMCF)

The fixed storage capacity of a gas pipeline or gas system, in millions of cubic feet. This measure may be expressed in decimals.

Gas--Million Cubic Feet per Day (MMCFD)

The flow capacity of a gas pipeline or gas system, in millions of cubic feet per day. This includes the flow capacity of a new gas pipeline or system, or the increase in flow capacity of an existing gas pipeline or system due to renovation, new equipment, or other improvements. This measure may be expressed in decimals.

Heat--Million BTU (MMBTU)

The fixed heating capacity of an energy system, including a gas system, in millions of British Thermal Units (BTUs). This measure may be expressed in decimals.

Heat--Million BTU per Day (MMBTUD)

The capacity of heat flow generated, transmitted, consumed, or conserved by an energy system, including a gas system, in millions of British Thermal Units (BTUs) per day. This includes the heat flow capacity of a new combined heating and power (CHP) system. It also includes the increase in heat flow capacity of an existing HVAC system or the reduction in heat consumption by a facility due to renovation, new equipment, energy efficiency measures, or other improvements. This measure may be expressed in decimals.

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.

Million Gallons (MG)

The fixed storage capacity of a water tank or sewage lagoon, in millions of gallons. This measure may be expressed in decimals.

Million Gallons per Day (MGD)

The flow capacity of a water or sewer system, in millions of gallons per day. This includes the flow capacity of a new water or sewage treatment plant, or the increase in flow capacity of an existing plant due to renovation, new equipment, or other improvements. This measure may be expressed in decimals.

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.

Power- Kilowatt-Hours (kWh) Per Year

The capacity of power flow generated, transmitted, distributed, consumed, or conserved by an energy system; in kilowatt-hours per year. This includes the flow capacity of a new power plant or new power line. It also includes the increase in power flow capacity of an electric grid or the reduction in power consumption by a facility due to renovation, new equipment, energy efficiency measures, or other improvements. This measure may be expressed in decimals.

Power--Kilowatts (kW)

The fixed power generating capacity of an energy system, including a renewable energy system, in kilowatts. This measure may be expressed in decimals.

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.

Waste--Tons per Day Reduced/Reused/Recycled (TPD)

The flow capacity of waste reduced, reused, or recycled by a waste processing facility. This includes the flow capacity of a new waste-to-energy plant, or the increase in flow capacity of an existing landfill or recycling center due to renovation, new equipment, or other improvements. This measure may be expressed in decimals.

Waste--Tons Reduced/Reused/Recycled

The number of tons of waste reduced, reused, or recycled at a landfill, brownfield, site or recycling center; within one year of project implementation.

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.

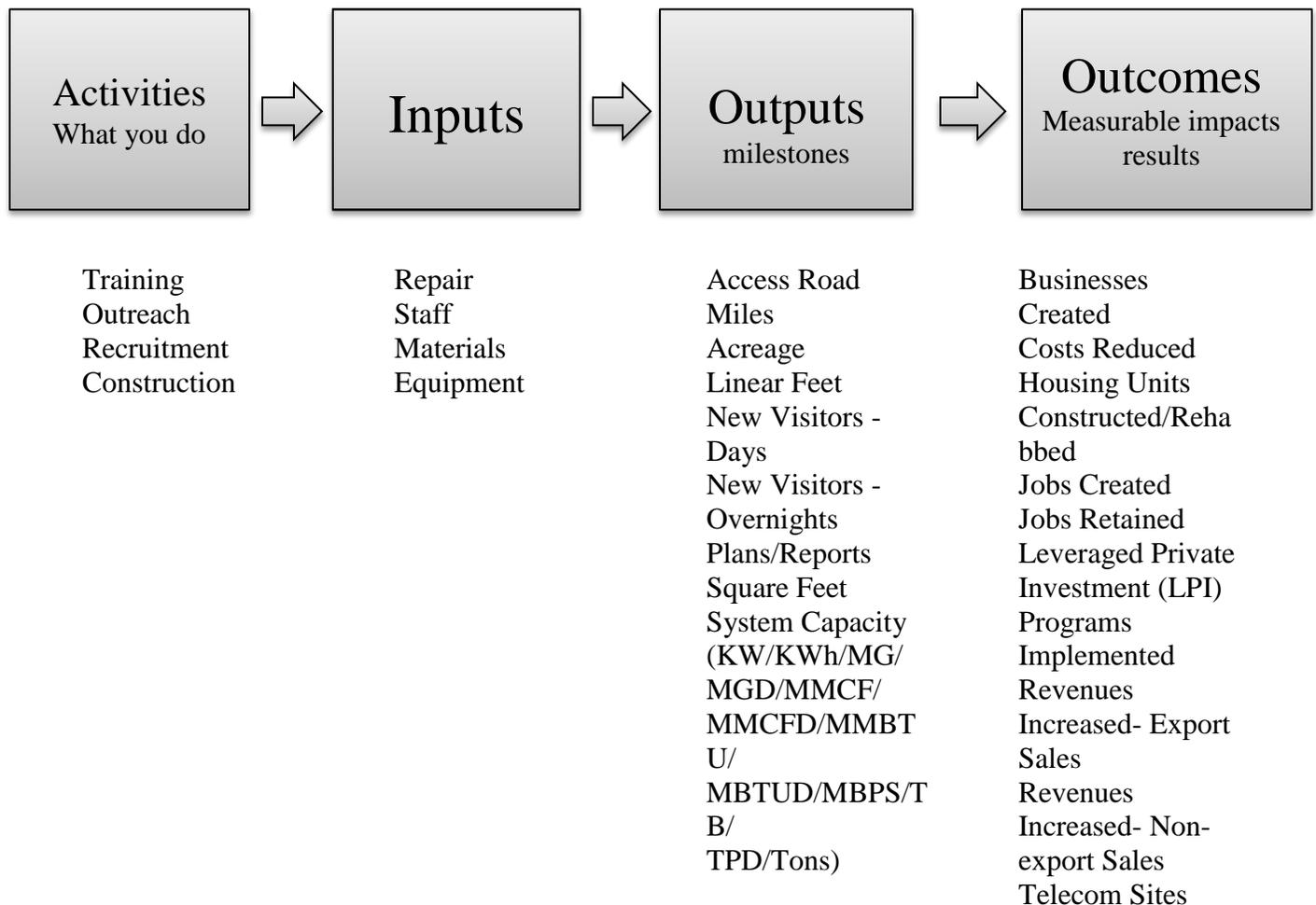
Workers/Trainees Improved

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

PROJECT TYPE	COMMON OUTPUTS	COMMON OUTCOMES
<p>Business development, entrepreneurship project</p> 	<p>Businesses served</p> <p style="text-align: center;">↔</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 style="text-align: center;">↔</p>	<p>Businesses improved Jobs created Jobs retained Leveraged private investment Revenues increased-export sales Revenues increased-non-export sales</p>