Guide to ARC Project Performance Measures – Business Development Projects

Standalone Measures

Businesses Created *Outcome*	
Definition	The number of new businesses created as a result of an ARC project
Example grant activities	This measure is used for business development projects such as entrepreneurship training, direct technical assistance to entrepreneurs, building sector-based networks of businesses (e.g., value-added agriculture, manufacturing, reusable materials), capital (loans and equity), supporting development of capital programs, providing specialized spaces for entrepreneurs (e.g., incubators, makerspaces, accelerators, etc.).
How might this be measured?	Number of businesses or social enterprises that started as a result of using the programs offered
Typical timeframe	Up to 3 years after grant closeout
Additional guidance	• This measure should only be used for startups, not services to existing businesses within the service territory. You may count the business as new when it is launched. The gold standard would be to count the business when it obtains a license. • When submitting your application, project the number of businesses created during the grant period and in the three years after grant closeout. The post-closeout number will be used for reporting of the grant's projected and final outputs and outcomes.

Jobs Created *Outcome*	
Definition	The number of jobs created (direct hires, excluding construction jobs) as a result of an ARC project
Example grant activities	Technical support involving accounting services and pitch competitions is provided to a business, enabling it to **create jobs**. Angel investor funds are identified and secured to assist a startup business in **creating jobs.**
How might this be measured?	Number of jobs created as a result of the project
Typical timeframe	Up to 3 years after grant closeout
Additional guidance	• The grantee should regularly collect this information from businesses to obtain this data. • Part-time and seasonal jobs should be converted to full-time equivalents.

Jobs Retained
Outcome

Definition	The number of existing jobs that would be lost or relocated if the ARC project were not undertaken
Example grant activities	For example, a business incubation program provides specialized spaces for entrepreneurs and business technical assistance, allowing the entrepreneur to **retain jobs** within the company. A Community Development Finance Institution provides support to a local start-up business, allowing the start-up to **retain jobs**.
How might this be measured?	Number of jobs retained, expressed as full-time equivalents
Typical timeframe	By grant closeout
Additional guidance	• For business development projects*, grant applicants should estimate and track the number of existing jobs that would be at risk without the ARC-funded project. Part-time and seasonal jobs should be converted to full-time equivalents (FTE). • *Most projects require signed letters from the employer(s) verifying the number of FTE jobs to be retained. Business Development projects where the applicant does not have a predetermined list of businesses benefitting from its activities are an exception to this rule.

Leveraged Private Investment
Outcome

Definition	The dollar amount of private-sector financial commitments, outside of project costs that result from an ARC project
Example grant activities	A community development financial institution provides early-stage capital to a startup business via a revolving loan fund.
How might this be measured?	Amount of funding invested by a private funder/lender; amount of outside capital acquired by the business.
Typical timeframe	Up to 3 years after grant closeout
Additional guidance	• Grant applicants should estimate the dollar value of private sector investments that will be made by investors including foundations, banks, and other private-sector investors. • The participating company or companies' new investments may also be counted in this measure (e.g., new equipment, real estate, expansion expenses). • Funding from another local, state, or federal agency may not be counted as part of this measure. • LPI should be tracked on a continual basis to ensure accuracy.

Plans/Reports *Output*	
Definition	The number of plans or reports developed as a result of an ARC project
Example grant activities	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.
How might this be measured?	Number of plans/reports
Typical timeframe	By grant closeout
Additional guidance	• A project plan is not required to lead to full project or program implementation as a next step. • Any report produced may be counted as an output, whether the project moves forward or not.

Revenues Increased—Export *Outcome*	
Definition	The increase in revenue in export sales realized by a business as a result of an ARC project
Example grant activities	Projects that provide export technical assistance such as help in finding international markets, assisting in filling out required US Customs paperwork, and promoting/attending international tradeshows.
How might this be measured?	Increase in annual revenues as a result of increased export revenue. The measure should be tracked separately; however, it may also be used to express whether the project directly improved a business.
Typical timeframe	Up to 3 years after grant closeout
Additional guidance	This measure is typically used for market expansion projects.

Paired Measures

	Businesses Served *Output*	Businesses Improved *Outcome*
Definition	The number of businesses served or impacted by an ARC project	The number of businesses with a measurable improvement as a result of an ARC project

Example grant activities	This includes businesses receiving technical assistance or participating in training, entrepreneurship, export, or other business development and improvement programs. For example:
	1. Business technical assistance: Accounting, coaching, pitch competitions
	2. Business incubation programs: Providing specialized spaces for entrepreneurs along with business technical assistance defined in #1.
	3. Early-stage capital:
	    • Revolving loan funds/Community Development Finance Institutions willing to take a chance on startups
	    • Venture capital funds that take equity in an early-stage business	

	Businesses Served *Output*	Businesses Improved *Outcome*
	• Supporting creation and management of angel investor funds	
How might this be measured?	Number of businesses who used the ARC-funded program	• Number of businesses who experienced improvements as a result of using the ARC-funded program. • Examples of improvements include jobs created, revenue increased, new markets entered, wages increased, new patents submitted and/or secured, and loans and investments secured.
Typical timeframe	By grant closeout	Up to 3 years after grant closeout
Additional guidance	• You should document who attends any training sessions and then separate the participants out to avoid counting them twice. • You also need to track any direct services in the same way.	Grantees should regularly survey beneficiary businesses to obtain data on improvement throughout the life of the project.

	Participants Served *Output*	Participants Improved *Outcome*
Definition	The number of individual participants served or targeted by an ARC project	The number of participants with a measurable improvement as a result of an ARC project
Example grant activities	Training courses designed especially for entrepreneurs and small business owners.	
How might this be measured?	Number of attendees in a training program or at a meeting, workshop, or conference	Individuals who completed a skills course/workshop or learned a new skill
Typical timeframe	By grant closeout	Up to 3 years after grant closeout
Additional guidance	• Use this measure when patients, students, or worker/trainee measures do not apply, as with a leadership program or planning process. • Avoid double-counting participants of training programs versus direct services by documenting who attends each session and then separate the participants out to avoid counting them twice. Track any direct services in the same way.	

	Students Served *Output*	**Students Improved** *Outcome*
Definition	The number of students served by an ARC project	The number of students with a measurable improvement as a result of an ARC project
Example grant activities	Student pitch competitions, student entrepreneurship coursework, student entrepreneurship certificate programs	
How might this be measured?	Number of students served by a program described under example grant activities	Number of students employed after program, number of students working for a startup or organization supporting startups, number of students who win pitch competitions, number of students who complete a certificate program, number of students who start a business
Typical timeframe	By grant closeout	Up to 3 years after grant closeout
Additional guidance	• Avoid duplicative headcounts. • If a student participates in multiple grant activities, they should be counted once in the final performance measures. • "Students" are those who are working towards a diploma or a degree (versus credential/certification program)	