



Showing Impact: Reporting on Federal Funds for Community Development

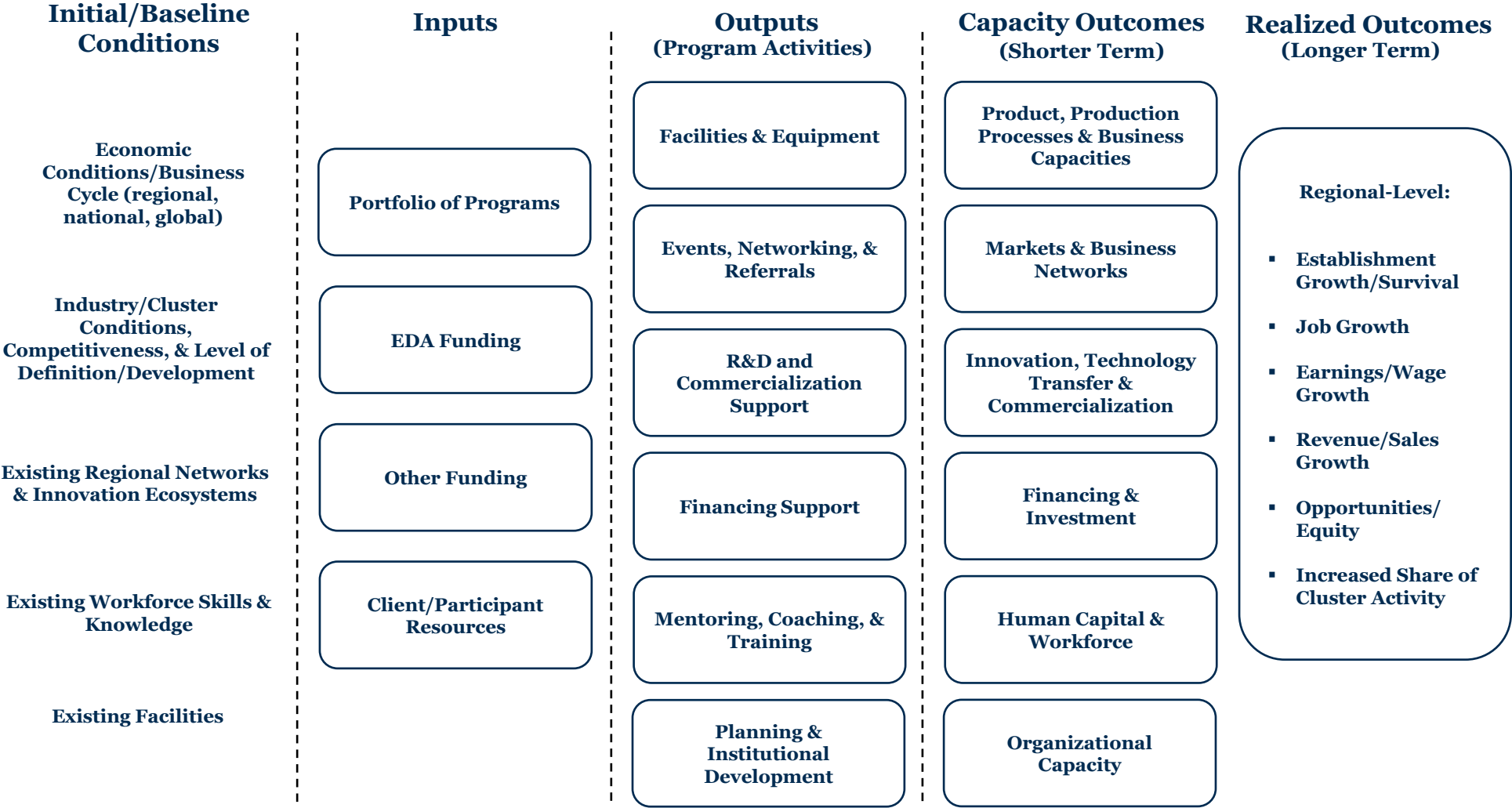


Metrics and Performance Management Process

November 16, 2022

Bryan Borlik, Director - Performance Research and National Technical Assistance

Economic Development Logic Model



- The Economic Development Logic Model was developed in collaboration with SRI International and captures the logical progression of a grant program, from inputs to activities to immediate outcomes and long-term outcomes.
- Within each component of the logic model, different categories of inputs, outputs, and outcomes might occur depending on the program's focus.
- From the Logic Model, EDA and SRI produced three questionnaires: ED-916, ED-917, ED-918



Performance Goal 1 & 2



Performance Goal 1:

Infrastructure investments that promote private investment and job creation in economically distressed communities and regions

Programs:

Public Works, Economic Adjustment Assistance (Construction), and Revolving Loan Funds, including CARES and ARPA

Reporting:

3-, 6-, and 9-year intervals after the investment

Metrics:

Jobs created or retained, and private sector dollars invested in economically distressed regions as a result of EDA's investments

Performance Goal 2

Non-infrastructure investments that build community capacity to achieve and sustain regional competitiveness and economic growth

Programs:

all non-infrastructure programs (including CARES and ARPA)

Reporting:

semiannually for the duration of the period of performance, and annually for five years after award

Metrics:

See slides 4&5

Output Metrics (ED-916)



General Information

Grant Number/Target Beneficiary

Facilities & Equipment:

- Existing & new space & purpose (e.g., maker space/lab);
- Type & value of equipment

Events, Networking Referrals:

- **Type and # of events (showcases/conferences)**
- Focus of events (e.g., workforce development, disaster recovery, GVC)
- Referral type/# of clients

R&D & Commercialization Support

- # Clients assisted w/ technology commercialization or licensing
- # Clients assisted w/ patenting
- # Clients assisted w/coll. agreements
- Type of R & D activities;
- # TAAF recovery plans focused on R&D or commercialization &licensing

Financing Support

- # clients assisted with seed/angel/vc funding
- # clients assisted w/ grant proposals or loan applications
- # clients assisted w/ other types of financial assistance (e.g., contracts)
- # and type of financial assistance appl. by the organization
- # TAAF business recovery plans focused on financing

Mentoring, Coaching & Training

- # training/skill assistance sessions held
- # firms/participants
- **focus of training/skills assistance (e.g., project management, business analytics)**
- role of private sector firms in training
- # bootcamps & accelerators held
- # mentoring/coaching sessions
- type of business assistance provided (e.g, product development or exporting advice)
- # of TAAF business recovery plans to include mentoring/coaching/training

Planning & Institutional Development

- Type of planning/institutional devt. activities (e.g., research, feasibility study, economic impact analysis, etc.)
- **# Outreach events to stakeholders**
- Type of stakeholders
- Type of data tools used
- Consulting or other professional expertise sought.

Capital Challenge Questions

Seed Fund:

- Total target seed fund;
- total amount raised;
- # of fund contributors;
- # of investments in portfolio companies;
- average investment in portfolio companies;
- time horizon for the fund

Angel Network:

- # meetings w/ investors;
- # outreach events;
- #workshops/networking/bootcamps
- # of participants

Planning & Institutional Development/CEDS

Capacity Outcome Metrics

(ED-917/18)



General Information

EDA Grant Number
Number of beneficiaries/clients served over the past year

Product, Production Processes & Business Capacities:

- # of **new products** introduced by clients into the markets;
- Amount (\$) of cost reductions from operational efficiencies;
- Energy and sustainability improvements

Markets & Business networks:

- # of **new customers gained by clients**;
- # of **new professional or business partnerships formed**;
- Type of market strategies developed (e.g., e-commerce, marketing)
- Type of international market strategies developed (e.g., exports, FDI)

Innovation, Technology Transfer & Commercialization:

- # of brought to market/**licensed technologies**;
- # of new patents, copyrights, and trademarks **obtained**;
- # of new patents, copyrights, and trademarks **pending**;
- Optional: **technology readiness levels increase**

Financing & Investment:

- # of **seed stage deals**, angel investments, & early stage venture capital deals ; Sums (\$) of the deals reported (USD);
- # of companies **served** that experienced outcomes (e.g., IPO)
- # and **amount of loans, grants, and/or contracts - non-govt.** sources;
- # and amount of grants/contracts/other funding - **government**

Human Capital & Workforce:

- # of clients' employees/stakeholders new skills;
- Type of **new skills required** (e.g., data analytics)
- # of clients' employees/stakeholders receiving certificates/licenses;
- Type of **outcomes from training/skills** assistance
- New hiring activities (contractors, consultants).

Organizational Capacity:

- Type of organizational strategy/planning tools **created by clients** (e.g., post-disaster recovery)
- Type of strategies for building regional economic resilience (e.g., industry diversification)
- # of clients applying for non-govt. grant for econ. devt. & **amount secured**;
- # of clients applying for govt. grant for econ. devt. & **amount secured**;
- Type of projects under the secured funding.

Jobs, Private Investment, Revenue and New Firms Outcomes:

- Private Investment leveraged by clients;
- Changes in operating revenue reported by clients;
- # and characteristics (size & NAICS) of new firms created;
- # of jobs created and/or retained;
- Average wages/income in the reported jobs

Organizational Capacity: CEDS

- CEDS use for strategies for building economic resilience;
- # and amount secured under CEDS-aligned non-govt. & govt. econ. devt. appl.

Build Back Better Regional Challenge



Build Back Better Regional Challenge (BBBRC)



Description

Cadence

1. Project Progress / Financial Reports

To check progress against goals of each project

- Recurring semi-annually to quarterly

2. Research & Evaluation

Survey the awarded 21 BBBRC coalitions **on a quarterly basis** to better understand outputs and outcomes from their work

- Recurring quarterly

External Metrics to be collected

Each coalition will be asked to report quarterly metrics in 6 macro-categories:

- Accelerate innovation in emerging technologies (e.g., # patents, \$ R&D)
- Help workers access new job opportunities and job training (e.g., # people with upgraded skills, # placements)
- Increase new business growth and entrepreneurial activity (e.g., # of new businesses, \$ private investment)
- Build critical enabling infrastructure (e.g., creation / renovation of new buildings)
- Help businesses adopt new technologies and enter new markets (e.g., # participants in accelerators/testbeds)
- Sustain regional governance (e.g., # of coalitions with bylaws, MOUs, or related documents)

Note: Given that each coalition has a unique set of projects, only some of the metrics above will apply to each group

Good Jobs Challenge



Good Job Challenge (GJC)



Description

Cadence

Progress Reports

- Track grantees' progression through program phases

- Collected semi-annually

Workforce Survey

- Grantees will complete a workforce survey, separated into two parts for system lead entities and training providers.
- EDA and EDA's research grantee, Research Improving People's Lives (RIPL), will assess impacts of the GJC grantees on program participants.

- System lead entity reoccurring every six months
- Training providers reoccurring every three months

External Metrics to be collected via the Workforce Survey

- **Number of Participants Enrolled**
 - **Goal:** Participants are enrolling at the rate identified in the grantee's implementation plans
- **Wraparound Services Provided**
 - **Goal:** Grantees are providing wraparound services, which will result in increased participant completion rates
- **Training Completion Rate**
 - **Goal:** Participants are completing training at the rate identified in grantees' applications
- **Job Placements**
 - **Goal:** Grantees are on pace with the placements as identified in their implementation plans
- **Wage Increases**
 - **Goal:** Participants are reporting increases in wages as a result of participating in the program
- **Impacts on Underserved Populations and Geographies**
 - **Goal:** Participants are meeting placement and wage gains by population as outlined in grantee proposals

Additional Resources



Links

EDA's Performance Page [Link](#)

Provides an overview of EDA's performance goals and data collection processes

EDA Questionnaires [ED-915](#) [ED-916](#) [ED-917](#) [ED-918](#)

PDFs are EDA's questionnaires. Note: These PDFs include ALL questions. The 916/917/918 forms are collected through Qualtrics and include branching logic that should minimize the number of questions you need to respond to based on the award

EDA Data Collection Processes [Link](#)

Provides a significant number of additional resources, beyond this presentation, for EDA's data collection instruments and processes, including logic model walk throughs and program specific webinars

American Rescue Plan Research Overview [Link](#)

Build Back Better Regional Challenge - [Purdue University](#) and [Brookings Metro](#)

Good Jobs Challenge - [Research Improving People's Lives \(RIPL\)](#)

Thank You

For more information, please visit:

<https://www.eda.gov/performance/gpra> or contact bborlik@eda.gov



SHOWING IMPACT: REPORTING ON FEDERAL FUNDS FOR COMMUNITY DEVELOPMENT

*CT'S Defense Manufacturing Community
Digital Model Initiative*

*Carmen Molina-Rios,
CT Dept. of Economic & Community Development*

DEFENSE MANUFACTURING COMMUNITY SUPPORT PROGRAM (DMCSP)



The DMCSP is designed **to support long-term community investments that strengthen national security, innovation, and expand the capabilities of the defense manufacturing industrial ecosystem.**

Department of Defense, OLDCC established a program to designate and support consortiums as defense manufacturing communities to strengthen the national security industrial base.

CT DEFENSE MANUFACTURING COMMUNITY CONSORTIUM

GOVERNMENT



MILITARY



ASSOCIATION



INDUSTRY



TECHNOLOGY ADOPTION



EDUCATION



CT DEFENSE MFG. DIGITAL MODEL INITIATIVE OVERVIEW

- Project Period: 09.1.2020 - 08.31.22
- Award Recipient: State of CT DECD
- OLDCC Funding: \$1,400,000
- State Match: \$350,000
- Total Project: \$1,750,000
- Partners Involved: Federal/State Government, Academia, Industry (OEM, 6 Suppliers), Non-Profits, Technology Experts
- Focus:
 - Industry Driven Program - developing capabilities to utilize the advantage of Model Based Definition (MBD), Cybersecurity and I4.0 Readiness Assessments
 - Aerospace & Defense Advanced Manufacturing
 - Technology Adoption & Workforce Development





SUPPLIER ADOPTION

Six defense supply chain companies successfully completed the pilot program, which was evidenced by their ability to produce a part with a compliant digital inspection record.



WORKFORCE DEVELOPMENT

Training and educational resources were created and shared through a digital guide.



DIGITAL PLAYBOOK

The guide-book contains broad lessons learned and best practices for use by the CT defense supply chain in the adoption of MBD.

OUTPUTS & PROGRAM DELIVERABLES

DESIRED OUTCOMES & IMPACTS

U.S. DEPARTMENT OF DEFENSE DESIRED OUTCOME

- Driving Value by supporting readiness and modernization
- DoD has revised MIL-STD-31000 to include the use of Model-Based Definition, with the goal of producing defense-related products **faster, better, and cheaper**.
- Under the new standard, using unannotated and undefined features will no longer be allowed for suppliers that want to participate in DoD Next Generation programs.

PROGRAM IMPACT

- Program Data suggests that suppliers adopting MBD technologies and processes can reduce processing time by 80%,. This occurs when recreating files are eliminated. Also, when validating and in-process modeling become part of a nimble enterprise, giving companies a distinct competitive edge!



PERFORMANCE METRICS

INPUTS



OUTPUTS



OUTCOMES



INPUTS

Leveraged Resources

Investment

Sectoral Focus

Funding Leveraged

Partners involved

Workforce Development

Business Assistance

Industry

\$350,000

(15) Partner Organizations

\$350,000

\$1,400,000

Aerospace and Defense Advanced Manufacturing Program (Model Based Definition, Cybersecurity, & I4.0 Business Readiness Assessment)

OUTPUTS: BUSINESS ASSISTANCE (PROCESS/SUPPLY CHAIN ENHANCEMENT)

Performance Metric

Description

Procurement Cost Reductions

Procurement Cost Efficiencies

Cybersecurity Capabilities/Capacity Building

Market Diversification

Product Development/Improvement

SMM Engagement

New Technology Adoption

of Case Studies

Toolkit/Playbook/Roadmap

Webinars/Workshops

Marketing & Communications Tools

Companies Assisted

OUTPUTS: WORKFORCE DEVELOPMENT

Performance Metric

Description

Skills Gap Analysis / Workforce Planning

Career Pathway Development/Mapping

Internships/ Apprenticeships

Incumbent workforce training/ Upskilling

Stackable Credentials

K-12 Engagement

Dislocated Worker Training

Career Awareness Activities

Curriculum Development

of Case Studies

Toolkit/Playbook/Roadmap

Webinars/Workshops

Marketing & Communications Tools

Companies Assisted

OUTCOMES & IMPACTS

Impact Area 1: Business Assistance (Process / Supply Chain Enhancements)

Amount of procurement cost reduced (\$)

Amount of time and days reduced in
procurement process

**Number of industries with increased
cybersecurity maturity levels**

Number of new defense technologies/products
developed

**Number of existing defense
technologies/products improved**

Number of new SMMs assisted to enter the
defense sector

Number of New Businesses Incubated

Impact Area 1: Workforce Development

Number of Defense Manufacturing Jobs
created

Number of defense Manufacturing jobs
saved



Industry Continued Engagement



Ecosystem Partners MBD Agenda
Aligned



Sustainability: Value Add Long Term Vision,
Plan & Leveraged Resources

CT DMI
SUCCESS FACTORS

THANK YOU

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Showing Impact: Reporting on Federal Funds for Community Development Workforce Development System Outcome Measures

*Tim Griffith, Senior Research Associate, CREC
November 16, 2022*

Workforce Innovation and Opportunity Act (WIOA)

- WIOA enacted on July 22, 2014 (predecessor was Workforce Investment Act)
- Designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy
- WIOA requires states to strategically align their core workforce development programs to coordinate the needs of both job seekers and employers through combined four-year state plans
- U.S. Departments of Labor (DOL), Education (ED), and Health and Human Services oversee state and local service delivery
- **WIOA promotes accountability and transparency through negotiated common performance goals and measures**

Source: <https://www.dol.gov/agencies/eta/wioa>

WIOA Performance Indicators and Measures

- Section 116 of WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served by the workforce development system's six core programs.
 - Adult
 - Dislocated Worker
 - Youth programs
 - Adult Education and Family Literacy Act (AEFLA) program (Administered by ED)
 - Employment Service program
 - Vocational Rehabilitation (VR) program (Administered by ED)
- WIOA requires all States and direct grantees of the Departments to collect and report information on all the participants served

Source: <https://www.dol.gov/agencies/eta/performance/performance-indicators>

WIOA Performance Indicators and Measures

Primary Indicators of Performance	Description
Employment Rate (2 nd Quarter after Exit)	% of participants who are in unsubsidized employment
Employment Rate (4 th Quarter after Exit)	% of participants who are in unsubsidized employment
Median Earnings (2nd Quarter after Exit)	Median earnings of participants who are in unsubsidized employment



Source: <https://www.dol.gov/agencies/eta/performance/performance-indicators>

WIOA Performance Indicators and Measures

Primary Indicators of Performance	Description
Credential Attainment (1-year after Exit)	% of those participants enrolled in an education or training program who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program
Measurable Skill Gains	% of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.



Source: <https://www.dol.gov/agencies/eta/performance/performance-indicators>

WIOA Performance Indicators and Measures

Primary Indicators of Performance	Description
Retention with Same Employer (forthcoming)	% of participants with wage records who exited the program and were employed by the same employer in the second and fourth quarters after exiting the program



Source: <https://www.dol.gov/agencies/eta/performance/performance-indicators>

Common Evaluation Measures of Workforce Programs

- Long history of rigorous impact evaluations of education, training, and employment service programs
- DOL's Clearinghouse for Labor Evaluation and Research & HHS' Pathways to Work Evidence Clearinghouse provide syntheses of workforce interventions by outcomes:
 - Earnings and wages
 - Education and skill gains
 - Employment
 - Public benefit receipt
 - Education and training completion
- Largely track to core WIOA measures as these are seen as the primary goals for workforce programs
- **Benefit of using this framework for showing impact:** uses established infrastructure for reporting performance of workforce programs and allows comparison across different programs.

Sources: <https://clear.dol.gov/study-database>;
<https://pathwaystowork.acf.hhs.gov/find-interventions>

Incorporating Job Quality Measures

- Impact of the pandemic placed increased focus on not just whether people were employed but also on whether it was a “quality job”
- Recent efforts to develop definitions and frameworks for quality jobs and how to measure them:
 - [Measuring Job Quality \(Urban Institute\)](#)
 - [The Job Quality Measurement Initiative \(Families and Workers Fund\)](#)
 - [Job Quality Toolkit \(U.S. Department of Commerce\)](#)
- Goes beyond traditional approach of assessing workforce programs simply by employment and wage outcomes
- Consider additional measures beyond wages and earnings such as:
 - Access to benefits and leave
 - Hours and scheduling
 - Worker voice and autonomy
 - Job security
 - Working conditions
 - Skill & career advancement



Q&A