





Pre-Application Training

Developed by the ANA Regional T/TA Centers Pacific Region • Alaska Region • Western Region • Eastern Region Welcome to

Training Day 2 of 3

Approach

- ▶ Long-Term Community Goal
- Current Community Condition
- Project Goal
- TTIP Objectives
- Outcomes and Indicators
- Outputs
- Outcome Tracker and Outcome Tracking Strategy (0-7)
- Community Based Strategy (0-10)
- Readiness & Implementation Strategy (0-20)
- Objective Work Plan (0-15)

Organizational Capacity

Budget & Budget Justification

- Line-Item Budget
- Budget Narrative



Outcome Tracker and Outcome Tracking Strategy

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Approach

NOFO Section V.1

Outcome Tracker and Outcome Tracking Strategy (0-7 points)

- 10. The application sufficiently includes an outcome tracker that shows logical connections between the long-term community goal, current community condition, project goal, objectives, outcomes, indicators, and outputs.
- 11. The application fully identifies an accurate and viable means for measuring each indicator, which can be effectively and consistently used to assess progress.
- 12. The outcome tracker includes rational targets for the required points in time (baseline, end of each project year, end of project period, 3 years post project period) which are supported by the means for measurement.
- 13. The proposal identifies an appropriate plan including staffing, effective data management systems, and an organizational process that will successfully utilize data to inform and improve program quality.

Example Outcome Tracker

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Pine Creek Co-op Outcome Tracker

Long-Term Community Goal:

To enjoy year-round food security in the community with access to affordable, locally grown nutritious food.

Current Community Condition:

The community imports 95% of its produce, and the costs are the highest in the state. A community survey confirms that members are not able to purchase produce as much as they'd need to sustain healthy diets for their families.

Project Goal:

To increase food security for community members.

Objective: By the end of the 36th month (timeframe), community members (population) will increase their purchases of locally grown food (indicator) by 50% (target).

Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Yr Post
Increase in food security through increased accessibility of locally grown produce.	Increased purchases of affordable, locally- grown food	Percentage increase of sales transactions at weekly Farmer's market. Community members and purchase amount information will be collected by Point of Sale software.	0	15%	35%	50%	60%

Example Outcome Tracker: EMI

Appendix I, Page 195

Our Language Is Who We Are Outcome Tracker

Long-term Community Goal: All Deer Creek Potawatomi Community members will be fluent in their Native language.

Current Community Condition: Only 5% of Deer Creek Tribal members are fluent in our language and new learners have limited language learning resources.

Project Goal: Develop Potawatomi language resources specific to Deer Creek and a cadre of language speakers who are interested in becoming language instructors and leaders for the Deer Creek Potawatomi Community.

Objective: By the end of the 36th project month (timeline), 14 project participants between the ages of 18 to 60 years of age (population) will have attended 1800 hours of immersion language instruction with a minimum of 7 participants (50%) (target) increasing their language skills to a medium/ high level proficiency (indicator).

Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Yr Post Project
Seven (50%) of the Deer Creek members who participate in the project will have reached medium to high levels of Potawatomi proficiency and become certificated advanced 2nd language speakers of the Deer Creek Potawatomi	Increased language skills to a medium/ high level of proficiency.	Individual language assessments of project participants will be completed twice a year.	Zero to minimal language skills	Low Medium Level	Medium Level	High Medium to High Level	High Level

Outputs: 14 Deer Creek member project participants will receive a minimum of 600 hours of immersion language instruction per year from a first speaker. 14 Deer Creek member project participants will complete yearly bi-annual language assessments and receive modified immersion classes to address language deficiencies and strengthen their language skills.

ACTIVITY

Outcome Tracking

(Project Na	me) Outcome Ti	racker					
Long-Term	Community Goa	al:					
Current Cor	mmunity Condit	ion:					
Project Goa	l:						
Objective:							
Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Yr Post
Outputs:							

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Outcome Tracker

See Manual Page 65

- Means of Measurement: What method will be used to measure the change of the objective?
- **Baseline:** What is the starting point for the variable being measured?
- Benchmarks: What is the estimated change in the variable each year?

Outcome Tracker Activity

[Project Name] Outcome Tracker							
Long-Term Community	Long-Term Community Goal:						
Current Community Condition:							
Project Goal:							
Objective:							
Primary Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	Project Year 3	3-Yr Post Project
Outputs							
Outputs							

Approach

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Outcome Tracker and Outcome Tracking Strategy

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- 13. The proposal identifies an appropriate plan including staffing, effective data management systems, and an organizational process that will successfully utilize data to inform and improve program quality.

Outcome Tracking Strategy: Addressing the Elements

Details on data needed in the Outcome Tracking Strategy narrative

- What data for/in the Outcome Tracker will be collected
- How often data for the Outcome Tracker will be collected
- How and Who will manage the data
- Who will collect and analyze the data
- Systems or Tools to be used (and/or developed) to capture and store the data
- > How data will be used during the project and in the future

* If you are collecting sensitive data on project participants, describe the protocols to be used to ensure that the information is securely maintained and not shared.

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ACTIVITY

Outcome Tracking Strategy

Describe the details of the outcome tracking plan for the project using the list above.

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Outcome Tracking Strategy

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- What types of data will be collected?
- How often will data be collected?
- Who will collect and analyze data?
- What systems/tools will be used to capture and store data?
- How will data be used now and in the future?



Community-Based Strategy

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Community-Based Strategy (0-10 points)

- 14. The application documents how the community and/or the target population to be served was involved in developing the project (e.g., stakeholder meeting agendas, sign-in sheets, surveys, focus group notes, etc.).
- 15. The application clearly demonstrates that the applicant organization has a connection to the community to be served including the ability to directly work with the project participants/beneficiaries.
- 16. The application clearly documents on-going outreach activities to maintain community awareness throughout the project's implementation.

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Community-Based Strategy: Addressing the Element

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- A. Describe the community to be served by the project
- B. Describe how the community to be served provided feedback/input during project development (LTCG, Current Community Condition, Project Goal & Design)
 - What process was used?
 - Who was involved?
- C. Attach documentation in the appendix
 - Meeting Minutes
 - Sign-in Sheets
 - Summary of Surveys, Virtual Meetings

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Evidence of Community	Type of <u>INPUT</u>	Who was Involved	Process(es) used for Involvement	Documentation to attach to the application (suggested
Input	Survey Outreach for Long-term Community Goal	Entire Community 200 respondents	Paper surveys in our high-traffic offices Electronic survey linked in all publications	Blank survey Summary of survey results
	Community Meeting with Interested Community Members for Current Community Condition and Project Goal Identification	35 Community Members ~10 Elders ~5 Youth	Announcements made on local radio, newspaper and on website	Meeting Minutes Agenda Sign-in sheets
	Focus Group with Target Beneficiaries to Design Project Approach	5 Elders 4 Farmers 10 Farmers Market Shoppers	Outreach at Farmer's Market Initial focus group Follow up focus groups	Summary from focus groups Sign-in sheets Agenda and notes

Community-Based Strategy: Addressing the Element

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- D. Describe the working history your organization has with the community to be served
- E. Describe past-experience with similar project participants/beneficiaries
 - What were your successes/challenges?
 - How did past-experience prepare you to work with the proposed participants/beneficiaries?

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Connection to the Community to be Served

The Pine Creek Farmers' Co-op has been operating a weekly farmers' market in our community for more than 8 years. Our Co-op is made up of farmers, business owners, and volunteers who are members of the Pine Creek Tribe. This project proposes to work with 4 rural farmers who have already committed to implementing new farming technologies that will increase production. In the past, the Co-op has worked with these same farmers, Future Farmers of America, local 4-H and cultural practitioners to meld traditional growing practices with modern methodology.

Community-Based Strategy: Addressing the Element

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- F. Describe a Communication Plan that will inform the community of the project's progress. Include a description of the following:
 - What kind of information will be shared
 - Sector of the community to receive information (target audience)
 - How information will be disseminated
 - Who will be responsible for creating & disseminating content
 - Timeframe for completing each outreach activity

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) ovelening e	Pine Creek Co-	op Communie	cation Outreach	Plan		
eveloping a ommunication	Message or Purpose	Target Audience	Media	Responsible for Creation	Responsible for Dissemination	Timeframe
n	Award Announcement	Community- wide	Press Release to Radio, Website and Newsletter	Project Director	Communication Team	October 1-14, 2021
	Volunteer Recruitment	Community- wide	Social Media Newsletter Website	Project Director Farmers	Communication Team	August 2021
	Quarterly Project Updates	Community- wide	Newsletter	Project Director	Communication Team	Quarterly – 2021- 2022
	Announce New Pricing	Community- wide	Press Release to Radio, Website and Newsletter	Project Director	Communication Team	Last year of project starting March 2022

ACTIVITY Community-Based Strategy

Use the table below to outline the narrative for this element.

Type of Project	Who was involved	Process(es) used for Involvement	Documentation to attach to the application (suggested)

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Community-Based Strategy

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- Use the table to outline your narrative.
- Are there different projects you're considering? Can they be combined in your ANA proposal?
- Define who gave input, how input was gathered, and documented evidence.



Readiness and Implementation Strategy

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Addressing the Elements

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Readiness and Implementation Strategy (0-20 points)

- The application fully describes existing, available, and tangible resources and services that are committed to the project such as meeting space, equipment, supplies, curriculum, licenses, permits, etc.
- The application details a plan to obtain resources such as supplies, equipment, curriculum, licenses, permits, and contracted services needed to support successful project implementation.
- The application's narrative describes how milestone activities and the resulting outputs will be achieved to demonstrate a fully developed implementation plan.

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Follow these five steps:

- 1. Determine what resources and services are necessary for project implementation.
- 2. Establish which resources and services are available within the Tribe/Organization
- 3. Describe the available resources and services and their benefit they bring to the project and why they are necessary.
- Determine which resources and services are needed from outside the Tribe/Organization; the source they will be obtained from (partners, suppliers); and the cost/value.
- 5. Describe when and how the outside resources and services will be obtained; the benefit they bring to the project and why they are necessary.

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Assessing Required Resources and Services

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Available	Obtain	Resource/Service	Source	Cost/Value \$
х		Office Space for Project Director	Со-ор	\$750/mo.
Х		4 Farm Sites	4 Farmers	\$4,000/mo.
	х	4 Greenhouses	Factory Direct Greenhouses	\$ 20,000/ea.
Х		Farming Equipment	4 Farmers	\$5,000/yr.
	х	Farming Technology Supplies (Hydroponics equipment, Heirloom seeds, Organic farming supplies)	Various	\$30,000
	х	Signage Supplies for Market	Home Depot	\$1,000

Use this table as the basis for your narrative

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Addressing the Elements

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Readiness and Implementation Strategy (0-20 points)

- 17. The application fully describes existing, available, and tangible resources and services that are committed to the project such as meeting space, equipment, supplies, curriculum, licenses, permits, etc.
- 18. The application details a plan to obtain resources such as supplies, equipment, curriculum, licenses, permits, and contracted services needed to support successful project implementation.

Describe the implementation of your OWP.

19. The application's narrative describes how milestone activities and the resulting outputs will be achieved to demonstrate a fully developed implementation plan.

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Milestone Activities - Narrative Description

Milestone Activities are stepping-stones to Objectives:

- Do NOT just copy/paste your work plan.
- Provide the reasoning and methodology behind selecting each specific activity.
- Flesh out the detailed tasks that lead to completing each milestone activity.
- Understand how the milestones relate to outputs.

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Milestone Activities – Narrative Example

	1	
Milestone Activities	Outputs	Reasoning and Methodology
1. Hire Staff	3 staff hired; HR documentation	This critical activity ensures project activities move forward. Current staff do not have the necessary experience to monitor project progress, therefore we will hire community members with the required qualifications (see attached job descriptions). Upon receipt of the award, the PCFMC will announce the three vacancies in our newsletter, on our website, and on major job boards. We'll also post flyers on bulletin boards in all Tribal business departments in order to reach the widest array of potential candidates. The job board is also seen by our local college graduates who use this in their job search. Applicants will be vetted and interviewed based on the job descriptions' required skills. The project director and steering committee will make the final hiring decision to ensure there is community oversight in project implementation.
2. Admin Activity: Staff Orientation	3 staff oriented; Signed handbooks	This activity ensures that all staff are up to date on project activities and expectations. Orientation will take place during the project kick-off and will involve the steering committee members. The kick-off will include a tour of the farms and workspace as well as a review of the Objective Work Plan. It will be critical in keeping all key stakeholders and staff on the same page and moving forward together as a team.
3. And so on		

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Addressing the Elements

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Readiness and Implementation Strategy (0-20 points)

- The application provides a detailed recruitment, selection, and retention process for project participants.
- The application addresses project sustainability, which should include identification of resources, staff, and/or partners that are necessary to ensure that positive outcomes are achieved by the project will be sustained.
- The application appropriately cites potential obstacles and challenges to project implementation such as staffing, partnerships, participant recruitment, or other issues that will impede progress. The application includes specific strategies that will be used to address these challenges.

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Describe your recruitment, selection, and retention process.

- What kinds of participants are you recruiting?
- Where will you find your participants?
- What screening/selection process will you use?
- How will participants be retained?

If the project doesn't need to recruit participants or volunteers, note it, so reviewers don't think it was omitted.

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Addressing the Elements

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Readiness and Implementation Strategy (0-20 points)

- The application provides a detailed recruitment, selection, and retention process for project participants.
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Common sustainability strategies include:

- Routinization or Institutionalization: any or all project activities that will be incorporated into an organization's operation.
- Increased Capacity: where the organization has new capability to facilitate outcomes.
- Partnerships: which partner(s) will take over any or all parts of the project after funding ends.
- Leveraged Resources: partner or community contributions to ongoing operations (usually in-kind with reciprocal benefits).
- Generating Program Income: how the income will continue the project in part or in whole.
- Grant Funds: which potential state, federal and philanthropic funders that will be targeted.

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Sustainability Plan Narrative Example

The Co-op will maintain the partnerships with the 4 farmers, and each of the farmers will continue to use and maintain the greenhouses and hydroponic systems put in place to maintain affordability and to increase the selection of fruits and vegetables available to the community. The profits from sales will allow the Co-op to keep the Agricultural Coordinator on staff at least part time. Lastly, during the latter half of the project a funding plan will be developed with a focus on USDA grants and loan funding, which will allow for an expansion of staff, training and other new technologies.

dentify:	Describe how outcome will be sustained:
Resources	
Staff	
Partnerships	

Sustainability Plan

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- Use the table to outline your sustainability plan.
- Identify resources, staff, and/or partners necessary to sustain outcomes.
- Describe a strategy to sustain each.

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Sustainability Plan Activity

Objective:	
Routinization:	
Increased Capacity:	
Partnerships:	
Leveraged Resources:	
Program Income:	

Addressing the Elements

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Readiness and Implementation Strategy (0-20 points)

- The application provides a detailed recruitment, selection, and retention process for project participants.
- The application addresses project sustainability, which should include identification of resources, staff, and/or partners that are necessary to ensure that positive outcomes are achieved by the project will be sustained.
- The application appropriately cites potential obstacles and challenges to project implementation such as staffing, partnerships, participant recruitment, or other issues that will impede progress. The application includes specific strategies that will be used to address these challenges.

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Make contingency plans for potential obstacles and challenges

- All projects will experience challenges at some point during the life of the project.
- Acknowledge those most likely to occur and provide a contingency or backup plan to address them.

These challenges are generally outside the control of project management and are not resolved by every day standard operating practices.

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Contingency Planning

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Challenge	Solution
Late Hiring	Describe how start-up activities will be implemented and by whom until project staff are in place. Be sure to include the acting individual's qualifications.
Staff Turnover	Describe who will step in to continue implementing project activities until new project staff is hired. Be sure to include the acting individual's qualifications.
Partnership Falls Through	Describe other partners that can be brought in to accomplish the same activities as the original partner and their availability. If the partnership is contributing to the Non-Federal Share (Match) describe how the match obligation will be met.
Participant Recruitment/ Retention - Low	Describe the plan to recruit more participants during the budget period (year) and/or what incentives will be used to increase retention.
Other (weather-related delays, shipping delays, etc.)	Describe alternate dates for conducting activities or how some activities can be shifted around to accommodate the delays.

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COVID Contingencies

- How long might the effects of the pandemic linger?
- Provide virtual or socially distanced alternatives to in-person activities.
- Provide alternatives to travel.



Solution	

Contingency Planning

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- Use the table to outline your contingency plan.
- Describe solutions to common and project-specific challenges
- Include COVID contingencies.

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For Language Projects - P&M / EMI

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Readiness and Implementation Strategy

- 25/26. The application includes a plan for the preservation of the products of the Native American language project for the benefit of future generations of Native Americans, and also describes the opportunities to share language materials and methods with other Native American language communities.
 - 27. [EMI only] The application narrative describes a plan for parental engagement, including classes in a Native American language for parents or guardians of enrolled students.

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Objective Work Plan (OWP)

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Approach

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Objective Work Plan (OWP) (0-15 points)

- The OWP serves as a standalone document for project implementation that aligns with the narrative and provides details about the how, when, and by whom, activities will be completed.
- The milestone activities in the OWP are relevant and lead to the achievement of each objective.
- Outputs in the OWP demonstrate progression and are logical results of the successful completion of milestone activities within the proposed timeframe.

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OWP Word Document Form

OMB Control Number 0970-0452 Expires 9/30/2023

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A. Use the OMB-Approved form

Objective Work Plan (OWP)

	Object	ive work rian (Owr)			
Project Title:					
Project Goal:					
Project Year:					
Objective # _:					
Outcome					
	Activities	Outputs	Project Staff	Start	End
				Date	Date
1					
2					L
2					1
					1
3					ļ
3					
3 4					

The Paperwork Reduction Act of 1995: Public reporting bunden for this collection of information is estimated to average 3 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently vidid OMB number.

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OWP Fillable Form

Online, fillable PDF version of the OWP

				-
				-
[
Outputs	Project Staff	Start Date	End Date]
				+
				_
		Add Ot	ojective	1
				-
				_
				1
1				1
Outputs	Project Staff	Date	Date	
				+
		Add Ot	piective	1
			Outputs Project Staff Date	Add Objective

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Three Ways to Obtain the OWP Form

MS Word version (.docx) (recommended) can be downloaded from ANA's website: <u>https://www.acf.hhs.gov/ana/training-</u> technical-assistance/objective-work-plan

- Grants.gov PDF (fillable) version of the OWP form can be downloaded from the Grants.gov, SF-424 Family page: https://www.grants.gov/web/grants/forms/sf-424-family.html
- Workspace online version, embedded in the online Grants.gov Workspace application package.

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How many OWPs are needed?

	Year 1	Year 2	Year 3
Objective 1	х	х	x
Objective 2	х	х	х
Objective 3	х	х	x

How many OWPs are needed?

	Year 1	Year 2	Year 3
Objective 1	X		
Objective 2		х	х
Objective 3			x

Build your Objective Work Plan (OWP) before writing the Approach narrative

- ▶ The OWP is a blueprint for project implementation
- The OWP will outline what you will want to describe in your project narrative
- You will need to submit one OWP for each budget year of an objective
- List a maximum of 25 key activities

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OWP: Addressing the Elements

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Start-Up Activities Include:

- Office Set-Up
- Recruit & Hire Staff
- Solidify Partnerships (MOUs, Commitments, etc.)
- Initiate Outreach Plan
 - Recruit & Enroll Project Participants
 - Recruit Volunteers

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Example: Start-Up Activities

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Activities	Outputs	Project Staff	Start Date	End Date
 Hire Agricultural Coordinator Vet job description (HR), and post Screen, interview & select candidate 	Signed job offer Staff file with hiring documents (W4, benefits form, etc.)	Project Director, HR Admin Asst	9/30/2021	12/30/2021
 2. Initiate Community Communication Plan for Year 1 press release about award/introduce project recruitment of community participants on social media 	Press Release	Project Director Communication Team	9/30/2021	10/30/2021
3. Finalize MOUs with the 4 local farmers.	4 MOUs	Project Director Agricultural	10/30/2021	11/30/2021

Example: Proj	ect-Specific Activ	vities		
 Farming Innovations Trainings a. Install and set-up greenhouse b. Install and set-up hydroponics c. Organic/Non GMO methods d. Raised bed methods e. Track produce output f. Track produce cost 	Sign-in sheets Meeting Minutes	Project Director Agricultural Coordinator Admin Asst	11/30/2021	07/29/2022
 Farming Innovations Implementation a. Install and set-up greenhouse b. Install and set-up hydroponics c. Organic/Non GMO methods d. Raised bed methods 	4 greenhouses 4 hydroponic systems 4 raised bed systems Organic / Non GMO practices established	Project Director Agricultural Coordinator 4 Farmers	12/30/2021	08/29/2022
6 . Recruit Greenhouse Volunteers	Ads in: Social Media Newsletter Website	Project Director Communication Team	08/01/2022	9/29/2022

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OWP: Addressing the Elements

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Administrative Activities are required and placed at the end of <u>one</u> objective for each project year and include:

- Project staff orientation
- Establish federal system account & official grant file
- Post Award Training (1st year of project only)
- Grantee Meeting
- Data collection and evaluation
- Reporting (OPR, SF-425, DPM)

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Example: Administrative Activities

ADMINISTRATIVE: Implement Outcome Tracking Strategy	Data Collection Protocols Data Collection Tools	Project Director All Staff	9/30/2021	9/29/2022
Design spreadsheets, databases, purchase software Collect data at regularly scheduled intervals Analyze data quarterly	Data Analysis Quarterly Reports			
ADMINISTRATIVE: Reporting (ANA Bi-annual and Annual, PMS Quarterly/Bi-annual/Annual)	OPR, FSR, etc. reports submitted	Project Director Financial Manager	9/30/2021	9/29/2022
ADMINISTRATIVE: Attend ANA Post Award Training	Staff development Travel expense documentation	Project Director Financial Manager	11/1/2021	01/30/2022
ADMINISTRATIVE: Attend ANA Grantee Meeting	Staff development Travel expense documentation	Project Director Proj Coordinator	02/01/2022	02/28/2022





	Work Plan (OWP)			
Project Title: Project Goal: Project Year:				
Objective #_:				
Outcome				
Activities	Outputs	Project Staff	Start Date	End Date
1			Dure	
a				
2				
3				

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Objective Work Plan

See Manual Pp 73-74

- Use the MS Word handout
- List start up and programmatic activities for one objective.
- Include outputs, staff, and start and end dates for each activity.





