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Application Toolkit

Developed by the ANA Regional T/TA Centers

Alaska Region • Eastern Region • Pacific Region • Western Region

About the cover photo:
Wabikon Lake in Forest County, WI near the Forest County Potawatomi

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Executive Summary

The ANA Application Toolkit was designed to assist applicants in developing their grant applications to the Administration for Native Americans.

The Toolkit is broken down into six sections, three of which align with the sections of the ANA application project description: Approach, Organizational Capacity and finally Budget and Budget Justification. The fourth section pertains to the Language NOFO differences. The fifth section provides tools and tips to support preparing and submitting the application. The sixth section provides a pre-submission checklist to help you finalize your application for submission.

In addition to the six sections of this document, applicants can find a wealth of valuable templates, examples, and worksheets embedded in the ANA Application Toolkit PDF portfolio. If you have difficulty accessing these valuable resources, especially the ANA-recommend Line-Item Budget and Budget Justification Template, please contact your regional T/TA Center using the contact info on the previous page.

Each project description section may contain one or more of the following:

- Tools which are activities and templates to assist you with writing that section of the application.
- Examples of the section that the tool was designed to help you develop.
- Tips to help you with writing the section being discussed.

Detailed below are the contents of each section.

Section 1: Approach. The Approach is the largest section of the application. Tools to help you develop your Approach have been split into three sections. Part one is the ANA project framework (long-term community goal, current community condition, project goals, objectives, outputs, outcomes and indicators, outcome tracker and outcome tracking strategies) and part two is community based and implementation strategies. The final section of the Approach is the Objective Work Plan (OWP). The OWP is now considered part of the Approach section of the application project description. Details are provided on the creation of an Objective Work Plan and shows the changes to the form which incorporate the related to the outcomes, and milestone activities. The Word template with a valid OMB number can be used instead of the Grants.gov Workspace form.

Section 2: Organizational Capacity. This is the section where you talk about your project staffing and their qualifications. You will also include your organizational structure, internal policies and processes, and experience managing Federal funds.

Section 3: Budget. This section provides a tool for developing your line-item budget and budget justification. The tool is an Excel spreadsheet that you can use to articulate your line-item budget in the ANA-recommended table format, including proper Federal and Non-Federal Share columns and the required Object Class Categories. Embedded Excel formulas help you to auto-sum totals and sub-totals and automatically transfer line items to the budget justification sheet, where you can enter narrative descriptions to justify the math and significance for each line item. There is also an example of a budget and budget justification.

Section 4: Language Grant Variations. There are a few unique elements in both Language grants: Preservation and Maintenance and Esther Martinez Immersion. In this section we point out the differences in each grant type.

Section 5: Getting Your Application Together. This section contains tips to assist you in preparing and submitting the application. They include:

1. Tips on how to prepare your application files for submission in Grants.gov, and
2. Tips on submitting the application packet in Grants.gov.

Section 6: Application Checklist and Calendar. The final section will provide a detailed checklist to review and ensure that all necessary components for your application are ready to submit.

Throughout this document, you will find evaluation criteria elements presented in a two-column table format. The first column provides each criterion for a specific criterion element (from Section V.1 of the NOFO). The second column provides some information about addressing the evaluation element (detailed in Section IV.2 of the NOFO). Finally, the paragraph below the table provides a paraphrased example. In order to make the examples easier to follow, we have placed a project description example in the appendices. We recommend using this appendix to get a better sense of how the paraphrased examples fit into the narrative flow and context of the sample project used throughout this Toolkit.

Section 1:
Approach

Part One: ANA Project Framework

ANA has added instructions to reviewers at the beginning of each of the three parts of the project description in Section V.1. of the Notice of Funding Opportunity (NOFOs) Those instructions are at the beginning of each corresponding part discussed in this toolkit. It is important to be familiar with these instructions when addressing the evaluation criteria. The instructions for the entire Approach sections states:

> *This section of the review criterion includes all components of the Approach to implement the project. Reviewers will evaluate if the proposed Approach is feasible, effective, community-based, and will successfully achieve intended outcomes. In reaching their conclusions, reviewers will consider the degree to which the following narrative elements are well thought out, well designed, and well described.*

The ANA Project Framework is intended to outline the project in a way that focuses on achievable and measurable project outcomes that lead to a long-term community goal. The ANA Project Framework includes a long-term community goal, current community condition, project goal, objectives, outcomes and indicators, and outputs. Together, these components relate a specific project goal back to the long-term community goal, defines targets for project achievement, and provides structure to measure project outcomes. The ANA Project Framework demonstrates a logical relationship that connects all concepts.

TIPS:

An important factor while developing the approach is to be careful of "scope creep". Scope creep happens when the project is trying to solve too many community concerns with one project and the scope of the project expands too much to be achieved feasibly with the resources and time available.

Be consistent when presenting information in several places in the application. Don't paraphrase; instead, copy, cut, and paste information such as the project goal, objectives, outputs, outcomes, and community condition in forms and the narrative. You may not be able to repeat a full description in every section of the proposal; however, you can refer to the page that the full description is on. There will always be some repetition. To cut down on that, refer to the first instance of the information you are talking about. For example, "We have identified five outputs for Objective 1 found on page 25 of the narrative below."

The first part of our ANA Framework is:

A. Long-term Community Goal

NOFO Element	Element Definition
1. The application identifies a long-term community goal and demonstrates the proposed project is relevant to the achievement of the long-term community goal.	Long-term goals are ideal conditions in such areas as health care, household income, education and employment, etc., that the community wants to achieve. A description of how the community was involved in long-term goal development should accompany information on the goals or a goal.

Element Example:
The long-term goal this project will address is **"All community members will have employment opportunities to secure long-term, living-wage jobs."** Members of the Oatfield community selected this long-term goal to be the focus of this application at a November 19, 2017 public hearing. (See Appendix "A" Community Sign in and survey documentation) because they felt that work to accomplish this goal also will help achieve another priority long-term goal: "Increase all household incomes to the area median income."

TIP:
The Long Term Goal describes where you want to be if your community was in its ideal state. It is critical to document community involvement in determining your long term community goal. Remember to look to your community's current strategic plan, if you have one.

B. Current Community Condition

NOFO Element	Element Definition
2. The application clearly provides one current community condition that is addressed by the scope of the proposed project.	The current "community condition" is a measurable barrier that stands in the way of reaching the long-term goal. It is a condition that currently exists in the community. It is not a "need for" or "lack of" something. Do not use either of these phrases in describing the current condition.

Element Example:
The condition that this project will address is: **"Parents have an unemployment rate of 41%."** This rate for parents is 10 percent higher than the general unemployment rate for our community and 4 times (400%) higher than the national average.

NOFO Element	Element Definition
3. The application effectively provides baseline information about the project's current community condition.	A baseline provides a point to measure the change that will occur in the current community condition as a result of project implementation.

Element Example:
To identify this condition, Kloshe conducted a survey of 563 community members in 2018 who came to us for assistance in a variety of program areas. We also held 6 community meetings attended by 847 community members (See Appendix A Community Sign-in and Survey Documentation). Nearly 50% of the community members who participated in the 6 meetings we held indicated that unemployment was the most serious problem in our community. Three hundred eighty-three (383) of the community members coming to us for services agreed that unemployment was the biggest barrier to self-sufficiency for themselves. Two hundred ninety-seven (297) of these community members were parents.

TIP:
The statement of current community conditions that the project will address should include a specific and current description of the nature, scope, and severity of the barriers that are the project's focus. The current community condition is where your community is at right now. It is a snapshot of the here and now. Use local supporting data; clearly define the population affected and who would be targeted for this project.

C. Project Goal

NOFO Element	Element Definition
4. The application clearly demonstrates that the project goal specifically relates to the purpose of the NOFO as described in Section I. Program Description, Program Purpose.	The "project goal" describes the improved condition that will be in place at the project's completion. That improved condition can describe a reduction of the community condition described above or an increased ability to reduce or eliminate that condition.

Element Example:
Our project goal is **to place unemployed parents in permanent living wage jobs**.

TIP:
When writing the Project Goal, try to include the relevant groups affected by the project. Use words like decrease, deliver, develop, establish, improve, increase, produce and provide. It is important that you relate your project goal to the purpose of the NOFO you are addressing.

D. Objectives

NOFO Element	Element Definition
5. The application sufficiently identifies one to three objectives that effectively describes a measurable achievement with all components of TTIP (Target, Timeline, Indicator, and Population). No more than three objectives are included in the application.	Objectives are statements of positive measurable changes that will help accomplish the project goal. ANA currently requires use of the "TTIP" format in constructing objectives. Each objective must contain: • Timeline: a time by which the objective will be achieved • Target: a measurement for the intended amount of change • Indicator: a measurable sign that something has been done or been achieved • Population: a specific group on which the program is intending to focus The objectives in the element example are labeled for easy identification of each part of the objective: Timeline, Target, Population and Indicator. ANA allows up to 3 objectives to be used in a project application.

Element Example:
By the end of the project's 24th month (timeline) 12 (target) of the 28 unemployed parents enrolled in the Kloshe Roofer On-the-Job Training Initiative (population) will be employed in permanent jobs with wages equal to or greater than the median Oatfield income (indicator).

NOFO Element	Element Definition
6. All objectives lead to the achievement of the project goal.	Each project objective must relate to one primary outcome and lead to the achievement of the project goal. The project objectives describe a change that brings the community closer to addressing the current community condition.

Element Example:
In working to achieve these objectives, the project will lead to the project goal of "placing unemployed parents in permanent living wage jobs" by improving upon the current condition of "parents in our community having an unemployment rate of 41%".

Reminder: ANA only allows a maximum of 3 Objectives per project. It depends on your project design on how you will use them. Objectives can span the total project period or can be accomplished within a specific time period within the project period.

TIP:
Your TTIP Objectives will become a good narrative for a grant reviewer and then, once funded, your Project Manager. ANA allows up to 3 TTIP objectives. Each of your objectives should only include one timeline, one target, one indicator, and one population descriptor. An important aspect of TTIP is that the Target and the Indicator should be tied together. A common mistake is to tie the Target to Population.

E. Outcome and Indicator

NOFO Element	Element Definition
7. The application describes one primary outcome per objective in a way that aligns and demonstrates what will be changed as a result of achieving the objective.	An outcome is a positive, measured change. The change reduces or eliminates the community condition that the project is designed to alleviate.

Element Example:
The outcome (positive measurable change in the target population) is 12 unemployed parents will access permanent jobs with wages equal to or greater than the average family of 4 wage in Oatfield ($53,250).

TIP:
You can highlight the Indicator for each Objective if it helps you to determine the Outcome based on that Indicator. Review the outcome(s) and ask yourself if there is a logical connection between the Project Goal, the Objective and its corresponding Outcome. If not, go back and revise.

NOFO Element	Element Definition
8. The application clearly provides one indicator per primary outcome that illustrates how the project will track progress towards the primary outcome.	Each objective should have exactly one [primary] outcome and exactly one [primary] indicator. In our example, the... objective's indicator is employment. The target for that indicator is 12. The indicator is what will be measured and the target is expected increase.

Element Example:
The indicator for the objective is unemployed community member parents who become employed. The positive measurable change created by the objective (outcome) is employment of 12 unemployed community members.

NOFO Element	Element Definition
9. The application describes each objective's resulting outputs (products and/or services) and their relevance to the project.	Outputs are measurable products (including services) that are created by an objective. Outputs can become useful assets for a community. However, outputs alone will not address a current community condition. Outcomes and indicators demonstrate how the lives of community members will improve; do not replace either with an output.

Element Example:

Objective 1 Outputs:

- 28 unemployed parent trainees enrolled in this project component;
- 28 OJT roofer contracts for training of roofers and 50% of salaries;
- 10 subsidized day care positions;
- 18 roofer trainee tool kits
- 12 trainees complete apprenticeships.

TIP:
Outputs are the tangible products of each Objective. Outputs are directly tied to your activities for each Objective.

NOFO Element	Element Definition
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.	An Outcome Tracker is a visual presentation of key project components. Complete an Outcome Tracker for each project objective (the long-term community goal, current community condition, project goal, objectives, outcomes, indicators, and outputs). Use the Tracker's construction to build and confirm your awareness of the connections between each of the project elements in the display. Revise the presentation of elements that don't fit with other elements of the project's design.

Element Example:
The Outcome Tracker Example is presented in the table on page 17. It contains the information called for under this element.

NOFO Element	Element Definition
11. The application fully identifies an accurate and viable means for measuring each indicator, which can be effectively and consistently used to assess progress.	Provide a clear description of how positive changes in indicators will be measured. That measurement does not have to involve quantifications. An indicator for a language project can be movement on a "Language Scale" from one level to a higher level. Many of the projects we develop which focus on changes in behavior or capabilities also can have indicators that describe levels of capability or behavior. Measuring positive change in projects that focus on indicators that can't be "quantified" can be done using indicators in which changes will be measured by scales or pre and post testing.

Element Example:
The indicator for the objective is unemployed community member parents who become employed. The positive measurable change created by the objective (outcome) is employment of 12 unemployed community members.

NOFO Element	Element Definition
12. The outcome tracker includes rational targets for the required points in time (baseline, end of each project year, end of project period, and 3-year post-project period) that are supported by the means for measurement.	The baseline that is displayed on the Outcome Tracker form can reflect the "current community condition" presented earlier in the project description. If the current condition in this project had stated "Forty-seven of the sixty-one households with children are unemployed," the baseline displayed on Outcome Tracker would be 14. (Fourteen of the homes with children already have a parent in the work force.) When planning outcomes for project objectives collaborate with staff who will be involved with project implementation. Use their knowledge of project operations to set realistic outcomes (targets that describe levels of change in indicators).

Element Example:

The Outcome Tracker Example is presented below in the table on page 17. It contains the information called for under this element.

Project Outcome Tracker							
Long-Term Community Goal: All community members will have employment opportunities to secure long-term, living-wage jobs.							
Current Community Condition: Parents in our community have an unemployment rate of 41%							
Project Goal: To place unemployed parents in permanent living-wage jobs.							
Objective: By the end of the project's 24th month, 12 of the 28 unemployed parents enrolled in the Kloshe Roofer On the Job Training Initiative will be employed in permanent jobs with wages equal to or greater than the median Oatfield income.							
Outcome	**Indicator**	**Means of Measurement**	**Baseline**	**Project Year 1**	**Project Year 2**	**End of Project**	**3-Yr Post**
12 unemployed parents will access permanent jobs with wages that equal median Oatfield income.	Number of unemployed parents now employed as roofers with wages that equal or exceed the median income.	Document of each participant's full-time, permanent employment at median wage.	0	2	12	12	18
Outputs: 28 trainees enrolled; 28 OJT roofer contracts for training roofers at 50% of salaries; 10 subsidized day care positions; 28 roofer trainee tool kits; at least 12 trainees completed apprenticeships.							

TIPS:

This form is specific to ANA and TTIP Objectives.

Make sure the framework information (long-term goal, current community condition, project goal, objective, outputs, outcomes and indicator) asked for in the Tracker matches the element in your narrative above verbatim.

NOFO Element	Element Definition
13. The proposal identifies an appropriate outcome tracking strategy plan that includes staffing, effective data management systems, and an organizational process that will successfully utilize data to inform and improve program quality.	A discussion of which staff will be responsible for data tracking and analysis should also include information on who will receive that analysis and how it will be used. In this project, the Project Director (PD) has that set of responsibilities. A copy of the fields that are in the Assessment Matrix that will be used in that process is in the project narrative.

Element Example:
The Project Director will be responsible for data collection and analysis. His work at Eastern Washington University and the State of Montana involved developing and tracking data for use in project assessment and evaluation. Information used in assessing this project's effectiveness will be collected, reviewed and presented within the framework of each project objective. This information includes the collection and review of classroom performance pre- and post-testing collected at the beginning and end of each session, instructor observations collected bi-weekly after each meeting, participant feedback and interviews also collected bi-weekly, training completion and degree certifications recorded upon receipt, as well as employment records reported upon placement to demonstrate movement towards project outcomes. The Outreach Coordinator will also collect feedback on a quarterly basis from project partners that are needed for the evaluation. Information from partners, beneficiaries and the community also will come from Steering Committee members. This information will be held electronically in our MS Access Database as well as held in physical files kept within a secure cabinet in the PD's office which is locked when not occupied.

The PD will review and analyze this information quarterly in order to make any appropriate improvements to the project. And will do this by determining success in carrying out the project outcomes, outputs and activities through the use of the following matrix for evaluating how well the project is moving toward the project goal.

TIP:
Explain the flow and connection to the data you will gather. Describe the tools to be used for collecting your data, who will analyze it for you, who will compile and report on it, and how you will use it to benefit your organization.

Matrix Template

Activity	Output(s)	Progress Toward Completion	Data Source	Comments
Activity 1				
Activity 2				
Activity 3				
Outcome	**Progress Toward Completion**	**Challenges**	**Participant Satisfaction**	**Comments**

Part Two: Community/Implementation Strategies

F. Community-Based Strategy

NOFO Element	Element Definition
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.).	Engage representatives from the community, beneficiary population (when identified), partner organizations, staff and community leaders in project development. Ensure they bring recommendations from their constituents and report on project options being considered. Carry out and document community surveys, meetings and gatherings of the community and the project's beneficiary population that were part of the planning process. Ensure community involvement continues to take an active part throughout the process.

Element Example:
Unemployed parents were part of the Focus Group used in planning this project. Sign-in sheets for Focus Groups are included in the "Community Participation Appendix" A of this application. We have identified the unemployed parents on the Focus Groups by printing "UP" by their names. Focus Group minutes also are in that appendix.

Surveys, community meetings and focus groups provided us with information to use in structuring the project.

We created a Project Steering Committee to ensure community members were involved in project design. The Steering Committee includes representation from project beneficiaries, community members, staff, representatives from partner organizations and organizational leadership.

TIP:
Reviewers do not know your community or how you are going to implement your project; be specific, clear, and concise when writing your narrative.

NOFO Element	Element Definition
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.	Describe the historic and current connection between your organization and the community. Include details on how the organization is structured to keep connected to the community at an organizational level as well as its work with community members who are engaged in this project.

Element Example:
Kloshe began as a community center with a board that was self-selected. When Kloshe reorganized itself as an Indian Community Action Program in 1968, we changed our board composition to meet requirements that were associated with that designation.

The Steering Committee has played a critical role in the project design process. Steering Committee members who represent subsets of the community will convey information and recommendation on project design elements and planned features from their community members to Steering Committee meetings, share that information and recommendations with other Committee members advocate for their community subset's recommendations and then take information back to the community on project design decisions.

Of the 12 members on the ICAP board, one-third were representatives of tribal elected officials, one-third were low-income members of the native community and one-third were from native non-profits serving the low-income native community. Kloshe still maintains that board composition that ties us to both our community members and our sister Native organizations. Two of those Native non-profits, Native Oatfield Community (NOC) and the Pacific Inter-Island Alliance (PIIA) have representation on all Department Advisory Committees.

NOFO Element	Element Definition
16. The application clearly documents on-going outreach activities to maintain community awareness throughout the project's implementation.	Describe strategies for engaging in ongoing contact with the community and members of the beneficiary population on project progress, to share success stories and to hear about project elements that need improvement. A part of that outreach should include information on any up-coming opportunities to participate in the project or in the development of future projects.

Element Example:
As noted earlier, the Steering Committee includes representation from project beneficiaries, community members, community leaders and representatives from partner organizations.

Representatives are chosen by members of each of those groups. These representatives bring recommendations to the Steering Committee from the community and beneficiaries that will play a significant part in project oversight. The Steering Committee will review project activities and help assess whether or not the project is meeting timelines for creating outputs and moving toward accomplishing project objectives.

Community member representation on Department Advisory Committees provides an ongoing community outreach tool. Steering Committee members will regularly meet with members of the constituencies they represent. They will bring information from the community to the table at Committee meetings and keep their constituencies informed about project implementation and corrective action issues. The unemployed parent representatives on the Steering Committee have a particularly important role as they are one of the ways the project will keep beneficiaries and potential beneficiaries involved in project implementation.

We also plan to announce project progress and success through our usual avenues of communication. This includes posting highlights to our website, social media and in our newspaper.

NOFO Element	Element Definition
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.	Provide details on resources, services, and support that your organization and partner organizations are committing to the project. Include letters of commitment and memoranda of understanding from those partners in the application's appendices.

Element Example:
Kloshe is providing office space and classroom space for the project. We are also providing such assistance as child-care, participant stipends and 50% of On the Job trainee salaries. Kloshe has operated an On the Job Training program under a succession of Department of Labor's Employment and Training Administration awards.

We have a close working relationship with Shinglehouse Roofing Company and have an agreement for 18 OJT placements with them. Kloshe operates an Educational Opportunity Center program which provides counseling and information on college admissions to Native American adults who want to enter or continue a program of postsecondary education.

We have developed an ongoing relationship with Portland Community College Vocational Education Division and can place up to 15 students per term in PCC computer programing classes. Our Educational Opportunity Center services also include tuition and fee payments for community members.

Kloshe has negotiated an Apprentice Plumber Employment Support partnership with Mr. Rooter Plumbing Services through our Educational Opportunity Center. The Center will provide screened candidates to Mr. Rooter for enrollment in the State's certified Apprentice program.

The Center can place up to 28 screened candidates per year. We have Mr. Rooter's agreement to begin a pilot Apprenticeship program in the first year of the project. Results from the pilot will assist in building a more effective Apprenticeship operation in the second and third project year.

MOUs with Shinglehouse Roofing, PCC and Mr. Rooter are in Appendix B.

NOFO Element	Element Definition
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 processes in place for purchases of both supplies and equipment. Explain how those processes will be used in obtaining goods and services for this project. Include information on cost effectiveness and the importance of major purchases (equipment and consultants for example) to the project.

Element Example:
Kloshe has a set of procurement standards that include:

- A contract administration system;
- A written code of standards of conduct governing the recipient or sub recipient's employees;
- Procedures to avoid the purchase of unnecessary or duplicative items;
- Registration to access surplus federal property;
- Records detailing significant history of procurement.

Our plan for acquiring project supplies is developed by assessing what office materials will be needed to carry out the workplan included in this proposal. The only major supply purchases we anticipate is 3 laptop computers and 3 smart phones. This set of purchases is essential to meet communication and information requirements of project staff. Kloshe is supplying office space and telephone equipment and services.

NOFO Element	Element Definition
19. The application's narrative describes how milestone activities and the resulting outputs will be achieved to demonstrate a fully developed implementation plan.	Milestone activities are major tasks that, when completed, will create project outputs (products). Do not copy and paste sections of the OWP here. Provide a narrative description of the steps to achieve each milestone. Paint a picture so that grant reviewers can imagine how milestone activities will be carried out and how outputs will be produced as a result.

Element Example:
This project's workplan has been created through an extensive community-based planning process. Timeframes presented in the workplan, in part, reflect community perceptions of what activities or products will be required and by when. Community assessments of those timeframes are sometimes modified based on our partners' abilities to supply resources needed to carry out Activities and create Outputs. Our resources (both the Federal Share and Non-Federal Share as well as leveraged resources) will be structured so that we will achieve Activities and Outputs on time and within budget.

TIPS:
This section of the narrative is vitally important to the implementation of the project. This is where you not only identify your milestone activities, but also, more importantly, provide a detailed description of exactly how you envision the milestone activity to be carried out. What are the specific steps that will be taken to successfully complete each milestone activity?

Do not copy and paste your OWP in this section. It is not a repeat of the OWP.

Remember: although some milestones activities may be repeated in more than one year of the project, you should describe what the differences are between what is done in each year. Referring to participants in each in terms of when their participation started in the project is one way to differentiate one round of similar activities from the next. For example: Cohort 1 would be the first group of participants in year one, the second group that started later in the project would be Cohort 2 and so on. What Cohort 1 is doing in year 2 is going to be different than what Cohort 2 is doing.

NOFO Element	Element Definition
20. The application provides a detailed recruitment, selection, and retention process for project participants.	The explanation of participant recruitment process should supply the who, what, when and how. Topics should include: • Staff: who will recruit. • Outreach strategies: getting the word out (advertisement). • Application process: forms, qualification/ requirements and/or documents. • Selection process: who and how.

Element Example:
The process of selecting participants for each of the project's Living Wages Jobs for Our Community skill building-employment readiness objectives will begin by outreach to unemployed parents in all Kloshe program areas (with a focus on our E and T and GED/ High School Equivalency participants) as well as to participants in such sister agencies as Native American Rehabilitation Services and the Tillicum Tribe's area office. Selection of participants will include a needs-based assessment and an analysis of life goals and what steps have been tried or taken to move toward life goal achievement.

NOFO Element	Element Definition
21. The application addresses project sustainability, that 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.	A sustainable project is one that continues to provide outcomes to the community after completion of the project. This can be accomplished in multiple ways: • Institutionalization: continuation of activities supported within an organization. • Leveraged Resources: continued program activities and benefits supported by partners or outside entities. • Program Income: continuation of activities using revenues generated by the project. • Programmatic Funding: long-term funding is explored or secured because of project success. • Increased Capacity: continued benefits for individuals or the community by way of new skills, abilities and/or resources generated during the project period. Build the sustainability strategy into the project design and work on its implementation throughout the project period.

Element Example:
Our Employment and Training Department and the Education Department are the two entities that are involved in providing resources for this project. A substantial amount of the resources that are used in support of this project (On the Job Training, Vocational Education Assistance, Work Experience resources for example) are resources that Kloshe receives on an annual basis and will be used to support the Living Wage Jobs for Our Community project after the end of ANA funding. As long as this project is achieving its planned outcomes our Employment and Training Department and our Education Opportunity Center intend to provide those resources to the Living Wage Jobs for Our Community project.

NOFO Element	Element Definition
22. The application appropriately cites potential obstacles and challenges to project implementation, such as staffing, partnerships, participant recruitment, or other issues that may impede progress. The application includes specific strategies that will be used to address these challenges.	Review your project's milestone activities and identify the critical components of the work plan. Every project plan should have a contingency for: staff turnover, key partnerships falling through, and trouble recruiting and/or retaining participants, if applicable. Identify any other activities that may present a potential challenge. Next, describe the challenge that may occur and create a contingency plan which resolves the stated challenge.

Element Example:
The Kloshe project contingency plan addresses staff loss, difficulty attracting participants and high turn-over in the trainee population with one or more partners.

Part Three: Objective Work Plan (OWP)

An OWP must be submitted in every application. You can either use the optional OWP form found in the Grants.gov application package; or it's recommended that you use the Word version on ANA's website and upload it as an attachment. If you check the optional OWP form in the application package, you will need to type something into all required fields in the form before submission or your package will have errors and not submit. If you do not check the OWP form in the application package table of contents list, you do not have to worry about the mandatory fields in the form.

To begin, the Project Title, Project Goal, Objective(s)*, and Outcomes should be consistent throughout your application, word for word. Whatever verbiage used in other sections of your application, should be included in the OWP. Copying and pasting from sections of the application written first is recommended.

OUTCOME

- An Outcome is the positive change that is the direct result of achieving the Objective.
- Although there may be many outcomes, choose a primary Outcome for each objective and enter it in the OWP.

MILESTONE ACTIVITIES

- Milestone Activities are logical key activities needed to accomplish each objective.
- You are limited to a maximum of 25 Milestone Activities per objective per year.

ADMINISTRATIVE ACTIVITIES

- Administrative Activities are required in addition to the Milestone Activities.
- They can be included under one objective for each year of your project. ANA would like the Administrative Activities to be listed after the Milestone Activities.
- The list of Administrative Activities includes:
    - Quarterly SF 425 Federal Cash Transaction reports to PMS
    - Semi Annual Objective Progress Report (OPR) and Federal Financial Status Report
    - Annual Data Report (ADR) and SF 425
    - Attend Post Award Training (Year 1 ONLY)
    - Attend Recipient Meeting (Each Year)
    - Project Staff Orientation
    - Data Collection and Evaluation activities

*Objectives have their own sheet in the toolkit which can be used if assistance is needed to develop.

OUTPUT

- An Output is the tangible product of completing a Milestone Activity. You will be required to identify an output for each milestone activity in the OWP.
- The Outputs will serve as benchmarks, demonstrating the progression of your project toward its objectives.

PROJECT STAFF

- Identify the Project staff person who will be responsible for the completion of the Milestone Activity. This should be the staff person who will be doing the work rather than say, the Executive Director, who is responsible for the oversight.

START AND END DATES

- In the electronic form, the Start and End Dates follow the format DD/MM/YYYY.
- Be sure milestone activities are in chronological order, with identified start and end dates, giving your staff an appropriate amount of time to complete the activities.
- Begin your project on the dates indicated in the NOFO specific to the Program Area:
  - See the table on the next page.
- Limit your activity start and end dates to the project period. When you have activities that span several years, list them separately under the corresponding budget periods.

NOFO Element	Element Definition
23. The OWP serves as a stand-alone document for project implementation, consistently states elements from the project narrative, and provides details about the how, when, and by whom, activities will be completed.	The OWP is the quick guide to project implementation. The application is the manual.
24. The milestone activities in the OWP are relevant and lead to the achievement of each objective.	Carrying out activities must lead toward the attainment of the objectives.
25. Outputs in the OWP demonstrate progression and are logical results of the successful completion of milestone activities within the proposed timeframe.	Make sure the outputs in the OWP are consistent with the outputs listed under Approach.

Notice of Funding Opportunity	Budget Period Start Date	Budget Period End Date
SEDS	09/30	09/29
SEDS - AK	09/30	09/29
ERE	09/30	09/29
P & M	07/01	06/30
EMI	07/01	06/30

TIPS:
The Objective Work Plan (OWP) is a stand-alone document that identifies all the key elements of the application. This includes the project goal, objectives, milestone activities, outputs, outcomes, project staff, and start and end dates for each activity. The OWP should mirror the approach stated in the project narrative, and support consistency throughout the application.

Your OWP may have up to a maximum of 25 milestone activities for each objective; this does not include the mandatory administrative activities of reporting and the required annual meetings by ANA.

Administrative Activities for your project may be grouped and listed at the end of the project completion activities; always check the funding packet instructions. Additionally, you may need to use the drafted OWP as your working draft and transfer all the information into a Grants.gov form in the Application Packet online.

We have a sample OWP with the sample project description as follows:

Project Title: Living Wage Jobs for Our Community

Project Goal: To place unemployed parents in permanent living wage jobs

Project Year: 1

Objective# 1: By the end of the project's 24th month, 12 of the 28 unemployed parents enrolled in the Kloshe Roofer On the Job Training Initiative will be employed in permanent jobs with wages equal to or greater than the median Oatfield income.

Outcome: 12 unemployed parents will access permanent jobs with wages that equal median Oatfield income.

Activities	Outputs	Project Staff	**Start Date**	**End Date**
1. Hire staff (also see orientation admin activity)	3 staff transferred into new positions.	Executive Director; Planner; Human Resources Mgr.	10/01/20	10/09/2020
2. Steering Committee: contact potential members who were part of project planning process and schedule orientation meeting. Meet monthly to review and comment on project activities and engage communities they represent. Review progress and share perspectives of groups represented.	Steering Committee established; 11 meetings conducted; Sign-in sheets; Meeting minutes	Project Director; Admin Assistant	10/12/20	10/23/20
3. Memorandum of Understanding: confirm MOU content with Shinglehouse Roofer. Set up schedule for OJT contracts.	MOU signed and confirmed; Calendar schedule set	Project Director	10/26/20	10/30/20
4. Classroom Curriculum: establish course curriculum for in-class instruction. Develop handouts for all safety and tool procedures. Develop pre- and post-knowledge tests and certificates of completion.	Agenda; Handouts; Written aids; Assistance modules; Tests; Certificates	Project Director; Admin Assistant; Trainer	11/1/20	12/15/20
5. On the Job Training (OJT) Outreach: develop position descriptions for roofer positions. Post on website, in Tillicum offices, and at Native Rehab Services. Check existing files for candidates.	OJT description disseminated to 10 locations and online	Outreach Specialist	11/02/20	On-going
6. Interview Prospective Candidates: develop and implement interview process to include an interview session with Q&A and physical capacity testing components.	Interviews conducted; Resumes collected; Results recorded	Outreach Specialist	11/02/20	11/17/20
7. Official Trainee List: work with Shinglehouse to create trainee list based on results of written and physical tests. Update and maintain list of back-up trainees as needed.	18 trainees selected; 1 Waitlist with alternates	Outreach Spec.; Admin Assistant	11/23/20	Ongoing

8. Establish Participant Supports: confirm and address supportive service needs for each trainee.	5 day care stipends	Outreach Spec.; Admin Assistant	11/27/20	Ongoing
9. OJT Assignment Agreements: onboard trainees. Review and sign OJT agreements with Shinglehouse and trainees.	18 agreements signed	Project Director	11/30/20	12/07/20
10. Roofer Kits: purchase roofing toolkits for all trainees	18 kits purchased	Admin Assistant	12/07/20	12/29/20
11. Classroom Instruction: begin in-classroom component of training. Assess quality of work being done in class setting. Remove trainees who are not able to meet minimum standards, providing information on other E & T opportunities at Kloshe.	1-week classroom training; Pre- and Post-tests; Trainer observation;	Project Director Admin Assistant; Trainer	1/04/21	Ongoing
12. Trainee Attrition: if trainees are removed, use waiting list to select new trainees for in classroom curriculum and skill set work.	Maintain 18 trainees	Outreach Specialist	1/05/21	5/30/21
13. OJT Instruction: trainees begin roof repair/replacement work under Shinglehouse supervision	18 trainees begin work	Outreach Specialist	4/06/21	9/29/21
14. **Admin Activity:** Establish Federal Account Access and Official Grant File	Electronic and Physical Grant Files	Executive Director	10/01/20	10/09/20
15. **Admin Activity:** Project Staff Orientation	3 staff trained; Employee handbook and policies signed	Executive Director; Planner; Human Resources Mgr.	10/09/20	10/20/20
16. **Admin Activity:** Attend Post Award Training	Staff attendance records; Travel report	PD; Fiscal Officer	10/01/20	01/31/21
17. **Admin Activity:** Reporting (OPR, ADR, 425, DPM)	Reports submitted on time	PD; Admin Asst	10/01/20	9/29/21
18. **Admin Activity:** Attend Recipient Meeting	Staff attendance records; Travel report	PD; Outreach Specialist	10/01/20	9/29/21
19. **Admin Activity:** Data Collection and Evaluation (includes data collection and evaluation for all objectives)	Testing; Testing; Attendance and Trainer records; Employment records; Results Analysis and Reporting	PD	10/01/20	9/29/21

Section 2:
Organizational Capacity

When planning and writing this section, remember the project must move forward regardless of personnel hiring/retention issues. The following paragraph is from Section V.1 of the NOFOs to give evaluators instructions on what to look for when evaluating the elements in this section. Please keep this information in mind when responding to each of the elements.

To evaluate Organizational Capacity, reviewers will consider if the application demonstrates that key staff and management have the expertise, knowledge, and credentials relative to assigned roles. The applicant organization should have a connection to the community with the ability to implement the project with an efficient structure to oversee federal funds, partners, and the delivery of project objectives. In reaching their conclusions, reviewers will consider the degree to which the following narrative elements are well thought out, well designed, and well described.

NOFO Element	Element Definition
26. The application clearly documents a staffing/organizational structure that will support full implementation upon receipt of award, including identification of a PI/PD, project staff, and a timeframe and strategy for filling vacant positions.	Discuss your organizations hiring practices. How long does it typically take from start to finish? Who is going to get the project started if the PI/PD is a new hire? What is your staffing plan for the project? Make sure the position titles are the same throughout the application.

Element Example:
The staff for this project consists of current Kloshe employees. It is unlikely that we will have vacant positions in the project. If we do, we will assign the position's duties to an existing staff person who has placed themselves on our Job Transfer/Rotation List. That list contains information on staff who are interested in building and expanding their job skills. Placements are temporary but while in the "temporary fill" timeframe of this procedure, we will advertise for candidates to fill the position. Those candidates will be interviewed and scored prior to the end of the temporary fill. If the temporary fill returns to their former position, the successful candidate from this process is hired.

As this project is an interdepartmental initiative, it will be housed in the Executive Director's office. However, all three-project staff will develop and maintain a close, on-going relationship with staff in the Employment Department and the Education Opportunity Center. Project staff will work in tandem with E and T staff who administer the OJT program and EOC staff who coordinate Vocational Education stipend and tuition assistance activities. The three staff that will manage this project already are identified. They are current Kloshe employees with skills, knowledge and capabilities that match requirements for these positions. They will begin work on this project within two weeks of notice of award. An Organization Chart and staff resumes can be found in Appendix III.

NOFO Element	Element Definition
27. Through resumes, curricula vitae, or other evidence, the application documents that the combined knowledge, experience, and capabilities of the proposed PI/PD, key project staff, and key partners is sufficient to carry out and manage the proposed project.	It is important that resumes highlight key experience and qualifications in areas required by the project.

Element Example:
Full resumes and position descriptions are in Appendix D. The following information provides skill and knowledge highlights of the project's three staff.

Jim Sterup will be the Project Director. His work experience includes teaching graduate level courses in Planning in Indian Country, Community Organizing, and Community-based Planning and Grant Writing while at Eastern Washington University. He has held senior management positions at Montana Housing and in our Community Services Department. He has served in tribal planning and program director positions and has been Director of Special Projects at Kloshe for six years. His focus in the position is to work on initiating new projects, build effective operational procedures, review and analyze project data and ensure that key project elements are sustained. Mr. Sterup will be the Principal Investigator and the Project Director.

NOFO Element	Element Definition
28. The application details a plan to ensure the effective management over, and coordination of, activities by any partners, contractors and subcontractors, and consultants, including third-party agreements or contracts where applicable.	Who is providing the coordination with partners, contractors and/or subcontractors? Third party agreements (MOU and MOA) should be included. Letters of commitment are acceptable as long as cost of work to be provided is listed. Provide resumes or other documentation to show all partners, contractors or subcontractors have the appropriate qualifications and experience to fulfill their roles in the project.

Element Example:
The three partners Kloshe has in this project are Shinglehouse Roofing, Mr. Rooter Plumbing and Portland Community College. One of the most effective elements we will use for coordinating the work of these partners is our creation of and their participation in the project's Steering Committee. As noted earlier, the Steering Committee includes representation from project beneficiaries, community members and representatives from partner organizations.

These representatives bring recommendations to the Steering Committee from the community and beneficiaries that will play a significant part in project oversight. The Steering Committee will review project activities and help assess whether or not the project is on track for meeting planned outcomes.

NOFO Element	Element Definition
29. As requested in *Section IV.2. The Project Description, Plan for Oversight of Federal Funds and Activities*, the application describes a plan for proper oversight of federal award funds, including the identification of staff and internal controls for financial management, demonstrated knowledge or experience in following federal cost principles, proper and timely disbursement of funds, and accurate accounting practices.	Discuss your financial management structure, policies and procedures. Provide information on other federal funds you have successfully managed. If you do yearly audits, discuss the findings from your most recent audits.

Element Example:
Kloshe has developed a set of accounting practices and developed a Financial Accounting Manual that we use to maintain federal grant funds in accordance with the federal requirements. We follow federal financial management regulations and have had no exceptions identified in our Annual Audits. A copy of the Auditor Letter from our most recent audit agrees also is included in Appendix E. We have no audit exceptions and are current in financial negations regarding federal funds. This includes regular meetings between program staff and finance staff to review expenditures against the approved budget.

We follow federal regulations on cash management including cash on hand guidelines. Our fiscal staff have been trained and have an extensive background in procedures used in requesting and receiving federal funds from the Division of Payment Management. Resumes of the Kloshe Fiscal staff who will be assigned to work on this grant are in Appendix D.

Our fiscal staff work closely with project staff on such issues as securing and recording Non-federal Share associated with grants. That close working relationship extends into sharing information needed for such exercises as completing OPR, 425 and Annual reports.

TIPS:

Project Management: Describe your plan for management of your project and the chain of command and that your organization is capable and ready to manage a federal grant project.

Staffing: Show your staffing structure (Organizational Chart); share your staff members' resumes and abilities. Include descriptions of your partners and consultants' roles here as well.

Manage Agreements: Describe your Memorandum of Agreements with each of your project partners.

Financial Oversight: Describe your organization's financial policies and procedures and confirm that they are in compliance with 45 CFR Part 75 which are the federal regulations that ANA operates under.

Section 3:

Budget

The application toolkit includes separate Excel workbook files, which are designed to help you develop your grant budget.

- The first file contains up to 3 years of annual budget templates for SEDS, SEDS-AK, and ERE grants.
- The second file contains a special 2021 5-year budget templates specifically for EMI.
- Finally, the third file is a 2021 3-year budget template specifically for P&M.

The files also contain budget justification templates and corresponding SF-424As. The Category/Item Description column in the corresponding annual budget justification sheet will automatically populate with the data that is entered in cells in the category column in the corresponding annual budget sheet. This assists with being consistent with terminology in the budget documents. You must verify that what you are typing in the annual budget Category/Item Description column is the same as what is in the project narrative and OWP. The budget will automatically transfer to the SF-424A. Use this version as a guide for filling out the application package 424A form.

The end user of the Excel budget template is responsible for verifying that all formulas are current and accurate, as accidentally deleting or overwriting a formula in a cell could result in computational errors.

The following paragraph is from Section V.1 of the NOFO to give evaluators instructions on what to look for when evaluating the elements in this section. Please keep this information in mind when responding to each of the elements.

To evaluate the Project Budget and Budget Justification, reviewers will consider the degree to which the application designates adequate resources to carry out the expected and proposed activities while ensuring that the proposed costs are reasonable based on the geographical location of the applicant. In reaching their conclusion, reviewers will deliberate the following elements:

NOFO Element	Element Definition
30. The application includes a line item budget with appropriate object class categories for every year of the project that fully details the costs allocated for federal and non-federal shares. Personnel should be delineated by full-time equivalent or percentage of time to the project.	Use the object class categories outlined in Section 4.2 of the NOFO. A 12-month budget must be provided for each year of the project using object class categories. Costs must be broken out by what is being requested as Federal costs and what is Non-Federal Share.
31. The application includes funds for all required items to successfully implement the project budget, as described in *Section IV.2. Content and Form of Application Submission, The Project Budget and Budget Justification*. The line-item budget should only include costs that align with the Approach and the OWP.	Compare your outputs and OWP to items requested in the budget. Make sure to include all supplies, materials and other items to successfully carry out the project. Don't forget to add travel for two people to the Post Award Training in Year 1 only. Add ANA Recipient Meeting travel for two people in each project year.
32. The application includes a budget justification for every year of the project that provides a narrative that describes the breakdown of how all costs are calculated for each entry in the line-item budget. The budget justification includes a basis for estimated costs, such as equipment, personnel, and travel. Vendor quotes should be provided for equipment over $5,000.	Screen shots of on-line vendor prices or written quotes for large ticket items and unusual items helps to prove your budget request is reasonable.
33. The budget justification describes how expenditures align with the Approach and the OWP.	Review your budget to be sure you have not included items not needed for implementation. Any questionable items should have a good explanation as to why they are needed for the project.
34. The application provides information or documentation to demonstrate the required commitment of non-federal share (cost sharing or matching) contributions.	Do not forget to include letters of commitment when receiving discounted or free in-kind services for the project as a part of your non-federal share.

Element Example:

Please refer to the budget and budget justification example provided in the appendices.

Line Item Budget

Applicants are highly encouraged to use the recommended Budget and Budget Justification Template to prepare their line-item budget. Additional details on how to locate and download the Excel template can be found on pg. 64.

CATEGORY/ITEM DESCRIPTION	Federal Share	Non-Federal Share	Total
PERSONNEL			
Insert title and percentage of time	-	-	-
Insert title and percentage of time	-	-	-
TOTAL PERSONNEL	**$ -**	**$ -**	**$ -**
FRINGE BENEFITS			
FICA @ 7.65%	-	-	-
Unemployment taxes @ .00%	-	-	-
Health Insurance @ 00%	-	-	-
Workman's Comp. @ 00%	-	-	-
TOTAL FRINGE BENEFITS	**$ -**	**$ -**	**$ -**
TRAVEL			
ANA Grantee Meeting - 2 people	-	-	-
ANA Post Award Training -2 people	-	-	-
TOTAL TRAVEL	**$ -**	**$ -**	**$ -**
EQUIPMENT			
Insert name of equipment	-	-	-
Insert name of equipment	-	-	-
TOTAL EQUIPMENT	**$ -**	**$ -**	**$ -**
SUPPLIES			
Insert name of type of supply	-	-	-
Insert name of type of supply	-	-	-
TOTAL SUPPLIES	**$ -**	**$ -**	**$ -**
CONTRACTUAL			
Insert name of type of contract	-	-	-
Insert name of type of contract	-	-	-
TOTAL CONTRACTUAL	**$ -**	**$ -**	**$ -**
OTHER			
Insert name of "Other" budget item	-	-	-
Insert name of "Other" budget item	-	-	-
Insert name of "Other" budget item	-	-	-
TOTAL OTHER	**$ -**	**$ -**	**$ -**
DIRECT COST TOTAL	$ -	$ -	$ -
INDIRECT COST @ XX.XX% (if applicable)	$ -	$ -	$ -
TOTAL PROJECT COST YEAR ONE	**$ -**	**$ -**	**$ -**

Budget Justification

Applicants are highly encouraged to use the recommended Budget and Budget Justification Template to prepare their budget justification. Additional details on how to locate and download the Excel template can be found on pg. 64.

CATEGORY/ITEM DESCRIPTION	Federal Share	Non-Federal Share	CALCULATION AND JUSTIFICATION
PERSONNEL	$ -	$ -	Explain calculation of salary for each position and position project responsibility
Insert title and percentage of time	*Describe salary calculation and project responsibilities*		
Insert title and percentage of time	*Describe salary calculation and project responsibilities*		
FRINGE BENEFITS	$ -	$ -	Describe the benefits given and differences based on type of employee
FICA @ 7.65%	*Describe the benefit and who is entitled to receive the benefit*		
Fed./State UTA @ .00%	*Describe the benefit and who is entitled to receive the benefit*		
Health Insurance @ 00%	*Describe the benefit and who is entitled to receive the benefit*		
Retirement @ 00%	*Describe the benefit and who is entitled to receive the benefit*		
Workman's Comp. @ 00%	*Describe the benefit and who is entitled to receive the benefit*		
TRAVEL	$ -	$ -	Describe employee travel
Post Award Training - 2 people	*Describe need for project completion and break out individual travel costs*		
ANA Grantee Meeting - 2 people	*Describe need for project completion and break out individual travel costs*		
Insert any other project staff travel	*Describe need for project completion and break out individual travel costs*		
EQUIPMENT	$ -	$ -	Describe equipment and need by project
Insert name of equipment	*Describe why the project needs this equipment*		
SUPPLIES	$ -	$ -	Describe supplies to be purchase and need by project
Insert name of type of supply	*Describe supplies to be purchased and need by project*		
Insert name of type of supply	*Describe supplies to be purchased and need by project*		
CONTRACTUAL	$ -	$ -	For large contract item not for lesser professional services
Insert name of type of contract	*Describe cost calculation and why project needs this contractor*		
OTHER	$ -	$ -	Describe calculation of cost and why the item is needed
Insert name of "Other" budget item	*Describe how the cost was determined and why the item is needed for the project*		
Insert name of "Other" budget item	*Describe how the cost was determined and why the item is needed for the project*		
Insert name of "Other" budget item	*Describe how the cost was determined and why the item is needed for the project*		
Insert name of "Other" budget item	*Describe how the cost was determined and why the item is needed for the project*		
INDIRECT COST @ XX.XX% (if applicable)	$ -	$ -	*Describe how the cost was determined and why the item is needed for the project*

TIPS:

Thinking about your project approach, Objective Work Plan, and the cost estimate, develop a line-item budget and a narrative budget justification which explains 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.

Provide how salaries were calculated and the number of hours per week each staff spends on the project activities.

Fringe benefits should be broken out by what is provided: unemployment taxes, social security taxes, medical insurance, retirement, workman's compensation, life insurance and the average percentage for each.

Break down travel costs by airfare, baggage fees, meals, lodging, transportation to/from home-airport and to/from airport-hotel, and don't forget tolls if required. Make it clear why the trip is needed for the project. Insert the OWP activity number if possible. It is always good to tie all costs to project activities.

Separate office supplies from project supplies and again tie it to an activity number. By tying line item purchases to activity numbers, you are providing justification for the purchase. Explain how costs were determined. How did you determine you needed $2,000 in office supplies for the year? How does that expenditure benefit the project?

When purchasing capital equipment, justify the expenditure thoroughly. Also, provide a quote for high priced items and pricing information from the internet for unusual items. Save a screen shot of the price quote and put it in your application's appendix. Again, tie the purchase back to activities.

Section 4:

Language Grant Variations

Current Community Condition

NOFO Element	Element Definition
P&M #4 (EMI #5). The current status of the Native language is fully described, including the current number of fluent and emerging speakers with details to indicate fluency levels; current language learning resources available for use within the community; a description of the existing language program(s); and participation in language preservation by current and emerging language speakers.	Provide information on the Current Condition of speaker populations and resources available to build speaker populations. Organize information on resources into logical groupings (speakers at defined levels of fluency/use, written materials, recorded materials, curriculum). Remember that “Current Community Condition” focuses on what is present in the community, not lack of or need for descriptions.

Element Example:
The Tillicum Tribe has three remaining fluent speakers and 17 remembered speakers (speakers that had Tillikum as their first language, but can’t currently produce it fluently). There are approximately six Tillikum language teachers, all of whom are learners of the language themselves. There is a high fragmentation of knowledge and resources for teaching and learning. Current language learning opportunities prioritize more abstract basic language content (e.g., numbers, colors, animals) in their curriculum designs.

Outcomes and Indicators

NOFO Element	Element Definition
P&M #10. Each outcome proposed aligns to one of the following categories: 1. Increased language fluency 2. Increased community member use of language learning resources 3. Increased ability to deliver immersion instruction 4. Increased capacity to implement a language program.	Outcomes describe positive measured changes that either reduce/eliminate the current community condition and achieve the project goal or build capacity to reduce/eliminate the current community condition and achieve the project goal.
EMI #11. Each outcome proposed aligns to one of the following categories: 1. Increased language fluency 2. Increased community member use of language learning resources 3. Increased ability to deliver immersion instruction through certifying language teachers 4. Increased capacity to implement a language program.	

Element Example:

The Current Community Condition that this project addresses is: “Current language learning opportunities prioritize more abstract basic language content (e.g., numbers)”. The first objective of this project’s work plan is: “By the end of the project’s 1st year, five language apprentices will build a language proficiency of Novice-High or higher (ACTFL Standards) by working at least 20 hours a week with a fluent speaker”. This objective’s outcome corresponds to “1. Increased language fluency”.

Readiness and Implementation Strategy

NOFO Element	Element Definition
P&M #25 (EMI #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 describe the opportunities to share language materials and methods with other Native American language communities.	Not all projects create products (outputs) that will be of value to other communities or build strategies for language learning and use that will be useful to other communities. A project that focuses on building and displaying a vocabulary that only is used by the tribe that is the author of the project is an example of such an undertaking. Often, however, a project's design or outputs can be extremely valuable to other communities that are working on similar issues and could use similar ideas. If your project falls into this category, describe how the products of your project will be shared with other tribes and Native nonprofits that are engaged in language use projects. Include information on how project outputs will be shared during the project period as well as how information on project operations will be made available to other communities.

Element Example:
The Tillicum Language project focuses on building capacity for increasing language use through a Master-Apprentice approach. The initial Master-Apprentice work during the project period will involve 5 groups with 6 apprentices in each group. Moving beyond the project timeframe, the Master-Apprentice program and community conversation classes will be integrated into the Tillicum Cultural Heritage Department's ongoing Tillikum Language Program operation.

TIPS: Staffing and Working with Consultants

Even if a person is a good speaker, they might not be a good teacher, so it is important to recruit people with good teaching skills or else teach them to teach if they can learn and are motivated.

Work with a community elder.

Pay consultants by the deliverable. Clearly define duties beforehand in the contract/scope of work.

TIPS: Language Learning Methods

It can be very difficult to select the best language learners and teachers, so it's good to have direct, face-to-face experience with individuals. Use an internship program to identify and try out candidates.

Shoot for immersion programming rather than just classes if you want to revitalize the language.

Immersion requires being very adamant to not speak English. Don't be afraid of losing the English!

Explore using Accelerated Learning Acquisition, Total Physical Response (TPR), and Master-Apprentice learning methods.

Don't be afraid of empty pages—don't over-instruct. Always think from the learner's perspective.

Use creative incentive items, like giving away bracelets with words on them, to encourage younger learners.

Never exclude kids, even if they're of different abilities or different tribes. Have them help each other.

Encourage learners to speak the language, even if it's not correct or completely accurate. A lot of people have hang-ups because they are worried about having the wrong accent. Reinforce that "this is our language;" speak it and be comfortable with it.

Classes can be more enjoyable by incorporating language learning with learning of traditional activities, such as cooking demonstrations, carving, or dances.

TIPS: Using Media

One young man, prior to the project, used old recordings to learn the language. The Elders saw this, respected his success, and became more willing to be recorded.

Plan for a back-up of electronic files.

Use teams of two to record and have multiple levels of review for the recordings to make sure the highest possible quality of recordings is preserved.

Hire a media person who can develop recordings and online and visual tools. It takes a lot of time for filming and editing.

Use YouTube or another video sharing program to reach a large audience. A lot of viewers sign up for the channel, and comment on wanting more.

TIPS: Conducting Language Surveys

Have good up-front communication with the target community about the survey, such as its purpose and what is required.

Use focus groups to develop and test survey questions.

Involve youth in language surveys; engage youth in the documentation process.

Go house to house to collect data. Be persistent, yet respectful, in getting surveys completed.

Section 5:

Getting Your Application Package Together

Uploading Files into the Application Package

In addition to forms, application packages also require you to submit specific documentation, such as a project narrative, budgets, resolutions, letters of commitment, and resumes. Specific instructions for your additional documentation will be included in the funding announcement and application package. ANA NO LONGER limits applicants to uploading a maximum of two files for submitting your project description and supporting documents.

Hint: If you are using Adobe Reader, you will not be able to apply page numbers to the application file. Therefore, you may want to number your pages when you create your documents prior to making a PDF of your multiple documents.

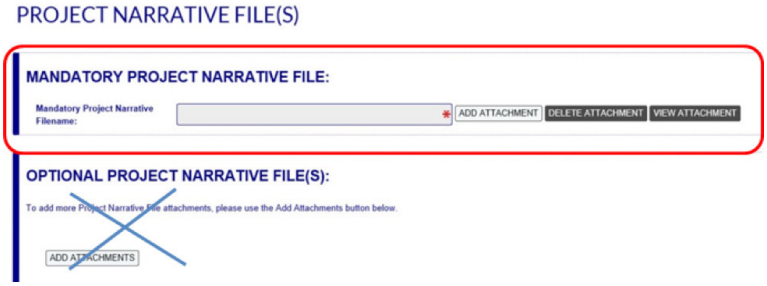
Project Narrative Attachment Form

The first of the file attachments is the Project Narrative Attachment Form. This form is a placeholder for you to attach a single file from your computer that is made up of multiple documents: Project Summary/Abstract, Table of Contents, Project Narrative, Line-Item Budget and Budget Justification. Please remember your Project Narrative contains the Outcomes and the Approach sections of the scoring criteria.

The Project Abstract is no longer a form. It is now a one-page Word document in Times New Roman 12-point font and single spaced. The top of the page should include the Project Title, Applicant Name, Address, Contact Phone Numbers, Email Address and Website if applicable. The rest of this one-page document should be a brief well-defined description of the project.

There is no longer a two-file requirement by ANA. However, it is still highly suggested that you upload only two files whenever possible. This will assist in maintaining the order and structure of your application for the Reviewers.

To attach your combined files, select the Webform link in the Actions column for the Project Narrative Attachment Form. Click the Add Attachment button. This will allow you to search your computer for the new single file you created from the multiple documents listed above. Select the file and click the Open button. You will see the name of your file in the highlighted field



When you have completed the actions for this form, click the Save button. You should see a notice that the form has successfully saved, click OK. You will see a notice box asking if you want to unlock this form, select No. This will take you back to the Workspace page for the application. The Form Status column should now state this item Passed (as it automatically checks the document for errors) and is Locked, so no changes can occur.

Other Attachments Form

ANA has a waiver of the two file upload limit. You are now able to upload as many files as you need in the application package. It is recommended that you go into the Other Attachments Form and include all of the files required in the Appendices. These are files not included elsewhere in the application such as: the Governing Body Documentation (i.e. Tribal Resolution, Board Approval) and Assurance of Community Representation on Board of Directors, Legal Status of Applicant Entity, Letter of Commitment of NFS, Proof of Non-Profit Status (if applicable), Indirect Cost Rate Agreement (if applicable) Business Plan (if applicable), Third Party Agreements (if applicable), Resumes, and Job Descriptions.

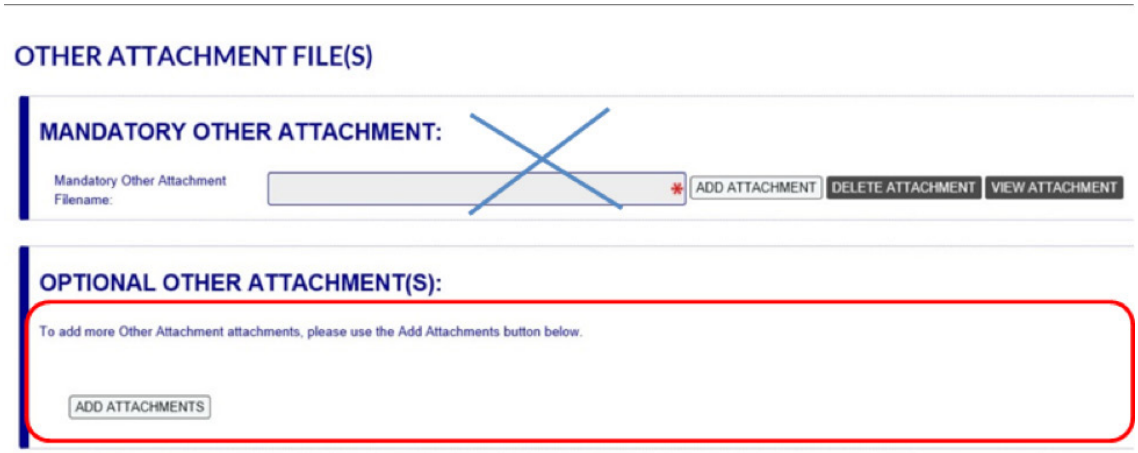
Additionally, this file may contain other attachments which may be necessary based on the project, for example: community meeting minutes, survey results, cost estimates, consultant scope of work and letters of commitment. **Combine your multiple documents in the order you believe the material is best understood into a single PDF file**. It is suggested that page numbering on this second compiled document pick up from where the Project Narrative PDF left off. Page numbers and/or Appendix labels should align with the Table of Contents. Once you have saved the file, attach it to the application package.

To attach your combined files, select the Webform link in the Actions column for the Other Attachments Form. Click the Add Attachment button. This will allow you to search your computer for the new single file you created from the multiple documents listed above. Select the file and click the Open button. You will see the name of your file in the highlighted field. Do NOT use the Optional Other Attachment(s) section for these files.

Objective Work Plan Form

Lastly, we will cover the Objective Work Plan Form. The OWP Form (electronic or MS Word version) is not counted in the 150-page limit or as a separate file as it is an ANA mandatory OMB approved form.

We highly encourage you to use the fillable PDF form on ANA's website. However, if you are using the MS Word version of the OWP, be sure you check that it has a current OMB date stamp. Save your completed form as a PDF and upload it as a separate file using the Optional Other Attachment section from the Other Attachments Form link. Select the Add Attachments button. This will allow you to search your computer for the new single file you created from the multiple documents listed above. Select the file and click the Open button. You will see the name of your file in a new highlighted field which appears after the file is attached.



For a complete Application Checklist of the required documents and forms be sure to consult Section VIII of the current NOFO. If you have submitted to a funding agency before, then be sure to download the most recent funding announcement as many agencies make changes from year to year. Because changes to the funding announcements can occur even after the funding announcement has been released it is always a good practice prior to submitting your application to check Grants.gov for any modifications that have been made. Additionally, setting your email up to receive change notifications when downloading the application will assist you in becoming aware of any modifications the funding agency may apply. Further instructions can be found on the Grants.gov website.

The application development process ideally should begin many months in advance of the actual Notice of Funding Opportunity (NOFO) publish date. 80% of the time developing a competitive application is typically spent in the planning and development stage, with 20% of the time spent in the actual application assembly, drafting and submittal stage. Once the NOFOs are published, applicants may have as little as 60 days to complete their application. To make the best of the limited time available, it is a good idea to prepare an application writing calendar, and assign grant writing tasks to appropriate staff, with start and end dates.

The following are the major activities and application elements, along with suggested minimum times to work on these, to prepare a strong application for the Administration for Native Americans.

Registering your organization and preparing your application typically takes at least 10 weeks:

1. Register your grant writing team members and your organization in Grants.gov and create a Grants.gov Workspace for the NOFO you are writing to. If your organization does not currently have a UEI number, and if not registered in SAM (System for Award Management), then you will need to ***allow for at least two weeks to complete all registrations.***

2. Craft your Project Description – Narrative Sections: ***(4 weeks or longer)***
   a. Approach
   b. Organizational Capacity
   c. Budget Justification
   d. Support letters, MOAs, and 3rd party agreements

3. Additional Documentation, Forms, Final Editing and Submission: ***(2 weeks)***

TIP:
Commitment and Partner Letters: 2 weeks to several months – Start before NOFO publish date!

4. Forms and other supporting documentation (resumes, job descriptions, etc.)

5. Editing and formatting of the application.

6. Submitting the Proposal. ***Allow at least one week prior to the deadline***.

Section 6:

Application Calendar and Checklist

The following tables integrate a general application checklist and calendar, providing the applicant a tool for assigning grant writing responsibilities along with due dates. Use the current NOFO you are submitting under to expand this checklist based on the specific requirements of the NOFO. Use this tool to more effectively manage the grant writing process.

Application Calendar and Checklist

What to Submit	Additional Details	Individual Responsible	Start Date	End Date
Register Your Organization (in order) 1.UEI 2.SAM.gov 3.Grants.gov Unique Entity Identifier (UEI) and Systems for Award Management (SAM) registration	To obtain a UEI number (Unique Entity Identifier), go to http://fedgov.dnb.com/webform. To register at SAM, go to http://www.sam.gov. To register with Grants.gov, create an organizational profile, and create an application Workspace, go to: www.Grants.gov. *Active registration at SAM must be maintained throughout the application and project award period.			
SF – 424 Application for Federal Assistance	This form is available in the NOFO's forms package at www.Grants.gov.			
SF-424A - Budget Information – Non-Construction Programs and SF424B -Assurances - Non-Construction Programs	These forms are available in the NOFO's forms package at www.Grants.gov in the Mandatory section. They are required for applications that include only non-construction activities.			
SF Project/Performance Site Location(s) (SF-P/PSL)	This form is available in the NOFO's forms package at www.Grants.gov.			
Maintenance of Effort (MOE) Certification	A sample of a standard MOE is available in the application instructions for this NOFO at www.grants.gov.			
Certification Regarding Lobbying (Grants.gov Lobbying Form)	This form is available in the NOFO's forms package at www.Grants.gov.			

What to Submit	Additional Details	Individual Responsible	Start Date	End Date
SF-LLL - Disclosure of Lobbying Activities	This form is available in the NOFO's forms package at www.Grants.gov.			
Mandatory Grant Disclosure	Refer to the NOFO for requirements, submission instructions, and mailing addresses			
Project Summary	The Project Summary is limited to one single-spaced page. Specific information is required. Please see NOFO for instructions.			
Table of Contents				
Project Description	Consult the most current NOFO for the ANA Program you are applying for to complete the major sub-elements that need to be addressed in each of the rating criteria below.			
Approach Part 1 ANA Framework	• Long Term Community Goal • Current Community Condition • Project Goal • Objectives • Outcomes and Indicators • Outputs • Alignment to NOFO's Purpose			
Approach Part 1 Outcome Tracker and Outcome Tracking Strategy	• Accurate and viable means of measurement of all project indicators • Rational targets • Detailed plan to collect and manage data/information • Connections between all components exhibited			
Approach Part 2	• Community-based strategy • Planning, readiness and implementation strategy			
ANA Objective Work Plan (OWP)	The OWP form and its instructions are available in the NOFO's application form's package at www.grants.gov			

What to Submit	Additional Details	Individual Responsible	Start Date	End Date
Organizational Capacity	• Organizational executive leadership and staffing structure • Documentation of combined experience of key personnel and partnerships • Effective management plan for coordinating all activities			
Additional Project Description Requirements	• Geographic Location • Protection of Sensitive and/or Confidential Information • Plan for Oversight of Federal Award Funds			
Project Budget and Budget Justification	Submission is required in addition to submission of SF-424A and/or SF424C.			
Required Governing Body Documentation	Documentation from your organization's board or governing body approving the submission of the ANA application is required.			
Assurance of Community Representation on Board of Directors	If applicable, due at the time of application submission; not required for federally recognized tribal governments. A suggested format is provided in the NOFO.			
Proof of Non-Profit Status	If applicable.			
Commitment of Non-Federal Share Resources	All commitments should be in writing.			
Job Descriptions	For all project personnel.			
Resumes	For existing personnel and partners.			
Indirect Cost Rate Agreement (IDR)	Use the most current agreement			
Letters of Support				
Third-Party Agreements	(also, MOUs and Consortia Agreements)			
Business Plan(s)	If applicable.			
Current Status of Language	If applicable, for language projects only.			

Appendices:

To aid you in preparing your application, ANA has provided several useful templates, samples, tools, and tip sheets that you can use to prepare a strong ANA grant application. On the following pages, you will find reference to these helpful resources, along with their corresponding file names.

To locate these files, open the Application Toolkit PDF Portfolio, find the file name in the list of embedded files, and open and/or download the file of your choice. If you have difficulty accessing these documents, especially the Budget and Budget Justification Templates recommended in Section VIII of the NOFO, please contact your regional Training and Technical Assistance Center using the contact info found on Page 2 of this document.

Appendix A:
Sample Project Description Components

In Appendix A, find the components of the "Kloshe Urban Indian Program" fictional sample application cited in examples throughout this Toolkit. Remember: each project is unique, so make sure you tailor your application narrative to your unique project strategy and community and cultural assets. Do not copy and paste from these samples.

The following Sample Project Description appendices can be found embedded in the Application Toolkit PDF Portfolio. See guide below:

File Name:

A.1. Project Narrative Sample
A.2. OWP Sample
A.3. Budget and Budget Justification Sample
A.4. Year 1 SF-424A Sample

Appendix B:
ANA Project Framework

The ANA Project Framework forms the conceptual backbone of a community-based project proposal. In Appendix B, find helpful tools, templates, and resources for putting together your project narrative.

The following Project Framework appendices can be found embedded in the Application Toolkit PDF Portfolio. See guide below:

File Name:

B.1. Community Condition Tool
B.2. Tip - Current Community Condition
B.3. TTIP Objective Mad Lib Tool
B.4. Outcome Tracker 2021 Template
B.5. OWP Template
B.6. Contingency Planning Tool
B.7. Sustainability Tool
B.8. Community Involvement Tool
B.9. Project Summary Abstract Template

Appendix C: Organizational Capacity Templates

In Appendix C, find templates, samples and tools that you can use to define a project staffing plan and document partnerships.

The following Organizational Capacity appendices can be found embedded in the Application Toolkit PDF Portfolio. See guide below:

File Name:

C.1. Job Description Template
C.2. Resume Template
C.3. MOU Template
C.4. Letter of Commitment Sample
C.5. Assurance of Community Representation Template
C.6. Capacity and Staffing Plan Tool

Appendix D:
Budget and Budget Justification Templates

It is strongly recommended that applicants use the Line-Item Budget and Budget Justification Excel templates included in Appendix D of this Application Toolkit. Three versions of the template provided; use the one that corresponds with the grant you are applying for. Instructions on how to use the template and the included formulas can be found on Sheet 1 of the Excel document. If you have any questions about how to use these budget templates, please contact your regional T/TA center using the contact info on Page 2.

The following Budget and Budget Justification appendices can be found embedded in the Application Toolkit PDF Portfolio. See guide below:

File Name:

D.1. 2023 SEDS, SEDS-AK, ERE Budget Template
D.2. 2023 P&M Budget Template
D.3. 2023 EMI Budget Template
D.4. Tip - Developing a Budget

Use the Budget Templates provided.

Each NOFO includes this recommendation:

> *"Applicants are strongly encouraged to use the ANA Application Toolkit for the templates for the Line-Item Budget and Budget Justification sections of their application. See Section VIII. Other Information, Reference Websites. "*

Appendix E:
Application Preparation and Submission

The following Application Preparation and Submission appendix can be found embedded in the Application Toolkit PDF Portfolio. See guide below:

File Name:

E.1. Tip - Application Submission

E.2 New UEI requirements:
Instructions on how to find an Applicant's UEI with SAM.gov.

Appendix F: Successful Project Strategies and Common Challenges

The information below was gathered by ANA from former grantees in an effort to provide applicants with first-hand accounts of how best to manage and implement community projects. The following list is a collection of the most commonly shared suggestions regarding Best Practices and Challenges.

The Seven Best Practices Most Frequently Cited by Grantees Are:

1. Form partnerships and collaborations;
2. Ensure community support throughout;
3. Market/share project successes with community;
4. Project activities should be culturally appropriate;
5. Project/staff flexibility is key;
6. Hire motivated and competent staff; and
7. Have organized/standardized record-keeping.

All projects encounter challenges. During impact visits, grantees are asked to list and discuss the challenges encountered during implementation.

The Eleven Challenges Most Commonly Reported by Grantees Are:

1. Staff turnover;
2. Late start;
3. Overambitious project scope;
4. Geographic isolation and travel related issues;
5. Lack of expertise;
6. Challenges with ANA processes;
7. Underestimated project cost;
8. Underestimated personnel needs;
9. Partnership fell through;
10. Lack of community support during implementation; and
11. Hiring delays.

Appendix G: Mock Panel Review Activity

It is important to understand the application review process and address the review criteria while preparing your applications. Now that you're familiar with the requirements of the ANA Framework, participating in a mock panel review process will help you gain a clearer understanding of the evaluation criteria and the review process.

ANA applications are scored by non-federal reviewers in a panel review process. This activity allows you to conduct a mock panel review by reading, noting issues, and scoring parts of the Approach section of an application narrative. Please review the following SEDS application narrative, note the issues and strengths, and provide a score based on the following criteria. Complete your review by entering your scores and comments, and responding to the questions, on the following pages.

APPROACH

Background

The XYZ Tribe has a membership of 1200, with 300 (175 are adults, over 18 years) members living on or near the XYZ reservation. We are located in a rural area and must travel an hour or more for shopping, jobs and other services. In a labor market survey conducted last year, the top three employers in our area are:

- Jones Manufacturing-A mid-sized manufacturing company with 500 employees, native and non-native
- Tribal Government- employs 60 to provide services to tribal members but 75% of positions are filled by non-members.
- Local Farms/Ranches

Both the manufacturing and Tribal government jobs provide a pay rate above minimum wage with benefits. While the agricultural jobs provide a few full-time, permanent positions (that have little turnover), most jobs pay at or below minimum wage with no benefits.

Long-Term Community Goal: The long-term community goal for this project is:

"Every member in our community earns a living wage that would enable them to be self-sufficient and live a comfortable life".

Our long-term community goal was identified by a strategic planning process lead by an experienced consultant where all community members were invited to participate. Out of a community of 300 members, 25 adults, 5 elders and 3 youth representatives participated. The participants decided that the top priority is getting members into living wage jobs and reducing reliance on social assistance.

Current Community Condition: Currently, there are several barriers standing in the way of reaching our long-term goal. Those barriers include:

- High Unemployment - 43% (70 individuals ages 18-57);
- 32 single parent families being supported by one income or no income;
- Substance abuse among the adults and youth;
- Low numbers (8 individuals) who have completed some kind of post high school education.

Our project will be focusing on the low numbers who have completed some kind of post-secondary education. We want more of our community members to be qualified for stable, living wage jobs available in our area.

Project Goal: The goal of our project: "Increase the number of community members who are armed with skills and the education to acquire a living wage job that will allow them to be self-sufficient"

Our project focuses on the economic well-being and self-sufficiency of our Tribal members by providing job readiness and training. By increasing the skills and qualifications of individual members, they are more likely to secure jobs in our limited job market and reducing reliance on social assistance. The project's purpose completely aligns with ANA's SEDS program areas of Social and Economic Development.

Objective: 25% of the unemployed members in our community will complete a post-secondary or trade apprentice program by the end of year three.

The measurable achievement of the objective is to have 25% of the unemployed members (n=36) certified as an apprentice in a trades program or enrolled in some other post-secondary program. Participants' progress will be tracked by following the certifications completed and conducting exit and follow-up interviews that will be required as part of the participation agreement.

This objective will address the current community condition of few members with any post-secondary certifications by designing a trades training and providing informational and resource assistance to those seeking other post-secondary goals.

The completion of the objective will lead to the achievement of the project goal by preparing members with the skills and certifications needed to secure the job opportunities available in our area. The members that complete the training certificates will be able to work in jobs offered at the local manufacturer or have the trade skills to be self-employed. The members that take advantage of the post-secondary assistance will receive support to achieve Community College or University degrees and return to the community.

Outcomes and Indicators:

Primary Outcome: More community members will be qualified for jobs with a living wage and benefits.

This aligns with the objective in that the training of individual members will result in the overall increase in community members' ability to secure desirable, stable jobs that can provide for their families.

Indicator: Increase in number of community members' job-related certifications

This indicator quantifies the certifications achieved by the project participants and can be easily observed and measured by following the certifications that were awarded.

Outputs: Each participant will successfully fill out an application for admission into a vocational training program or college, apply for financial aid, and access support services that will help strengthen study skills and increase the success rate of completing the certification or degree earning program chosen.

(Project Name) Outcome Tracker

Long-term Community Goal: Every member in our community earns a living wage that would enable them to be self-sufficient and live a comfortable life.

Current Community Condition: Our project will be focusing on the low numbers who have completed some kind of post-secondary education.

Project Goal: Increase the number of self-sufficient community members.

Objective: 25% of the unemployed members in our community will complete a post-secondary or trade apprentice program by the end of year three.

Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Yr Post Project
More community members will be qualified for jobs with a living wage and benefits.	Increase in number of Community members' job-related certifications	Certificate Completion	0	0	20	36	25

Outputs: Each participant will successfully fill out an application for admission into a vocational training program or college, apply for financial aid, and access support services that will help strengthen study skills and increase the success rate of completing the certification or degree earning program chosen.

Maximum Points: 28

Put on your panel reviewer hat. Use this scoring sheet to assess the sample application presented in the previous pages.

Long-Term Community Goal (0 – 2 points)	Score	

1. The application identifies a long-term community goal and demonstrates the proposed project is relevant to the achievement of the long-term community goal.

Current Community Condition (0 – 3 points)

Score	

2. The application clearly provides one current community condition that is addressed by the scope of the proposed project.

3. The application effectively provides baseline information about the project's current community condition.

Project Goal (0 – 2 points)

Score	

4. The application clearly demonstrates that the project goal specifically relates to the purpose of the FOA as described in Section I. Program Description, SEDS Program Purpose.

Objectives (0 - 6 points)

Score	

5. The application sufficiently identifies one to three objectives that effectively describes a measurable achievement with all components of TTIP (Target, Timeline, Indicator, and Population). No more than three objectives are included in the application.

6. All objectives lead to the achievement of the project goal.

Outcomes and Indicators (0 – 5 points)

Score	

7. The application describes one primary outcome per objective in a way that aligns and demonstrates what will be changed as a result of achieving the objective.

8. The application clearly provides one indicator per primary outcome that illustrates how the project will track progress towards the primary outcome.

Outputs (0 – 3 points)

Score	

9. The application describes each objective's resulting outputs (products and/or services) and their relevance to the project.

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

Score	

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.

Total Score	

Reflection

Was it easy to assess the subcriterion elements? Why or why not?

Were you provided with sufficient information to score this section of the application?

What additional information do you wish was included?

ANA Help Desk

http://www.acf.hhs.gov/ana
Toll free: 1.877.922.9262

Alaska Region

http://www.anaalaska.org
Toll free: 1.800.948.3158

Eastern Region

http://www.anaeastern.org
Toll free: 1.888.221.9686

Pacific Region

http://www.anapacific.org
Toll free: 1.844.944.9544

Western Region

http://www.anawestern.org
Toll free: 1.855.890.5299