

2023

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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:

Bryan Horn

Director
ARC State Alternate

Tamarah Holmes, Ph.D.

ARC Program Manager
Tamarah.Holmes@dhcd.virginia.gov

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>Attainment</i> | Montgomery County | <i>At-Risk</i> |
| Bland County | <i>Transitional</i> | Patrick County | <i>Transitional</i> |
| Botetourt County | <i>Attainment</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>Transitional</i> |
| Dickenson County | <i>Distressed</i> | Smyth County | <i>At-Risk</i> |
| Floyd County | <i>Transitional</i> | Tazewell County | <i>At-Risk</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>Transitional</i> | Wythe County | <i>Transitional</i> |
| Highland County | <i>Transitional</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>Transitional</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 million 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 federal fiscal year 2023.

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 as 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 2023 Virginia Economic Status for Counties and Cities.

FUNDING AND MATCH

Available Funding - Area Development

The maximum amount of Virginia ARC Area Development assistance available per project is up to \$700,000 for a Construction project, \$100,000 for a Non-Construction project, \$500,000 for an Access Road project, \$300,000 for a Regional Non-Construction Project, \$50,000 Planning Grant, and \$100,000 for a Regional Planning Grant.

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. Please note there are two separate ARC applications: construction and non-construction. 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 2023 ARC applications is Wednesday, March 1, 2023.

DHCD anticipates completion of application reviews by mid-March through April 2023. Notice of funding recommendations should follow in Spring 2023. **Applicants should assume the receipt of approval by ARC Washington by October 1, 2023.** Be aware, if project activities begin prior to ARC Washington approval and contract execution the entire project is at risk of being deemed ineligible. This includes activities funded by match 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 February 15, 2023.** 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
Mr. Duane Miller
P.O. Box 366

Duffield, Virginia 24244
Phone: (276) 431-2206

Cumberland Plateau PDC

Mr. Scott Wampler
P.O. Box 548
Lebanon, Virginia 24266
Phone: (276) 889-1778

Roanoke Valley-Alleghany PDC

Mr. Jeremy Holmes
P. O. Box 2569
Roanoke, Virginia 24010
Phone: (540) 343-4417

Mount Rogers PDC

Mr. Aaron Sizemore
1021 Terrace Drive
Marion, Virginia 24354
Phone: (276) 783-5103

Central Shenandoah PDC

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

New River Valley PDC

Mr. Kevin Byrd
P. O. Box 21
Radford, Virginia 24141
Phone: (540) 639-9313

West Piedmont PDC

Mr. Michael Armbrister
P.O. Box 5268
Martinsville, Virginia 24115
Phone: (276) 638-3987

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 substance abuse and 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 2022-2026 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: Strengthen and diversify the Region’s economy through inclusive economic development strategies and investments in entrepreneurship and business development.

Strategies:

- 1.1 Assist with installation of public infrastructure (water, sewer, broadband) for new business location/expansion and creating jobs for the region.
- 1.2 Support projects that encourage broad-based, regional cooperation and provide increased regional economic growth opportunities.
- 1.3 Support entrepreneurs, cultivate entrepreneurship and diversify existing businesses.

1.4 Support tourism activities that are directly linked to overall regional economic development strategies.

1.5 Encourage the development of telecommunications and other technologies to assist in improving the participation of Appalachian businesses in the international marketplace.

1.6 Coordinate economic development projects with housing production, supporting housing production technology and supporting regional and local pilot projects that increase the supply of affordable housing units.

Virginia ARC Objective II

Develop a healthy, world-class and highly skilled, competitive workforce that is well-educated and appropriately trained for the job market. Invest in community-based ecosystems (housing, health care and childcare) that strengthens economic development efforts.

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

Strategies:

2.1 Coordinate and focus workforce development programs coupled with access to safe and affordable housing to support economic development opportunities.

2.2 Strengthen the delivery of workforce readiness and training programs among the various provider agencies in order to improve business retention, recruitment and expansion.

2.3 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.

2.4 Support efforts that address the opioid and substance abuse crisis.

2.5 Support efforts to initiate and expand early childhood education programs.

2.6 Continue efforts to place doctors and other medical professionals in medically underserved areas through physician and other recruitment programs.

2.7 Support projects, which include wellness and healthcare prevention efforts, such as the use of telemedicine technology.

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 to improve the quality of life.

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

Strategies:

3.1 Support the deployment of broadband infrastructure to enable universal access in unserved areas of the region.

3.2 Encourage strategic, appropriate development along ADHS corridors (industrial parks, commercial development and intermodal transportation).

- 3.3 Capitalize on the Appalachian Development Highway System (ADHS) and its development potential.
- 3.4 Support local access road projects, which would result in job creation or retention opportunities.
- 3.5 Assist water supply and wastewater treatment projects that will support private investment, leading to job creation or retention.
- 3.6 Support the deployment of regional solutions to address water/wastewater infrastructure needs.

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 preserving and investing in the Region’s local, cultural heritage, and natural assets.

Strategies:

- 4.1 Support strategic investments in natural, cultural and heritage resources to advance local economic growth.
- 4.2 Preserve and strengthen existing natural and cultural assets in support of economic opportunities that generate local and regional benefits.
- 4.3 Preserve and strengthen existing natural and cultural assets through strategic investment that advance local and regional benefits.
- 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 enhance collaborative and community-based skills to improve quality of life in Appalachian Virginia.

ARC Goal:

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

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.

Project Type-Specific Application Evaluation

1. Construction Projects

Critical Infrastructure

- a. Promote the productive and strategic use of broadband and other telecommunications infrastructure to increase connectivity and strengthen economic competitiveness.
- b. Ensure that communities have adequate basic infrastructure to implement their community and economic development objectives.
- c. Support the construction and adaptive reuse of business-development sites and public facilities to generate economic growth and revitalize local economies.
- d. Complete the Appalachian Development Highway System and construct local access roads to strengthen links between transportation networks and economic development.
- e. Invest in intermodal transportation planning and infrastructure that builds on the ADHS and maximizes the Region's access to domestic and international markets.

Local Access Roads

The ARDA authorizes the construction of up to 1,400 miles of local access roads that will serve recreational, residential, educational, commercial, or industrial sites, or facilitate a school consolidation program. ARDA Section 201 access road projects must be approved by the Commission, the State Department of Transportation and the Federal Highway Administration. Projects are usually administered by the State Department of Transportation.

Travel and Tourism Area Development

Infrastructure projects related to the travel and tourism industry will be reviewed using the same criteria as that used for all other economic development projects. Proposals to use ARC funds for capital investments in this sector, including construction and acquisition, are not prohibited but will be reviewed stringently. In particular, such projects must be an integral part of a strategic plan for the community and/or region and must meet the highest standards of a cost-benefit analysis as to economic outcomes.

2. Non-Construction Projects

Asset Based Development - Eligible Activities

As we identify the advantages of our Region, four broad opportunities for development become apparent: leveraging our Cultural Assets, our Natural Assets, our Structural Assets, and our Leadership/Community Assets. Each of these assets offer unique avenues for crafting new enterprise and injecting vitality into Appalachian communities. ARC's Regional Initiative on Asset Based Development will support strategies that leverage these assets, including, but not limited to:

Cultural Assets- Building creative economies by capitalizing on traditional arts, culture, and heritage, supporting local entrepreneurs, and attracting visitors. These strategies include the creation of heritage trails, the development of apprenticeship programs, using web-based or

traditional retail venues to market products, as well as showcasing the Region’s music and narrative traditions.

Natural Assets- Opening the beauty of the mountains and rivers by leveraging unique ecological assets and the gateway communities leading there, including white water, fishing, camping trails and rock climbing. Enhancing natural advantage by adding value to the farm by processing specialty food items, fish farming and transitioning to organic products. Getting the most from the Region’s unique and productive hardwood forests by maximizing sustainable timber harvesting and value-added processing.

Structural Assets- Just as we leverage our Region’s natural and cultural assets, we can also turn our community liabilities into opportunities, focusing on such strategies as Brownfield redevelopment, adaptive reuse, and downtown redevelopment. Converting overlooked and underused facilities into industrial parks, business incubators, or educational facilities have shown positive results across Appalachia. The Appalachian Development Highway System is an asset that can be leveraged for economic development as well. Throughout the Region, communities and businesses are integrating development and management practices to leverage what they have – historic buildings, abandoned railroads, scenic by- ways and old mines – to build and enhance economic vitality.

Leadership/Community Assets- Successful development takes place when business, government, nonprofit organizations, and community groups mobilize resources towards a common goal. Promising local leaders and emerging civic entrepreneurs are critical assets for developing—and redeveloping—opportunities in our region. Providing tools and resources for enhancing civic entrepreneurship is often a critical first step to leveraging local assets. Community assets include institutions such as Appalachia’s four-year colleges, research institutions, and two-year community colleges.

Planning Grants- ARC suggests communities employ a roadmap to strategically build on their strengths, researching and structuring initiatives to ensure success when implementing these programs. Communities may begin by mapping their assets, and engage in strategic planning to articulate options and clarify directions. Alternately, if a clear direction has been well crafted, priority activities may involve financing or marketing asset-based initiatives. Activities are eligible at any point along this development path.

APPENDIX A – CAMS

CAMS is DHCD’s online application and grant management system. All 2023 applications for ARC funding must be submitted through CAMS. Access to CAMS can be found here:

<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 organization’s (Unique Entity Identifier) UEI number and federal tax identification number (FEIN). Please allow up to five business days for DHCD to process and approve your registration request.

Please note that in order to register an organization in CAMS, applicants must have an active registration in SAM (System for Award Management). Register in SAM at **www.SAM.gov**.

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 “Appalachian Regional Commission 2023 – Area Development (Construction or Non-Construction)” 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 \$700,000 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 (\$100,000 for regional) 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 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

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 | 36 % | ARC AD |
| | 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 Narrative:
- 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 Narrative:

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

Output/Outcome Narrative:

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

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 – CONSTRUCTION APPLICATION QUESTIONS

Goals & Strategies

- 1) Indicate which of the following five ARC Goals the proposed project will address. See [ARC's 2022-2026 Strategic Plan](#) for a list of ARC's goals and objectives. Select only ONE goal the proposed project will primarily address:
 - a. Building Appalachian Businesses
 - b. Building Appalachia's Workforce Ecosystem
 - c. Building Appalachia's Infrastructure
 - d. Building Regional Culture and Tourism
 - e. Building Community Leaders and Capacity

- 2) Indicate the State Objective to be addressed by the project. Select only ONE State objective based on your ARC goal.
 - a. Promote regional partnerships that support regional economic development, encourage activities that diversify the economic base, and enhance entrepreneurial activities.
 - b. Develop a healthy, world-class and highly skilled, competitive workforce that is well-educated and appropriately trained for the job market, while strengthening ties between economic development drivers and housing partn
 - 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.
Assist communities in the preservation, development, and promotion of natural and cultural assets for local economies and improved quality of life.
 - d. Strengthen current and next-generation local and regional leadership capacity to enhance collaborative and community-based skills to improve quality of life in Appalachian 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 2023 ARC Program Guidelines for additional information on the Goals and Virginia's ARC Objectives and Strategies.

Project Description

- 4) 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 water or sewer service, etc.

- 5) 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.
- 6) Describe how the project addresses the priorities of the local or regional community or economic development strategy or plans and describe efforts to coordinate the project with other area economic development activities.
- 7) Provide a detailed work plan, listing project 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 October 1, 2023) The start date should be projected to be no earlier than October 1, 2023. 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.**
- 8) 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.
- 9) Identify the organization or agency that will own the improvements and provide maintenance for the completed project (*where applicable*). Enter "N/A" if this does not apply.
- 10) Describe any plans for leasing or transferring ownership. Enter "N/A" if this does not apply.
- 11) 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.

Broadband Projects Only

- 12) Discuss in detail which of the two eligible broadband project types this proposal addresses:
 - Planning & Design
 - Deployment
- 13) Discuss in detail how the proposed effort addresses one of the following ARC Broadband 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 leverages private investment, attach letters documenting private-sector funding or job commitments, if available).*

- 14) Describe proposed performance measures for each project activity. Please note that the proposed performance measures and project activities must be measurable. List the expected outputs:

Outputs- Selecting an Output measure from Appendix F, 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 F 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.*

- 15) List the expected outcomes:

Outcomes- Selecting an Outcome measure from Appendix F, 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. See *Appendix F* for examples of Project Outcomes.

- 16) Describe other project benefits likely to result from the project (i.e., positive impact of future economic development activity in the area).

- 17) 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

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.

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

- 18) 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.
- 19) Identify the counties where the proposed project will be based and the counties in the project's entire service area. If the project is not county-wide, identify the census tracts (and economic status, particularly if a Distressed Area) of the project's entire service area. See ARC's County Economic Status tables and map.
- 20) 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. Detailed maps or schematics should show the route of utility systems, diagrams of building sites, and floor plans of buildings to be constructed. Label the map appropriately so that it clearly shows areas that are served versus areas that are unserved or underserved.
- 21) Provide a preliminary engineering report, an architectural report, or a detailed description of all major construction components. Include details, such as linear feet to be constructed, square footage built, acreage served, and timelines for starting and completing each component.
- 22) For projects where energy-efficiency can be improved (in the scope of the project), discuss efforts that may have been made to improve the energy-efficiency and green-building practices of the project, as outlined in ARC's Project Guidelines.
- 23) 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. Describe any plans for leasing or transferring ownership of the property, if applicable.
- 24) Describe any partnerships or collaborations with other local community, state, regional, and federal partners in the development of the proposal. Provide letters of engagement from partner organizations that commit to undertake specific activities in support of the project 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 that 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.

Sustainability and Grantee Capacity

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.

- 26) 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.
- 27) 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.
- 28) 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.*
- 29) 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.
- 30) 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.

- 31) 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. Explain why the project is the most practical, cost effective, and beneficial way to achieve the desired results when compared to other alternatives. **Projects involving construction or renovation of a community facility, tourism facility, hospital, business incubator, commercial kitchen, or similar facilities** should include 5-year pro forma financial projections to demonstrate sustainability. Projections should be prepared by a third party.

Budget Information and Supporting Materials

41) ***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. 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 the grant is awarded, all time should be tracked by actual hours worked for each individual.* **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.**

Include financial audits and utility rate structure information only if they are needed to demonstrate project sustainability. Summarized financial statements or pro forma financial projections are preferred.

42) ***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 the source is a grant or loan, and the status of the funds (i.e., pending, committed, application submitted, 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.). Provide descriptions of specific in-kind resources committed, including the methods used to determine their value.

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.

43) ***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 your project.

APPENDIX D – NON- CONSTRUCTION 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. Building Appalachian Businesses
 - b. Building Appalachia’s Workforce Ecosystem
 - c. Building Appalachia’s Infrastructure
 - d. Building Regional Culture and Tourism
 - e. Building Community Leaders and Capacity

2. Indicate the State Objective to be addressed by the project. Select only ONE State objective based on your ARC goal.
 - a. Promote regional partnerships that support regional economic development, encourage activities that diversify the economic base, and enhance entrepreneurial activities.
 - b. Develop a healthy, world-class and highly skilled, competitive workforce that is well-educated and appropriately trained for the job market, while strengthening ties between economic development drivers and housing partn
 - 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.
Assist communities in the preservation, development, and promotion of natural and cultural assets for local economies and improved quality of life.
 - d. Strengthen current and next-generation local and regional leadership capacity to enhance collaborative and community-based skills to improve quality of life in Appalachian 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 2023 ARC Program Guidelines for additional information on the Goals and Virginia’s ARC Objectives and Strategies.

4. 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 jobs creation, training or education development, employment or health care, etc.

5. 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.

6. 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.
7. Provide a detailed work plan, listing project 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? The start date should be projected to be no earlier than October 1, 2023. 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.**
8. 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.

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

9. Describe proposed performance measures for each project activity. Please note that the proposed performance measures and project activities must be measurable. List the expected outputs:

Outputs-Selecting an Output measure from Appendix F, 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.*

10. List the expected outcomes:

Outcomes- (*Please note that if your project has jobs created/retained or leverages private investment, attach letters documenting private-sector funding or job commitments, if available*). Selecting an Outcome measure from Appendix F, 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. See *Appendix F* for examples of Project Outcomes.

11. List the expected outcomes.
12. Describe other project benefits likely to result from the project (i.e., positive impact of future economic development activity in the area).
13. 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

14. 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.
15. 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.
16. 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.
17. Describe why the location and service areas were selected.
18. 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

19. 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 that 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 needs and demand, discuss any relevant data (including 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.

20. Describe any partnerships or collaborations with other local communities, state, and regional governments in the development of the project proposal. Provide letters of support in the ATTACHMENTS tab.

Sustainability and Grantee Capacity

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.

21. 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.
22. 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.
23. 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.*
24. 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.
25. 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.
26. 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). Explain why the project is the most practical, cost effective, and beneficial way to achieve the desired results when compared to other alternatives.

Budget Information and Supporting Materials

27) ***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.** 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.*

28) ***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 the source is a grant or loan, and the status of the funds (i.e., pending, committed, application submitted, 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.). Provide descriptions of specific in-kind resources committed, including the methods used to determine their value.

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.

If budget includes land or buildings, provide a MAI appraisal or comparable appraisal.

29) ***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 your project.

APPENDIX E – 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.

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 F – PERFORMANCE MEASURES

Stand-Alone Performance Measures

[Stand-alone output measures](#) can be used with any of the outcome measures on the standalone 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 • telecom sites

Paired Performance Measures

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

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

Requirement: The number “improved” (outcome) is always equal to or is a subset of the number “served” (output).