

ACTIVITY 1

Community Long-Term Goals

The community's long-term goals are the foundation for all projects. The following exercise will help you define long-term goals that provide a framework for project development.

Describe the community's long-term goal(s):

Where can your community long-term goals be found? (E.g. Comprehensive plan, strategic plan, mission statement, etc.)

ACTIVITY 2

Community Conditions List

Write the Long Term Community Goal that was identified in the previous activity here:

List the barriers, gaps or challenges that stand in the way of reaching the long-term community goal.

From the list above, which one barrier, gap or challenge could your project address. Write your one choice from the list above here.

ACTIVITY 3

Community Conditions Questionnaire

This exercise will help you clearly define the Current Community Condition(s)/barriers your project will be addressing. Answer the questions below about your community.

Describe the community that participated in identifying the condition(s) that stand in the way of long-term goal achievement.

What community members are impacted by the condition(s) (if different from the community defined above)?

Using the answers above, write out your current community condition.

What evidence do you have to show this condition is a barrier to achieving a long-term community goal?

What created this condition?

What responsibility does your tribe or organization have for addressing the condition?

Based on the responses to these questions, state the Current Community Condition:

ACTIVITY 4

Determine the Project Goal

Fill out the information requested below:

Describe the community's project idea.

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Describe your intended target community.

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Write a project goal statement that will address the condition and bring the community closer to reaching the project goal.

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ACTIVITY 5

Draft The Objective Using SMART

Using the SMART format, draft one project objective.

Does your objective have:	Answer: Yes or No
Specific results described?	
Measurable changes in the community condition?	
Achievability with the time and resources available?	
Relevancy to the project?	
Timeframe with a deadline?	

If your objective does not fit the SMART format, go back and revise it!

ACTIVITY 6

Identifying Well-Written Objectives

For each of the well-written objectives below, use the table to identify the TTIP formatting:

1. By the end of 36 months, there will be a 50% increase in fitness levels achieved by 200 of our high school students ages 13-18.	
What was the Timeline?	
What was the Target?	
What was the Indicator?	
What was the Population?	

2. Of the 972 households in our community, 400 will participate in a community-based recycling program with 45% demonstrating ongoing, responsible, waste disposal by the end of year two.	
What was the Timeline?	
What was the Target?	
What was the Indicator?	
What was the Population?	

Now, find the best objective(s) below. (Check all that apply)

Two teachers will receive teacher certification.

By the end of the project, 60 data input operators will increase their marketable skills, with a minimum of 30 being hired at local data centers in our region.

The Ojibwe language department will develop K–3 language curriculum materials as measured by the development of 20 new curriculum items in each category by the end of Year 2.

By the end of the project, 10 Tribal Ordinances will have been developed.

During the first project year, the Ojibwe Tribe will have trained and certified 6 elders on classroom procedure requirements, with a minimum of four being placed in Tribal classrooms.

A training workshop will be held for 50 people.

ACTIVITY 7
Identify your Outcomes

Write your Objective:

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Now determine the outcomes associated with achieving this objective:

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Now choose a primary outcome:

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ACTIVITY 8 Project Outcome Tracker

Using the Project Goal, Objective, and Primary Outcome you identified earlier in this manual, fill in your Project Outcome Tracker:

Project Outcome Tracker							
Project Goal:							
Objective:							
Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Yr Post
Outputs:							

ACTIVITY 9

Draft your OWP

For this activity, fill out the blank OWP below. Insert the Project Title, Project Goal, Project Year, Objective and Outcome into the OWP form; these were created in the earlier section activities.

Develop the milestone activities to accompany your objectives. Next to each milestone activity include the outputs this activity will produce along with the Project Staff. Sequence each of the activities in the order in which they will be initiated by assigning the Start Date. Next determine the timeframe necessary to complete the activity and give it an End Date. Be sure to allow enough time for each activity. It is better to overestimate than underestimate time required!

Project Title:			Project Year:	
Project Goal:				
Objective:				
Outcome:				
Milestone Activities	Outputs	Project Staff	Start Date	End Date
1		Lead:		
		Support:		
2		Lead:		
		Support:		
3		Lead:		
		Support:		
4		Lead:		
		Support:		
5		Lead:		
		Support:		
6		Lead:		
		Support:		
7		Lead:		
		Support:		
8		Lead:		
		Support:		
9		Lead:		
		Support:		

ACTIVITY 10

Determine your Internal/External Resources

List resources available inside your organization, village or community (internal resources).

Resource	Benefit to Potential Project	Cost/Value (\$)
Human		
Programs/Services		
Facility/Equipment/Goods		
Other		

ACTIVITY 10 (Cont.)

Determine your Internal/External Resources

List resources available **outside** your organization, village or community (internal resources).

Resource	Benefit to Potential Project	Cost/Value (\$)
Human		
Programs/Services		
Facility/Equipment/Goods		
Other		

ACTIVITY 11

Identifying a Project Approach

What is your project concept?
What are the project goals and objectives?
What existing assets/resources are available from your organization and from outside your organization?
Are there existing projects/programs that could be used as a model?
What organizational capacity will be needed to carry out the project?
Based on this information , summarize the intended Project Approach:
Describe the community support and ownership for this project:

ACTIVITY 12

Conduct an Organizational Capacity Analysis

Go back to your organization and conduct an assessment to analyze and evaluate the organizational and financial management structures you have in place; focus on any gaps.

Examples to Consider: Data Collection, Policies and Procedures (i.e.: hiring, purchasing, work related travel, separation of duties, records retention), Program Management Systems.

Organizational Structures	Updates/Changes Needed

Financial Structures	Updates/Changes Needed

ACTIVITY 13

Draft a Contingency Plan

Now create a contingency plan for your project. Remember to address each of the three main areas of concern: staffing, partnerships and participants.

Staffing
Activity:
Challenge:
Contingency Plan:
Partnership
Activity:
Challenge:
Contingency Plan:
Participants
Activity:
Challenge:
Contingency Plan:
Other
Activity:
Challenge:
Contingency Plan:

ACTIVITY 14

Develop your Sustainability Strategy

What outcomes and activities of your project will be sustained? Create bullet points and possible future costs. This can be the start to your new Sustainability Strategy.

Sustainability Types	Outcomes or Activities Sustained	Costs
Institutionalization		
Leveraged Resources		
Program Income		
Programmatic Funding		
Increased Capacity		

ACTIVITY 15

Identify the Financial Needs

Using the OWP you created in the previous activities, fill out the following charts to help determine your this financial needs.

Write down your project objective:

What staff will you need to accomplish the project as designed?

Position	Responsibilities	Percentage of time dedicated to project (e.g., 100%, 50%?)	Estimated cost (base this on their current salaries)

What out-of-area travel do you anticipate needing for this project?

Travel Destination	Purpose of the travel	Anticipated number of days	Estimated cost (use the GSA's travel rates or your organization's travel rates)

Are there any special supplies that will be needed?

Supply	Purpose	Quantity Needed	Estimated Cost

What are some of the project-specific cost areas for your project?

Other Cost Areas	Purpose	Quantity	Estimated Cost

ACTIVITY 16

The Budget

Thinking about your project approach, Objective Work Plan, and the cost estimate, develop a line-item budget and a narrative budget justification which explain how estimated costs relate to the project approach. This is a good exercise to ensure that your budget costs are reasonable, relevant, and justified in supporting the project approach.

Line Item Budget for Year ____ (create budget for each year)			
Category	Federal Share	Non-Federal Share (20% Total Project Cost)	Total
Personnel			
Project Director			
Admin. Asst.			
Personnel 1			
Personnel Total			
Fringe Benefits			
FICA			
Unemployment Tax (FUTA)			
State Unemployment Tax (SUTA)			
Retirement			
Worker's Comp - varies			
Health Insurance			
Fringe Total			
Travel			
Post Award Training - Mandatory Year One Only			
Grantee Meeting - Mandatory each year			
Training Location 1			
Travel Total			
Equipment			
Equipment Total			
Supplies			
Supplies Total			

Contractual			
Contractual Total			
Other			
Office Space			
Local Travel			
Consultant			
Consultant Travel			
Consultant Travel			
Consultant Travel			
Other Total			
Budget Subtotal			
Indirect Costs/Indirect Rate:			
Budget Total			

Budget Justification for Year ____ (create justification for each year)				
Category	Federal Share	Non-Federal Share (20% Total Project Cost)	Justification	
Personnel				
Personnel Total				
Fringe Benefits				
FICA ____%			Social Security / Medicare	
FUTA ____%			Federal Unemployment Tax	
SUTA ____%			State Unemployment Tax	
Retirement ____%			Retirement Program Contribution for all FT/PT eligible employees	
Worker's Comp - varies			Workman's Compensation Insurance	
Health Insurance ____%			Health / Dental / Vision benefits contribution for all FT/PT eligible employees	
Other				
Fringe Total				
Travel				
ANA Post Award Training - Mandatory Year One Only			Cost (x) Per Person Airfare Lodging M&IE	Parking Mileage Taxi/Shuttle
ANA Grantee Meeting - Mandatory each year			Cost (x) Per Person Airfare Lodging M&IE	Parking Mileage Taxi/Shuttle
Training Location 1			Cost (x) Per Person Airfare Lodging M&IE	Parking Mileage Taxi/Shuttle

			Cost (x) Per Person Airfare Lodging M&IE	Parking Mileage Taxi/Shuttle
			Cost (x) Per Person Airfare Lodging M&IE	Parking Mileage Taxi/Shuttle
Travel Total				
Equipment				
Equipment Total				
Supplies				
Supplies Total				
Contractual				
Contractual Total				
Other				
Consultant			Basic Scope & Cost per unit	
Consultant Travel			Cost (x) Per Person Airfare Lodging M&IE	Parking Mileage Taxi/Shuttle
Local Travel			Cost (x) Per Person Mileage	Parking
Other Total				
Budget Subtotal				
IDC			IDC Rate or 10% de Minimus rate per 45 CFR Part 75	
Budget Total				