AGENDA

► Introductions
► IEDC Update
► Performance Indicators
► Evidence and Evaluation
► Equity
► Next Steps, Resources and Future Sessions
► Questions?
The Recovery Plan Performance Report must include key performance indicators for the major SLFRF funded projects undertaken by the recipient.

Performance indicators should include both output and outcome measures.

The recipient may report key performance indicators for each project, or may group projects with substantially similar goals and the same outcome measures.

While the initial report will focus heavily on early output goals, recipients must include the related outcome goal for each project and provide updated information on achieving these outcome goals in annual reports.

The first Annual Recovery Plan Performance Report is due from the State of Indiana on July 31, 2022.
Are there clearly-identified metrics, goals or outcomes expected to be achieved if the plan is successfully implemented?

Has the region articulated how the projects are intended to achieve these outcomes?
Treasury Required Performance Indicators

- **Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12):**
  - Number of people or households receiving eviction prevention services (including legal representation)
  - Number of affordable housing units preserved or developed

- **Negative Economic Impacts (EC 2):**
  - Number of workers enrolled in sectoral job training programs
  - Number of workers completing sectoral job training programs
  - Number of people participating in summer youth employment programs

- **Education Assistance (EC 3.1-3.5):**
  - Number of students participating in evidence-based tutoring programs

- **Healthy Childhood Environments (EC 3.6-3.9):**
  - Number of children served by childcare and early learning (pre-school/pre-K/ages 3-5)
  - Number of families served by home visiting
What are Outputs and Outcomes?

Outputs (or “How much did we do?”) represent the amount of a service provided or produced by the project.

- Number of people enrolled in a job training program
- Number of new affordable housing units built
- Number of business retention and expansion visits
- Number of housing counseling clients
- Number of miles of trails built
- Number of early learning slots

Outcomes (or “Is anyone better off?”) represent the ultimate purpose or goal of the project. Outcomes are changes in conditions, circumstances, behaviors, skills, etc. that result from the project.

- Number of new permanent jobs created
- Number of visitors
- Commercial vacancy rate
- Number of business start-ups that survive 1 year
- % of tutoring program participants who advance 1 or more grades in reading
- Sales tax revenue
## Logic Models

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Intermediate Outcomes</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>SLFRF funding</td>
<td>Develop curriculum</td>
<td># of classes offered</td>
<td># and % of participants who successfully complete training</td>
<td># and % of graduates who obtain and maintain employment for 6 months after completion</td>
</tr>
<tr>
<td>Private funding</td>
<td>Hire and orient instructors</td>
<td># of referrals from social services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donated materials</td>
<td>Procure training materials</td>
<td># of people trained</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td>Set up registration &amp; payment system</td>
<td></td>
<td>% of participants who rate training “Excellent”</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Publicize classes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coordinate with social services and corrections</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Examples from READI Plans

All Regional Plans include Measures of Success at the portfolio level. A few include specific Performance Indicators at the project level. Examples:

<table>
<thead>
<tr>
<th>Region</th>
<th>Project</th>
<th>Indicator</th>
<th>Indicator Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>Chessie Corridor Trail</td>
<td># of people using the trail</td>
<td>Outcome</td>
</tr>
<tr>
<td>Indiana Uplands</td>
<td>Indiana AI Accelerator</td>
<td># of new business starts</td>
<td>Outcome</td>
</tr>
<tr>
<td>70-40 Mt. Comfort</td>
<td>Franklin &amp; Washington Redevelopment</td>
<td># of housing units created</td>
<td>Output</td>
</tr>
<tr>
<td>North Central</td>
<td>Turning Point Drop-in Center</td>
<td># of overdose deaths</td>
<td>Outcome</td>
</tr>
<tr>
<td>Southeast</td>
<td>Aurora Riverfront Vision Plan</td>
<td># of visitors</td>
<td>Outcome</td>
</tr>
</tbody>
</table>
Good or Not so Good?

Brand awareness
% population growth
Completion of pre-construction planning
Talent retention
$ of tourism spending
$ invested
Average downtown walkscore
### Sample Standard Project Performance Indicators

<table>
<thead>
<tr>
<th>Project Type</th>
<th>EC</th>
<th>Output</th>
<th>Outcome</th>
<th>Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>3.10</td>
<td>Number of affordable housing units preserved or developed (federal required)</td>
<td>% of new units purchased by households at or below AMI</td>
<td>% of new units purchased by minority households</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>2.7</td>
<td>Number of workers enrolled in sectoral job training program (federal required)</td>
<td>Number of workers completing sectoral job training program (federal required)</td>
<td>Number of minority workers completing sectoral job training program</td>
</tr>
<tr>
<td>Innovation/Entrepreneurship</td>
<td>2.9-2.13</td>
<td>Number of entrepreneurs assisted</td>
<td>Number of new business start-ups; Number of jobs created or retained</td>
<td>Number of minority, women, and disabled-owned business start-ups</td>
</tr>
<tr>
<td>Trails &amp; Parks</td>
<td>2.13</td>
<td>Number of miles of trails built; Number of acres of parkland built or improved</td>
<td>Number of trail users; Number of park visitors</td>
<td>Number of miles of trails built in QCTs; Number of acres of parkland built or improved in QCTs</td>
</tr>
<tr>
<td>Commercial/Mixed Use</td>
<td>2.13</td>
<td>Number of acres/blocks developed or redeveloped</td>
<td>Sales tax revenue</td>
<td>Number of affordable housing units built</td>
</tr>
<tr>
<td>Broadband</td>
<td>5.16-17</td>
<td># of miles of broadband cable installed</td>
<td>% of households with high-speed broadband service</td>
<td>% of households in QCTs with high-speed broadband service</td>
</tr>
</tbody>
</table>
Evidence and Evaluation
Overview of Treasury Guidance

► The Recovery Plan should identify whether SLFRF funds are being used for evidence-based interventions and/or if projects are being evaluated through rigorous program evaluations.
► Recipients must briefly describe the goals of the project and the evidence base for the interventions funded by the project.
► Recipients must specifically identify the dollar amount of project spending that is allocated towards evidence based interventions.
► Recipients are exempt from reporting on evidence-based interventions in cases where a program evaluation is being conducted.
**Strength of Evidence**

**Strong evidence** means that the evidence base can support causal conclusions for the specific program proposed by the applicant with the highest level of confidence. This consists of one or more well-designed and well-implemented experimental studies conducted on the proposed program with positive findings on one or more intended outcomes.

**Moderate evidence** means that there is a reasonably developed evidence base that can support causal conclusions. The evidence base consists of one or more quasi-experimental studies with positive findings on one or more intended outcomes OR two or more nonexperimental studies with positive findings on one or more intended outcomes.

**Preliminary evidence** means that the evidence base can support conclusions about the program’s contribution to observed outcomes. The evidence base consists of at least one nonexperimental study.
# Sources of Evidence

## Results for America Economic Mobility Catalog

### Evidence-based interventions

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Type</th>
<th>Category</th>
<th>Evidence Level</th>
<th>ARP Eligibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult and Dislocated Worker Programs</td>
<td>Strategy</td>
<td>Job placement services, Mentoring, counseling, and case management</td>
<td>Promising (Third-highest tier)</td>
<td>Yes</td>
</tr>
<tr>
<td>Adult reentry programs</td>
<td>Strategy</td>
<td>Re-entry programs</td>
<td>Strong (second-highest tier)</td>
<td>Yes</td>
</tr>
<tr>
<td>Adult vocational training</td>
<td>Strategy</td>
<td>Job placement services, Sector-based skills training</td>
<td>Proven (highest tier)</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Sources of Evidence

Pew Results First Clearinghouse Database

The Pew Results First Initiative created the Results First Clearinghouse Database to provide users with an easy way to access and understand the evidence base for programs in social policy areas such as behavioral health, criminal justice, education, and public health. More specifically, it allows users to see if there have been rigorous evaluations of a program and, if so, to review information on the program’s effectiveness.

The database compiles and displays key information from nine national clearinghouses, including the rating they assigned to each program and the program’s description, outcomes, setting, and target population (where available). It also contains a link back to the program’s original source page on the clearinghouse website so that users can obtain additional details.

Clearinghouses develop this information by reviewing and summarizing rigorous evaluations of programs within their focus area. Then, they assign a rating to each program using their own methodology and terminology (such as top tier, effective, positive, and model).

The database applies color-coding to the clearinghouses’ distinct rating systems, creating a common language that allows users to quickly see where each program falls on a spectrum from negative impact to positive impact. This coding consists of five rating colors that correspond to different levels of impact as shown below.

Legend
- **Highest rated**
  - The program had a positive impact based on the most rigorous evidence.
- **Second-highest rated**
  - The program had a positive impact based on high-quality evidence.
- **Mixed effects**
  - The program had inconsistent impacts based on high-quality evidence. That is, study findings showed a mix of positive impact, no impact, and/or negative impact.
- **No effects**
  - The program had no impact based on high-quality evidence. That is, there was no difference in outcomes between program
### Sources of Evidence

#### National League of Cities ARPA Investment Tracker

<table>
<thead>
<tr>
<th>Local Government</th>
<th>Amount</th>
<th>Spending Group</th>
<th>Spending Subgroup</th>
<th>Project Overview</th>
<th>Treasury Spend Group</th>
<th>Treasury Spend Subgroup</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albuquerque, NM</td>
<td>$7,500,000</td>
<td>Economic And Workforce Development</td>
<td>Small Business</td>
<td>The Small Business + Entrepreneurial Recovery Grant Program is a new economic relief grant program available to local small businesses and non-profits. The $7.5 million program is funded through the American Rescue Plan Act. Applications will open August 4, 2021, for the one-time grants of $10,000 for businesses within Albuquerque city limits negatively impacted by the COVID-19 pandemic that have 50 employees or fewer, and meet other grant criteria.</td>
<td>Negative Economic Impacts</td>
<td>Small Business Economic Assistance (General)</td>
</tr>
<tr>
<td>Anchorage Borough, AK</td>
<td>$56,000</td>
<td>Economic And Workforce Development</td>
<td>Other Economic And Workforce Development</td>
<td>Funds allow for NCE to produce a targeted economic impact study, ecosystem assessment, and set of strategies and policy recommendations to reignite the creative economy and ancillary businesses in Anchorage.</td>
<td>Negative Economic Impacts</td>
<td>Other Economic Support</td>
</tr>
<tr>
<td>Anchorage Borough, AK</td>
<td>$150,000</td>
<td>Economic And Workforce Development</td>
<td>Other Economic And Workforce Development</td>
<td>Provides funding to Anchorage manufacturers that focus on supply chains &amp; logistics efficiency, scaling up and growth through LEAN, and Excellence in E-Commerce. The programming will be delivered via small cohort, high-touch methods that walk the manufacturing business through the implementation of the technical assistance that will reduce costs and increase sales and revenue in a “Do It With You” model. The 4 to 16 week program workshops and individualized technical assistance services (at no cost to the manufacturers) will include: e-commerce programs, Lean services, process improvement, food safety training and certification, and more.</td>
<td>Negative Economic Impacts</td>
<td>Aid to Other Impacted Industries</td>
</tr>
<tr>
<td>Anchorage Borough, AK</td>
<td>$500,000</td>
<td>Economic And Workforce Development</td>
<td>Small Business</td>
<td>Provides business personal property tax relief grants to eligible taxpayers financially impacted by government Emergency Orders and Declarations, as an economic stimulus measure in response to the COVID-19 public health emergency.</td>
<td>Negative Economic Impacts</td>
<td>Small Business Economic Assistance (General)</td>
</tr>
<tr>
<td>Anchorage Borough, AK</td>
<td>$3,000,000</td>
<td>Economic And Workforce Development</td>
<td>Tourism And Hospitality</td>
<td>Provides expanded tourism relief business grants to small businesses experiencing a COVID-19 related hardship includes staffing, product preparation, and marketing to serve tourists/visitors as they begin to travel again.</td>
<td>Negative Economic Impacts</td>
<td>Aid to Tourism, Travel or Hospitality</td>
</tr>
</tbody>
</table>
Sources of Evidence

The Atlas for Cities

Charlemont, MA

Town Builds its own Fiber Network to Increase Broadband Access and Close the Digital Divide

Charlemont, Massachusetts collaborated with its local utility provider to build its own fiber-to-the-home (FTTH) network. The network is meant to incr...

INITIAL COST: $3.5 Million USD
GOV CHAMPION: Broadband Committee

Taxes & User Fees  Economic Development  Systemic Stressors  + 2 more

San Diego, CA

San Diego digitizes permitting and licensing to make it easier for entrepreneurs to open a business

The City of San Diego needed to innovate its permitting and licensing to make it easy for entrepreneurs to grow a small business. By automating the pr...

INITIAL COST: $250 Thousand USD
GOV CHAMPION: Economic Development, Mayor’s office, Development Services

General Fund/Existing Public F...  Economic Development  Small Business  + 4 more
Evidence & Evaluation Go Hand in Hand

► Investing SLFRF funds in evidence-based policies helps ensure that dollars are used efficiently and effectively
► Maximize value of investments by using data and evidence to inform budgetary and programmatic decision making
► Encourages state and local leaders to invest SLFRF funds in most effective programs and policies, leading to improved outcomes for communities served

**ALSO**

► Opportunity to test new strategies, or test strategies in new conditions, and conduct rigorous program evaluations to build evidence on what works, for whom, and how
► Opportunity to build a culture of evidence-based learning and improvement that can far outlast SLFRF funds
IEDC will engage research institutions for statewide evaluation support.

**EVALUATION DIY:**

For projects that don’t meet Treasury’s evidence standard, use logic model to document how the project will lead to outcomes.

Working from the logic model, formulate questions for evaluation to answer. For example:

- Does successful completion of this job training program give the graduate a better chance to gain and maintain employment?
- How much better compared to a similar person who did not complete the training?
- Are the results different based on race? gender? other characteristics?
- What components of the training curriculum are most and least impactful?
- What other variables besides the training impacted the likelihood of gaining and maintaining employment?
Equity Indicators
Treasury Guidance

- Treasury encourages uses of funds that promote strong, equitable growth, including racial equity.
- Recipients must describe efforts to promote equitable outcomes, including how programs were designed with equity in mind, including:
  - Goals
  - Awareness
  - Access and Distribution
  - Outcomes
- Explain how equity strategy translates into funded services and projects in EC 2 (Negative Economic Impacts) and EC 3 (Services to Disproportionately Impacted Communities)
- Update progress toward equity goals in Annual Recovery Plan Performance Report
Steps for Promoting Equitable Outcomes

1. Use Data to Identify Inequities/Disparities
2. Establish Regional Outcome Goals and Indicators
3. Set Targets Using Baselines and Benchmarks
4. Understand the Story Behind the Data
5. Develop Strategies to Promote Equity
6. Select Projects and Track Performance
### Sample Project Evaluation Rubric

<table>
<thead>
<tr>
<th>Rank</th>
<th>Eligibility</th>
<th>Timeline/Feasibility</th>
<th>Alignment with State and Regional Goals</th>
<th>Advances Regionalism</th>
<th>Regional Commitment and Leverage</th>
<th>Economic Impact</th>
<th>Equity Considerations</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Does not meet ARPA guidelines</td>
<td>Project needs reworking. Unsure if funds can be committed by Dec. 2024 and project be completed by Dec. 2026</td>
<td>The project does not align or meets only one state and regional objective</td>
<td>The project benefits are only local</td>
<td>Leverage has not been secured</td>
<td>Project only creates temporary jobs; low ROI</td>
<td>Project does not promote equity or potentially exacerbates inequities</td>
<td>Outcomes of the project are not well defined or measurable</td>
</tr>
<tr>
<td>Med</td>
<td>Likely meets ARPA guidelines</td>
<td>Project needs refining, but confident funds can be committed by Dec. 2024 and project can be completed by Dec. 2026</td>
<td>The project aligns with some state and regional objectives</td>
<td>The project benefits the larger county</td>
<td>Some leverage has been secured</td>
<td>Large-scale temporary jobs with some ongoing impact; creates hard-to-quantify economic value</td>
<td>Project generally promotes equity, but does not achieve specific outcomes</td>
<td>Outcomes of the project are defined but not backed by strong evidence</td>
</tr>
<tr>
<td>High</td>
<td>Clearly meets ARPA Guidelines</td>
<td>Project is feasible, all partners in place, funding will be committed by Dec. 2024 and project will be completed by Dec. 2026</td>
<td>The project aligns with many state and regional objectives</td>
<td>The project benefits 100% of the region</td>
<td>Meets significant leverage (4-1 ratio)</td>
<td>Large-scale permanent impacts; High ROI</td>
<td>Project promotes specific equitable outcomes</td>
<td>Outcomes of the project are clearly defined and backed by strong evidence</td>
</tr>
</tbody>
</table>
Eleven Fifty Academy is driven by the mission to build an ecosystem of tech talent that financially benefits the individual, their employers, and their community. The Academy has specific goals to increase tech talent for three key segments of the population, women, veterans and minorities (underserved populations). The current graduation rates are between 75-85% with direct placement rates between 60-70%, with average starting salaries of $55,000.

**Potential Equity Indicators**

- # of women, veteran and minority graduates
- % of women, veteran and minority participants who graduate
- % of women, veteran and minority participants who obtain and maintain employment for 6 months
- Average % increase in income for women, veteran and minority participants
Equitable Outcomes: Small Business/Entrepreneurship

Region: Southwest

Project: DEI Supply Chain Program

Potential Equity Indicators

► # of underrepresented business startups
► % of underrepresented business startups still operating after 1 year/2 years
► # of jobs created by underrepresented businesses
► % of participating underrepresented businesses that become supply chain eligible
Equitable Outcomes: Housing

Region: Greater Lafayette

Project: A Place to Call Home: Greater Lafayette Regional Residential Development Plan

Being able to offer suitable and affordable housing to attract and retain residents is critical to the Greater Lafayette Region. **The plan is to diversify and increase housing stock by creating over $100M in new private investment for residential growth in the region within 5 years**, including $6M in public works matches. The project will create a “one-stop-shop” for municipalities and developers to access residential development resources and opportunities. This will include a $7M revolving loan fund, a $6M Regional Cultivation Fund, and planning and staffing support to guide communities in the development and financing process. Based on our projections, this program will lead to the development of over 400 new units of housing throughout our region and ensure continued success in new business attraction.

Potential Equity Indicators

- # of new housing units created that are affordable to households at 80% of AMI or below
- Minority homeownership rate
- % of minority households that are housing burdened
Equitable Outcomes: Infrastructure

Region: Indiana Uplands

Project: Utilities Extension to Business Enterprise Park

The Business Enterprise Park (BEP) consists of approximately 550 acres of property directly across Interstate 74 from Honda’s Indiana Auto Plant in Greensburg. This site is one of the region’s most promising economic development opportunities. Because of its proximity to the automaker, the site benefits from significant electric infrastructure running through the parcels, offering significant power capabilities not available in many sites of its size. This offers tremendous opportunities for multiple industrial uses, including data centers.

Through a partnership with Hoosier Energy, the site has been highlighted for its potential as a location for a data center and scored well for both a hyper-center and/or a series of smaller enterprise centers. This evaluation was bolstered by the state’s high-speed transmission fiber that is accessible to the site from Interstate 74. High speed fiber, combined with the site’s abundant power capacity, lead to the BEP being listed as one of the top data center sites in the Hoosier Energy service area.

Potential Equity Indicators

► Contract $s awarded to women, veteran and minority owned businesses

► % of contract $s awarded to women, veteran and minority owned businesses
Next Steps

1) Select projects

2) Develop at least 1 Output and 1 Outcome indicator for each project

3) Add an Equity indicator where applicable

4) Enter indicators into Grants Management Tool
IEDC/EY Support

1. Performance Indicator coaching
2. Standard Performance Indicators for common project types
3. Grants Management Tool
4. Evaluation partnerships with research institutions
Questions?

Thank you for your time!

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