



Pre-Application Manual

January 2019 - 2nd Edition



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The pictures on the front cover are from ANA funded projects and training. Clockwise from the upper left:

Institute for Native Pacific Education and Culture (INPEACE) project to increase educational attainment, economic and social self-sufficiency for Native Hawaiian community members on the Coast.

Ivan Sorbel in the museum at **Pine Ridge Area Chambe of Commerce**

Administration for Native Americans 2018 Grantee Meeting Elders Plenary with (left to right): Frank Rabon, Ann Tucker, Dave Baldrige, Marcella Le Beau, and Cynthia LaCounte.

Native Village of Port Graham project that focuses on updating the office technology systems and training staff in order to support more efficient work processes for the Port Graham Village Council and Administration.

What Is and Is Not in This Manual



Reading the ANA Funding Opportunity Announcement (FOA) and understanding eligibility requirements.



Writing an application narrative in response to an ANA FOA and which clearly describes the current community condition, project goal, and approach.



Completing Federal forms and packaging the application.



Applying through Grants.gov.



Understanding the process of reviewing applications for funding.



Understanding community-based planning processes and tools.



Defining long-term community goals, documenting a current community condition that stands between the community and the accomplishment of these goals, and identifying assets that can be used to address those current community conditions.



Building a project work plan with measurable, outcome-based objectives that will accomplish the project goal.



Developing sustainability and evaluation plans.

****This information can be found in the Project Planning and Development Training Manual.***

About the Administration for Native Americans (ANA)

ANA is committed to helping build strong Native communities and believes a community-based planning process should be used to develop projects. ANA's mission and history support community development as the path towards Native American communities achieving self-sufficiency and cultural and language preservation.

ANA History and Priorities

In January 1964, President Lyndon B. Johnson announced the War on Poverty, a series of legislative initiatives that included the foundation for ANA. President Johnson's War on Poverty called on communities to prepare "long-term plans for the attack on poverty." Eight months later, the Economic Opportunity Act was signed into law, and, shortly thereafter, the Office of Economic Opportunity (OEO) began awarding grants.

Early in the 1970s, the OEO was terminated, but several of its programs were continued. Established in 1974 through the Native American Programs Act (NAPA), the Administration for Native Americans embraced the goal of Native American self-determination, first endorsed by President Johnson in 1968 and later by President Richard Nixon.

Today, ANA is housed in the U.S. Department of Health and Human Services, Administration for Children and Families and serves all Native Americans, including federally recognized tribes, American Indian and Alaska Native organizations, Native Hawaiian organizations, and Native communities throughout the Pacific Basin. ANA's mission is to promote the self-sufficiency of Native Americans, and our philosophy of self-sufficiency is based on the following core beliefs:

- A Native community is self-sufficient when it can generate and control the resources necessary to meet its social and economic goals and the needs of its members.
- The responsibility for achieving self-sufficiency resides

with Native governing bodies and local leadership.

- Progress towards self-sufficiency is based on efforts to plan and direct resources in a comprehensive manner consistent with long-term goals.

ANA promotes self-sufficiency for Native Americans by providing discretionary grant funding for community-based projects and training and technical assistance to eligible tribes and Native organizations in three program areas: Social and Economic Development Strategies, Native Languages, and Environmental Regulatory Enhancement.

Social and Economic Development Strategies (SEDS)

ANA promotes social and economic self-sufficiency in communities through SEDS grants. These competitive financial assistance grants support locally determined projects designed to reduce or eliminate community conditions that stand in the way of achieving community goals.

This approach to promoting self-sufficiency encourages communities to shift away from programs that create dependency on services and move towards projects that increase community and individual productivity through community development. SEDS grants fund social and economic development projects in both on- and off-reservation communities and provide federal support for self-determination and self-governance among Native American people.

SEDS also provides governance funding. The governance component under the SEDS program assists tribes with the development and implementation of projects that support and enhance tribal sovereignty and operational effectiveness.

Under the SEDS program area, ANA also provides funding for Social and Economic Development Strategies – Alaska (SEDS AK) projects. SEDS AK is designed to provide targeted support for Village-specific projects to improve and enhance the core capacity of Alaska Native Village

governments, who are central to fulfilling social and economic self-sufficiency in Alaska.

Example of a Funded SEDS Project

The Coquille Tribe is located in North Bend, Oregon. Their land base consists of 26 non-contiguous land parcels spread across a 6,063 square mile, three-county area. The goal of their project is to enhance the Tribe's Land Use Planning and GIS Management capabilities. This will also allow it to develop a comprehensive land use plan, institute location-specific plans that optimize resources while protecting cultural and environmental sites and more strategically target their land acquisition efforts.

- Project Title: Land Use and GIS Capacity Building Project
- Award Amount: \$341,675 in Year 1
- Project Period: September 2016 – September 2019

Example of a Funded SEDS AK Project

The Village of Ohogamiut ANCSA Traditional Land Re-conveyance and Capacity Building Project aims to resolve the legal issues of the Ohogamiut ANCSA Corporation and have traditional lands transferred to the tribe, so they can begin the process of utilizing their traditional lands. The Village of Ohogamiut was granted tribal status and received traditional lands back through the Alaska Native Claims Settlement Act; however, the conveyance of the ANCSA land claim was not finalized for more than 30 years, during which time the prior ANCSA Corporation was no longer functioning and was involuntarily dissolved. The current ANCSA Corporation is not operational and needs technical assistance to re-form and build capacity so that their traditional lands can again be utilized by the community.

- Project Title: Village of Ohogamiut ANSCA Traditional Land Re-conveyance and Capacity Building Project
- Award Amount: \$147,813 in Year 1
- Project Period: September 2018 – September 2021

Native Languages

ANA believes language revitalization and continuation are essential to preserving and strengthening a community's culture. The use of Native

language builds identity and encourages communities to move toward social unity, self-sufficiency, and cultural preservation.

Recognizing that the history of federal policies toward Indian and other Native people has resulted in a dramatic decrease in the number of Native American languages, Congress enacted the Native American Languages Act. This program is authorized under Section 803C of the Native American Programs Act of 1974, 42 U.S.C. 2991b. The intent of the Act is to assist Native communities to reverse this decline. Three decades later, Congress passed the Esther Martinez Native American Languages Preservation Act (P.L. 109-394) in 2006. This law amends the Native American Programs Act of 1974 to provide for the revitalization of Native American languages through Native language immersion and restoration programs.

ANANative Language funding has two standing categories: (1) Preservation and Maintenance (P & M) funding, which provides opportunities to assess, plan, develop, and implement projects, including restoration projects, to ensure the survival and continuing vitality of Native languages and (2) the Esther Martinez Immersion (EMI), which supports language nests and survival schools.

Example of a Funded P & M Language Project

The Papahana Kuaola project goal is to provide Hawaiian language immersion opportunity in the workplace, targeting six Hawaiian education organizations on O'ahu, to achieve fluency in the Hawaiian language. By the end of the 36-month project, an estimated 75% of 60 participants will have demonstrated Hawaiian language fluency at varying levels, from novice to advanced. With two objectives, the project aims to develop and implement five Hawaiian language learning modules that follow the Koina Leo method, and the application of four types of support system tools to partnering Hawaiian education organizations.

- Project Title: Project Hoopoeko
- Award Amount: \$298,983 in Year 1
- Project Period: July 2018 – June 2021

Example of a Funded EMI Language Project

The Wôpanâak Language Reclamation Project (WLRP) immersion language nest will provide 1,365 hours of language immersion for children each year. The project started with Pre- Kindergarten and expands a grade level each year until, over the course of 36-months, they will have a Pre-K through 1st grade school. To support their curriculum, they are using the Montessori Method, following the teachings of famed educator Maria Montessori for their educational pedagogy.

- Project Title: Mukayuhsak Weekuw: The Children's House, a Wampanoag Language Montessori Immersion School
- Award Amount: \$297,442 in Year 1
- Project Period: Aug 2016–July 2019

Environmental Regulatory Enhancement

Growing awareness of environmental concerns on Indian lands resulted in ANA dedicating funding to address those issues. ANA's Environmental Regulatory Enhancement (ERE) grants provide tribes with resources to develop legal, technical, and organizational capacities for protecting their natural environments.

Environmental Regulatory Enhancement projects focus on environmental programs in a manner consistent with tribal culture and can include environmental issue identification, and the development, implementation and enforcement of regulations.

Example of a Funded Environmental Project

The Lac Courte Oreilles Band of Lake Superior Chippewa Indians aim to create a Tribal Wetland Management Program that will increase both Lac Courte Oreilles (LCO) community awareness of wetlands and the Tribe's ability to manage them effectively. Currently, LCO has no Wetland Management Program and therefore no ability to monitor or regulate this natural resource. There are no practices in place to protect tribal wetlands and preserve the high-quality sites that provide LCO community members with subsistence hunting and gathering of culturally important foods and medicines. Beneficiaries of this project will be the 2,300 LCO community

members living on the Reservation who will benefit from an increase in wetlands education and the collection of baseline condition data for the 3,500 acres of tribal wetlands.

- Project Title: Lac Courte Oreilles Wetland Program
- Award Amount: \$122,365 in Year 1
- Project Period: September 2018 – September 2021

Projects, Applications, and Grants

A project is not the same thing as a grant. A project consists of a project goal, objectives, and milestone activities created through a community-based planning process to address a current condition that is preventing the community from achieving its long-term goals. A project also includes a budget that funds implementation of objectives and activities. A grant is the agreement between the grantee and the funding organization which finances the project. In other words, the project is the strategy for moving toward the achievement of the community/tribal long-range goal and the grant is the award which provides funds to implement that strategy. Think about this while writing the application – this application is written to convince the funding organization to invest in the project’s strategy.

In order to write a strong application, a well-designed project is crucial. The first step in writing the application is effectively describing the project. Begin that process by describing the project idea in one sentence or phrase. Some examples of such abbreviated project descriptions, taken from the ANA website, are below:

ANA Funded Projects

“Stimulating creativity and complex problem-solving skills, as well as increasing student self- esteem and academic outcomes, by delivering quality language immersion for a Dakota/Ojibwe urban language nest.”
– Alliance of Early Childhood Professionals, Minnesota, Native Language project.

“Developing a scientifically defensible conceptual model of the hydrology of the upper Umatilla River Basin groundwater-flow system to ensure

development does not harm water flows and existing uses.” –Confederated Tribes of the Umatilla Indian Reservation, Oregon, Environmental Regulatory Enhancement project.

“Developing integrated agricultural and culinary programs to encourage healthy, sustainable lifestyles for Native Hawaiian students and their families.” – Ho’oulu Lahui, Inc., Hawaii, SEDS project.

“Increasing processing and sales of locally caught salmon in order to expand tribal members’ participation in the salmon industry as fishermen, processors, and marketers.” – Sun’aq Tribe of Kodiak, Alaska, SEDS project.

Describe the Project in One Sentence

Using the examples in the previous section as a model, describe the project in one sentence.

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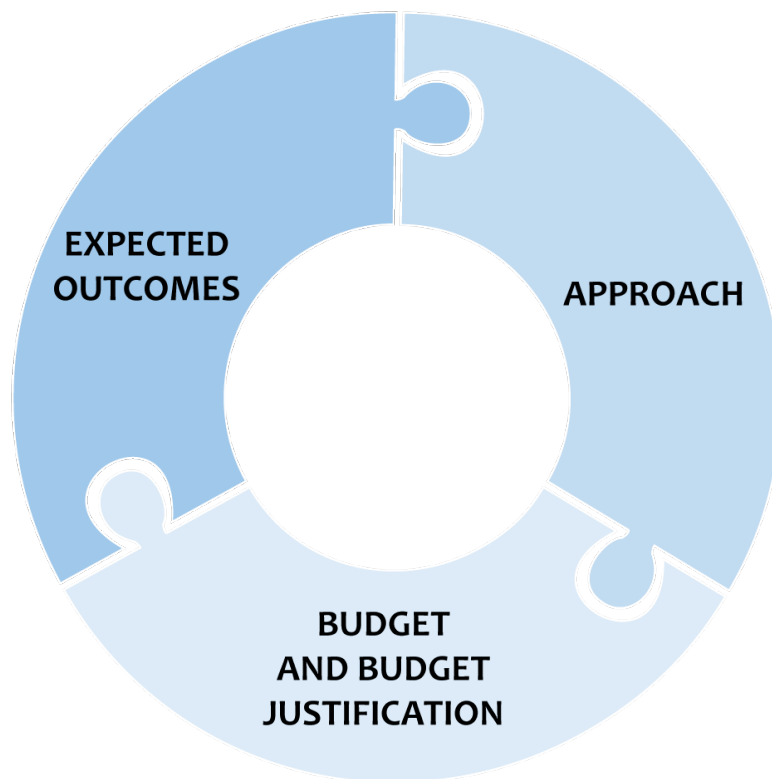
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1. Introduction

This manual and training are designed to help applicants develop a clear and concise application. Applicants will also learn to determine the fundamental steps necessary to complete their individual projects. Ultimately, an applicant will be able to tailor their project plan to alleviate the identified condition preventing the attainment of their community's goals.

While the application itself is one document, it consists of many parts that rely on and support each other to tell a complete story.



In addition to providing information on the Funding Opportunity Announcement and how to apply, this manual will also address the portions of the application that will be reviewed and scored. Information will be provided regarding each of the scoring criterion, the sub-criterion of the criterion, and the different elements of each. It is important that the application writer address all the elements in the scoring criteria because the application reviewers are required to respond to each of these elements. This manual and training will provide instructions to address each of the criteria that will be used by reviewers to score the application.

While there are many factors affecting funding, this manual is designed to assist in putting together an ANA application by providing examples and guidance for addressing criteria, formatting, and submission requirements. The manual also provides activities to help applicants apply the principles covered here to their project proposals.

To cover the three ANA program areas, this manual contains examples for Social and Economic Development Strategies (SEDS), Language Preservation and Maintenance (EMI), and Environmental Regulatory Enhancement (ERE) projects. The SEDS example is used throughout the body of the manual to help applicants see what ANA is looking for in each key application component. The examples for ERE are included in Appendix F and EMI in Appendix G.

2. Working with the Funding Opportunity Announcement

A Funding Opportunity Announcement (FOA) is the publicly available document that contains all the official information (e.g., requirements, deadline, eligibility, reporting, etc.) about a federal grant. A FOA is how a federal grant-making agency announces the availability of a grant, and it provides instructions on how to apply for that grant.

The Administration for Native Americans (ANA) issues Funding Opportunity Announcements (FOAs) of available discretionary grant funds which can be found at <http://www.grants.gov>. A separate announcement is issued for each program area. The FOA is the official document that details the requirements for submission of an application to ANA.

Overview of the Structure and Content of FOAs

The Administration for Native Americans Funding Opportunity Announcements are all structured as described below. Under each FOA section is important information to be aware of when preparing your application.

Executive Summary. This section provides information on the purpose of the funding.

I. Program Description. This section provides information on ANA's mission and goals, a description of the program area the FOA addresses, the purpose of the program area, ANA's areas of interest for the program area addressed by the individual FOA, the ANA project framework, project monitoring tools, key project features to be addressed in the application, and ANA administrative policies.

All applications must contain a project idea that specifically addresses the purpose of the program area outlined in the FOA.

The Program Areas of Interest provides examples of the types of projects that could be implemented to address the purpose of the FOA. This list is only meant to help clarify the purpose of the FOA. Examples are limited and do not represent the only project ideas that you could implement. You are not required to use one of the areas of interest as the community project your application focuses on.

The ANA project framework, project monitoring tools, OWP and key project features are also

explained in this section. These parts of the section form the foundation for your project and how you implement it. All parts discussed here will be evaluated by reviewers using ANA's scoring criteria.

Section I concludes with the ANA administrative policies which defines specific policy requirements, limitations, conflict of interest standards, and federal evaluation.

II. Federal Award Information. This section details the type of funding instrument, estimated total funding, expected number of awards, the minimum and maximum amount of federal funds that can be requested each year of the project, the average projected award amount, the anticipated project start date, and the length of projects.

The information provided in section II helps in the planning of your project (e.g. determining start and end dates for activities, knowing the maximum federal funding that can be requested per year, and understanding how long a project can be). Some of this information also relates to disqualification factors listed in the next section.

III. Eligibility Information. This section contains information on who is eligible to apply for funding, the cost sharing or matching requirement, projects that are ineligible for funding, and application disqualification factors. Should you need clarification of any of this information contact the ANA Help Desk or your Regional Training and Technical Assistance Center.

IV. Application and Submission Information. The information included in this section addresses how to request an application package (also available at <https://www.grants.gov>), formatting the application and page limitations, required application elements and organization of files for uploading into <https://www.grants.gov>, and required standard and Office of Management and Budget (OMB) approved forms. Key to this section is the structure of the application and the information to be contained in each component of the application.

The Project Description includes the table of contents, project abstract, expected outcomes which includes the outcome tracker, approach which includes organizational capacity and the objective work plan (OWP), and budget. There are a number of elements to each of the components, so it is important to pay close attention to each piece of information required. Also included is the application submission options, instructions for electronic submission, and the due date for applications.

V. Application Review Information. This section explains how the applications will be reviewed and provides the specific evaluation criteria and the points assigned to each criteria.

VI. Federal Award Administration Information. This section details specific conditions for those applicants that receive an award and the reporting requirements for the grant.

VII. HHS Awarding Agency Contact(s). This section lists the ANA Program Office and the Office of Grants Management contact information.

VIII. Other Information. The other information provides reference websites and the application checklist that can be used as a guide when preparing the application package.

Appendices

1. Contains information on budgeting for travel to the required ANA meetings.
2. Provides important definitions
3. Supplies a sample format for the Outcome Tracker.

It is important to carefully read, understand and closely follow the instructions provided in the entire Funding Opportunity Announcement.

NOTE: The official funding opportunity announcements take precedence over any material in this manual.

Application Review Criterion

The best way to plan an ANA application is by knowing exactly how the application will be reviewed and scored. This information will not only help in developing and writing the application, but it will also help to ensure that you address each element. The evaluation criteria used by reviewers can be found in Section V.1 of every FOA. Once community input is gathered and a project plan is developed, these criteria guide the structure of the

application. It is important to remember that the FOA includes a set of scoring criteria and lists key elements to address under each criterion. The FOA assigns point values for each criterion.

NOTE: There are differences between the FOAs, particularly in the review criteria. The manual notes differences where applicable, but each applicant must thoroughly review the FOA for the program area under which they are applying (i.e. SEDS, Language, ERE).

Scoring Guide

ANA provides the maximum number of points allowed for the three criteria. In addition, they break down the point range for each sub-criterion. The breakdown of points is outlined below.

Criterion 1	Expected Outcomes	35 Max. Points
Sub-criterion 1	Long Term Community Goal	2 Points
Sub-criterion 2	Current Community Condition	5 Points
Sub-criterion 3	Project Goal	4 Points
Sub-criterion 4	Objectives	7 Points
Sub-criterion 5	Outcomes and Indicators	7 Points
Sub-criterion 6	Outputs	5 Points
Sub-criterion 7	Outcome Tracking Strategy	4 Points
Sub-criterion 8	Outcome Tracker	1 Point
Criterion 2	Approach	50 Max. Points
Sub-criterion 1	Planning, Readiness and Implementation Strategy	20 Points
Sub-criterion 2	Community Based Strategy	8 Points
Sub-criterion 3	Personnel, Partnerships and Organizational Capacity	12 Points
Sub-criterion 4	Objective Work Plan	10 Points
Criterion 3	Budget and Budget Justification	15 Max. Points
Sub-criterion 1	Line Item Budget	5 Points
Sub-criterion 2	Budget Justification	10 Points

NOTE: Using the criteria and sub-criteria as headings in your project narrative, in the order they are presented above and without point values, provides a good outline for the sections and sub-sections. It also explicitly specifies to reviewers the criteria you are addressing.

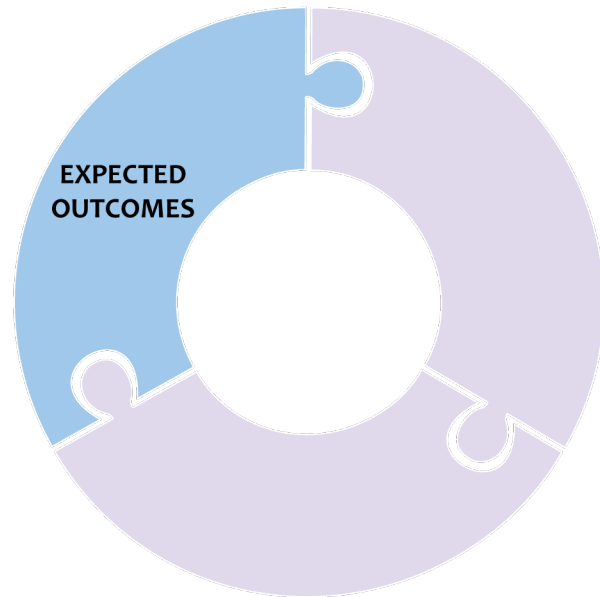
3. Criterion One: Expected Outcomes, Max Pts: 35

The Expected Outcomes section calls for key information that will serve as the foundation for the remaining two criteria. Applicants will address eight sub-criteria in Criterion One - Expected Outcomes which establishes the basic framework of the proposed ANA project.

Expected Outcomes

Sub-Criteria

1. Long-Term Community Goal
2. Current Community Condition
3. Project Goal
4. Objectives
5. Outcomes and Indicators
6. Outputs
7. Outcome Tracking Strategy
8. Outcome Tracker



Expected Outcomes sub-criteria, listed above, are used to establish the basis of the proposed project which helps reviewers understand and evaluate how well the application components work together as a whole. For example, an application's long-term goal provides purpose and context for the project while the current community condition describes factors that may inhibit attaining the long-term goal. Other elements within each sub-criterion include information regarding project beneficiaries, the project goal, and the measurable positive changes the project will create to reduce or eliminate conditions that stand between the community and attaining the long-term goal.

On the following page, you will see the elements for each Outcomes Expected Evaluation Sub-criteria.

I. Long-term Community Goal

1. The extent to which the application identifies a long-term community goal that aligns with the outcomes and objectives proposed by the project and demonstrates the proposed project is relevant to the achievement of the long-term community goal.

II. Current Community Condition

1. The extent to which the application identifies a specific and current community condition that is related to the purpose of the [specific program area], and the extent to which the current community condition will be directly addressed by the project goal.
2. How effectively the current community condition identifies the target population and provides basic baseline information about the project beneficiaries, which can be used to show an enhanced condition upon successful completion of project goals and objectives.
3. The extent to which the current community condition demonstrates knowledge of targeted project participants and/or beneficiaries, is limited to the scope of the proposed project, and demonstrates a need for the proposed project.
4. The achievement of the Project Goal and Outcomes will positively affect the Community Condition and will continue towards achieving the Long-Term Community Goal after project completion.

III. Project Goal

1. The project goal is effectively stated and addresses the current community condition and supports the long-term community goal. The project goal logically aligns to the expected outcome(s) and objective(s) identified for the proposed project and is able to be tracked and measured.
2. The target population being served was appropriately included in the identification of the project goal as a means to address their needs.

IV. Objectives

1. The extent to which up to three objective(s) effectively describe a tangible achievement in a measurable manner.
2. The extent to which each objective includes all components of the target, timeline, indicator and population (TTIP).

V. Outcomes and Indicators

1. The application identifies a primary outcome for each objective, which is directly related to making a change in the current community condition.
2. The primary outcome of the objective is a significant and logical result of successful accomplishment of the objective.
3. The application proposes viable indicator(s) that quantify what will be changed by each outcome in a way that can be effectively observed and measured.

VI. Outputs

1. The extent to which the application fully identifies all tangible outputs resulting from carrying out project objectives and activities. Outputs are tangible products or services that result from actions taken to achieve project objectives.
2. The extent to which the outputs are feasible and achievable within the timeframe provided in the corresponding objective.

VII. Outcome Tracking Strategy

1. The application fully identifies an accurate and viable means of measurement for each indicator, which can be effectively and consistently be used to show the progress a project is making toward achieving primary outcome(s). The application 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, organizational capacity, approach, and OWP.
2. The application provides clear and detailed information describing the plan to collect and manage data/information. Data management tools/systems are indicated, or, if applicable, the need and approach to developing and/or improving a data/information management system is described. Details include available data collection capacity; description of where and how data is stored; plans for analysis of project data; and any technical assistance or staff supports that are or will be provided for data management.

VIII. Outcome Tracker

1. The outcome tracker exhibits connections between the components included in Expected Outcomes (long-term goal, current community condition, project goal, outcomes, and objectives, outputs) in a way that demonstrates logic and validates the ANA project framework as described in Section I. Program Description and Section IV.2. Content and Form of Application Submission, The Project Description.

I. Long-term Community Goal

1. The extent to which the application identifies a long-term goal that aligns with the outcomes and objectives proposed by the project and demonstrates the proposed project is relevant to the achievement of the long-term community goal.

Long-term community goals are the visions for an ideal community and the foundation for all projects. They are established by community members and describe conditions in specific focus areas (cultural enhancement, education, housing, health services and household income, for example). Visions grow and change over time as goals are achieved and new priorities are identified, as well as when community members participating in the process change. Long-term goals of organizational or geographic communities are often found in Community Comprehensive Plans. Also, they are components of organizational Strategic Plans.

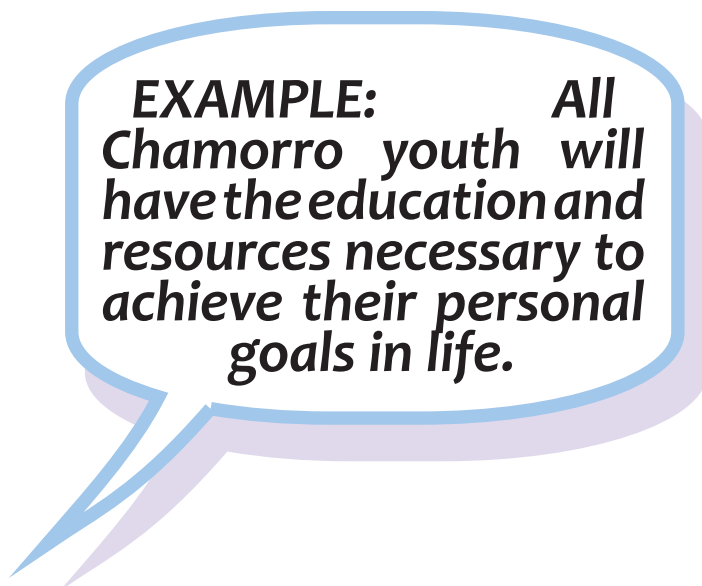
Long-term community goals are an important component of the community development process and the ANA application. Projects developed with the intent of achieving a long-term goal demonstrate that the community has a clear sense of direction and focus. Many tribes and organizations have identified long-term goals through a community-based planning process and include them on their websites or comprehensive plan documents. Similarly, non-profit organizations can often find their long-term goals in their mission statements and/or planning documents generated by members of that organization.

Once the long-term goal is identified, be sure to provide an explanation of how the proposed project is related to achieving that goal. Also, it is important to describe the role the community played in long-term goal development by detailing the planning processes used (for example, community meetings, surveys, and focus groups) and information on the participants in the planning activities (general community, parents, community leader, elders, language advocates, youth, etc.).

The long-term community goal below is an example for a SEDS project and

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will be used throughout this manual to demonstrate the development of the Chamorro Youth Club, a fictional organization's application. The information about the community in the example is for illustrative purposes only and does not reflect the actual status of the Chamorro youth in Guam.



II. Current Community Condition

1. The extent to which the application identifies a specific and current community condition that is related to the purpose of [Specific Program Area], and the extent to which the current condition will be directly address by the project goal.

The current condition is a measurable gap or barrier that is preventing the community from achieving the long-term goal(s) on which the project is focused. Ideally, the current condition is described in one or two sentences. This condition should be compelling and urgent. While there are probably many conditions the community can identify that stand in the way of reaching the long-term goal, the application should identify one specific condition that will be reduced or eliminated by the project and is achievable within the project period.

Do not describe the specific condition that the project will address as a “lack of” or a “need for” something. For example, applications often assert, “We need better nutrition for our elders,” or “Our youth lack access to nutritious food.” These statements do not describe a condition in the community; rather they describe a possible solution for addressing the condition of high food costs, distance from the community to fresh foods or loss of knowledge of how to prepare nutritious meals.

A current community condition that inhibits reaching the long-term community goal of All Chamorro youth will have the education and resources necessary to achieve their personal goals in life is identified below.

EXAMPLE: According to 2017 education statistics for Guam, 38% of the 4,685 high school age Chamorro youth are likely to leave school prior to graduation and remain unemployed or in unskilled low wage positions into adulthood.

NOTE: Make sure the current condition statement:

- Describes ONE current condition that exists in the community that can be addressed by Project,
- Does not describe a condition using “lack of” or “need for” terminology,
- Is no longer than two sentences,
- Is presented in URGENT, COMPELLING, and UNDERSTANDABLE terms.

2. How effectively the current community condition identifies the target population and provides basic baseline information about the project beneficiaries, which can be used to show an enhanced condition upon successful completion of project goals and objectives.

The discussion of “the community” begins with a brief geographic and demographic description of the overall community. However, the discussion of community in a project narrative should move beyond a description of the entire community and their areas of concern. Community members often will identify a specific group in the community who are impacted by the “community condition” and recommend that the project focus on alleviating the effects of that condition on that population. These individuals or groups are the targeted beneficiaries of the project.

In describing project beneficiaries, include information on:

- People to be served by the project
- Demographic data that describes social, economic, and other information regarding the project beneficiaries and how the condition the project addresses impacts that population
- Geographic location where the project will occur

EXAMPLE: The intended beneficiaries of the proposed project are Chamorro youth ages fourteen (14) to seventeen (17) living on the island of Guam. According to 2017 Guam Department of Education data, the total number of Chamorro high school students is 4,685. Based on the current and past data only 2,905 will complete high school. The project is targeting 25% of the 1,780 Chamorro high-risk students that might not complete high school or 445 students. A survey of 223 of the potential project participants found that 42% of the students who responded live in single parent households and their household income is at least 100% below the poverty level. The geographic location of the project will be in twelve (12) of the nineteen (19) villages on the island of Guam. The potential participants also completed the Youth Risk Behavior Survey and based on the results, 95% of respondents were identified as at-risk.

When presenting data, it is important to limit the data provided to the single condition presented. For example, if the project is about native language then unemployment and poverty data would not be relevant in most cases.

Include data to corroborate the identified condition. Sources could be from surveys, local data, studies, regional census data, and historical data to reinforce community definitions of the condition

to be addressed. Use recent data that has been collected within the past 3 to 5 years. Limit national and statewide secondary data information unless it clearly supports the extent of the community condition. Do not include data that is too broad and general unless it supports an aspect of the proposed project.

Supporting information or data detailing the baseline condition of the project beneficiaries provides the reader with details related to the scope of the condition in the community and creates a foundation to determine the change of these conditions through the successful completion of the project. This is extremely important, as ANA is looking for projects that are community-driven and lead to achievement of the stated community long-term goal.

3. The extent to which the current community condition demonstrates knowledge of targeted project participants and/or beneficiaries, is limited to the scope of the proposed project, and demonstrates a need for the proposed project.

This sub-criterion asks the applicant to describe the connection between the target population or beneficiaries and the need for the project. Provide data that is specific to the community and avoid providing national or regional statistics. Stay focused on the community condition identified earlier so that the narrative supports the stated need for the project. Also note that each FOA requires specific information relevant to the type of funding being sought.

See the next page for an example.

EXAMPLE: Data collected by the Guam Department of Education shows that from 2014-2016, 38% of Chamorro high school students dropped out. The dropout rate among Guam high schools, generally, for the same period was 20%. In the survey referenced above the students identified the following top five reasons why they would drop out of high school:

- 1. They felt isolated and had difficulty communicating with the other students.**
- 2. They were bored with school.**
- 3. The school homework assignments were hard, and they had trouble completing them.**
- 4. They were failing several their classes.**
- 5. They needed to work to help the family financially.**

Further review of historical data on the number of Chamorro students that dropped out of high school found that dropout rates had been increasing about 1% each year.

NOTE: Esther Martinez Immersion (EMI) and Preservation and Maintenance (P&M) of Native Language applicants have a **fifth element** to address under the Current Community Condition sub-criterion. They must provide a recent (recommendation: no older than 3 years old) description of the current status of the native language. Include the number of fluent speakers in the community, and general information on the breakdown of the remaining community by age and fluency or proficiency level, if applicable. List the language resources available to members such as classes, curriculum, schools, language apps, etc. Also, provide information on the community's willingness to participate in the proposed language project. Surveys are very useful in collecting this data. Be sure to have a good sampling of the community and target beneficiaries when presenting results.

III. Project Goal

1. The project goal is effectively stated and addresses the current community condition and the long-term community goal. The project goal logically aligns to the expected outcome(s) and objective(s) identified for the proposed project and is able to be tracked and measured.

The project goal describes the improved condition that will be in place as a result of the project's successful completion. The project goal can describe a reduction or resolution of the community condition that has been identified earlier or an increased capacity to resolve that condition. The project goal describes an improved condition that moves the community closer to long-term goal achievement.

As previously stated, the project goal must relate to the community's long-term goal described earlier in the application. The project goal should be brief, to the point, and realistic. The goal determines the scope of the project. Do not overstate what the project intends to accomplish.

Here is an example of a project goal.

EXAMPLE: The project goal is to increase the high school graduations rates of Chamorro youth by reduction of their at-risk behaviors.

2. The target population being served was appropriately included in the identification of the project goal as a means to address their needs.

NOTE: Each FOA has different wording for this sub-criterion.

P & M Sub-criterion #2 - The target population being served was appropriately included in the identification of the project goal as a means to address Native Language Preservation and maintenance.

EMI Sub-criterion #2 - The target population being served was appropriately included in the identification of the project goal as a means to address their needs.

ERE Sub-criterion #2 - The target population being served was appropriately included in the identification of the project goal as a means to address the environmental needs of the community.

This section of the narrative should describe how the target population or beneficiaries were involved in the process to determine the project goal, including the process that was used, who was involved in the decision making and any factors affecting the decision. This is a very important aspect to a well-developed project idea.

If the community has not been involved in the planning process, take a step back and request community input from community members. Most successful applications are written after community input has been solicited. Be sure to record community members' input as a means to substantiate community involvement. After community input has been gathered, a written description of the process is needed including any suggestions for project changes.

An example of beneficiary input in development of the project idea follows.

EXAMPLE: *Three specific activities were conducted to gather community input regarding the planning of the proposed Our Culture Will Empower Our Youth: 1) Throughout the month of October 2018, parents of the Chamorro high school students attended community meetings in each of the twelve villages; 102 parents participated in total. The use of a two-item agenda (what challenges are your children having in school and what will support them) helped focus all discussion which was led by Raymond Calvo, an informal community leader. Please note attached sign-in sheets from each parent planning meeting, included in Appendix B. 2) The Chamorro high school students access social media regularly. Therefore, from October 1 through December 31, 2019, the Chamorro Youth Club's website and Facebook site were used to solicit input from the students on the challenges they were facing in school and what types of support would they want. Please note attached photos of social media posts, data collected, and number of students that provided input on both the website and Facebook page. These materials are in Appendix B. 3) Throughout the month of December 2018, meetings with Chamorro students from each of the twelve (12) villages were conducted to get input into the design of the project. The information from the parent meetings, website, and Facebook was provided to the students at the meetings. Sixty-one (61) students participated in the village meetings. Minutes from these meetings can be found in Appendix B.*

IV. Objectives

1. The extent to which the application includes up to three objective(s) that effectively describe a tangible achievement in a measurable manner that includes the indicator, target, population, and timeline.

Objectives support the strategy for accomplishing the project goal. Objectives are developed to reach the project goal and must address the following two elements of the objective(s) sub-criteria.

Objectives clearly describe a tangible achievement in a measurable manner that includes the timeline, target, indicator and population (TTIP).

- **Timeline:** a time by which the objective will be achieved.
- **Target:** a measurement for the intended amount of change and associated with the indicator.
- **Indicator:** a measurable sign that something has been done or been achieved.
- **Population:** a specific group on which the program intends to focus.

The objective for the Chamorro Youth Club's project "Our Culture Will Empower Our Youth" is written below and follows the TTIP format.

EXAMPLE: *By the end of Year 3 (timeline), 101 (target) of the participating Chamorro high school students who should be able to graduate (population), will successfully finish school and graduate (indicator).*

NOTE: The indicator should clearly correlate with the numbers used in the current community condition section of the project narrative.

2. The extent to which each objective includes of components of the TTIP (target, timeline, indicator and population).

It is important that each component is easily recognizable, but this element wants you to be sure your wording is clearly stated and measurable. One of the pit falls that applications encounter is using a percentage for a target. If baseline information is not provided in the objective the objective cannot be measured as there is no reference point for determining the percentage.

V. Outcomes and Indicators

1. The application identifies a primary outcome for each objective, which is directly related to positive change in the current community condition and is a significant and logical result of successful accomplishment of the corresponding objective.

Each of the application objectives must include a primary outcome statement. That outcome statement describes a measurable positive change in the community condition created by successful accomplishment of the objective.

2. The primary outcome of the objective is a significant and logical result of successful accomplishment of the objective.

NOTE: Sub-criterion five, Outcomes and Indicators, element two in the Native Language -EMI FOA, is worded very differently from the other program areas.

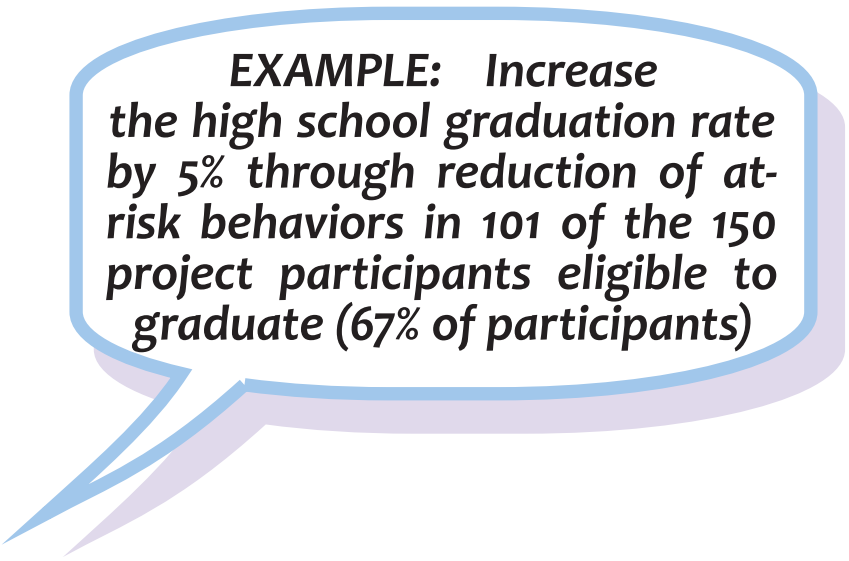
EMI Element 2 - The primary outcome of the objective is a significant and logical result of successful accomplishment of the corresponding objective. The application demonstrates a connection between each primary outcome and one of the four categories for objectives (fluency, increased access to language resources, teachers certified, increased capacity to implement a language program) as described in Section I. Program Description, Project Framework.

The primary outcome that you tie to each objective should be a positive measurable change that results from completing a project objective. Outcomes are short-term or long-term positive changes that reduce or eliminate the current community condition and move the community toward realizing the long-term community goal. Although a project can generate several secondary outcomes, the evaluation of this section pertains only to the primary outcome for each project objective. Keep in mind that ANA requires only one outcome per objective. A discussion of other potential project outcomes is allowable, however, the focus of this section is on how the primary outcome for each objective addresses each required element.

For example, if the project goal is to address child literacy rates, then related outcomes for objectives might be that participants' reading levels increase, increase the instances during the week that

parents read to participants at home, and staff teachers learn and implement new and innovative teaching techniques during the project. Note that each of these outcomes is related to a different definition of “community,” however, they all pertain to child literacy rates. The objective’s primary outcome is the positive measurable change the current community condition the project goal is addressing. If the project goal is to “increase child literacy rates”, the primary outcome(s) will focus on measurable positive changes “in child literacy rates”.

Given the example of the Chamorro Youth Club’s intent to increase the number of Chamorro students that graduate from high school, primary outcomes are described below.



EXAMPLE: Increase the high school graduation rate by 5% through reduction of at-risk behaviors in 101 of the 150 project participants eligible to graduate (67% of participants)

3. The application proposes viable indicator(s) that quantify what will be changed by each outcome in a way that can be effectively observed and measured.

The indicator is a measurable sign that something has been done or been achieved. These two elements, the target and the indicator, are closely related. An example of the indicator is on the following page.

EXAMPLE: The Chamorro Youth Club will have 150 Chamorro students who will be eligible to graduate from high school during the project period. Of those students 67% will graduate (target) through culturally focused support resulting in a 5% increase in the graduation rate (indicator).

VI. Outputs

1. The extent to which the application fully identifies all tangible outputs resulting from carrying out project objectives and activities. Outputs are tangible products or services that result from actions taken to achieve project objectives.

Outputs are directly tied to the milestone activities in the objective work plan (OWP). Outputs are critical to identifying the means for achieving project objectives by pinpointing what products will be produced as each objective is reached. Outputs also help establish benchmarks, which can be used to monitor progress towards achieving project objectives. It will be helpful to write this section after completing the OWP.

EXAMPLE: The project will provide a minimum of 150 hours of traditional dance and language classes and activities each year to 85% of project participants. 120 youth participants will work with an elder 4 hours per week for 40 weeks per project year. The YRBS will be administered to all project participants at six-month intervals to secure data on participant progress.

2. The extent to which the outputs are feasible and achievable within the timeframe provided in the corresponding objective.

To address this element, explain how you determined that the outputs identified above are achievable within the allotted time period for the objective.

EXAMPLE: *There will be several outputs associated with our implementation plan. 150 students and 45 waitlisted students will be recruited; 150 hours of cultural and language classes and activities will take place each year. 160 hours of mentoring will be received by high school seniors recruited/participating the project as well.*

VII. Outcome Tracking Strategy

This criterion brings together the components discussed in Criterion 1 (project goal, objectives, outcomes, indicators, and outputs) into one cohesive table, showing the logical connections between the components, annual benchmarks, the means of measurement. Be consistent with the information as you are using the information in other sections of the application. A narrative will explain the data collection plan which will support monitoring and assessment of the project. It is important to be specific when talking about data collection. What instrument are you going to use to track the data, what are the data points you will be collecting. Who will collect those data points? Who will analyze what has been collected? How will the results of analysis affect the implementation of the project?

There are 2 areas to address under this FOA scoring criterion:

- A fully described and effective process for measuring progress of project indicators
- Details on data management to include when data will be collected, how data will be collected, and who will manage and assess the data

1. The application fully identifies an accurate and viable means of measurement for each indicator, which can be effectively and consistently be used to show the progress a project is making toward achieving primary outcome(s). The application 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, organizational capacity, approach, and OWP.

2. The applicant provides clear and detailed information describing the plan to collect and manage data/information. Data management tools/systems are indicated, or, if applicable, the need and approach to developing and/or improving a data/information management system is described. Details include available data collection capacity; description of where and how data is stored; plans for analysis of project data; and any technical assistance or staff supports that are or will be provided for data management.

NOTE: Try not to paraphrase key components from other sections of the grant as other people may interpret the paraphrasing differently than you intended. Be consistent!

VIII. Outcome Tracker

1. The outcome tracker exhibits connections between the components included in Expected Outcomes (long-term goal, current community condition, project goal, outcomes, and objectives, outputs) in a way that demonstrates logic and validates the ANA project framework as described in Section I. Program Description and Section IV.2

The FOA requires both an Outcome Tracker in table format, and a narrative explanation.

An Outcome Tracker needs to be developed for each project objective and should identify:

Required Elements	Consider the Following
Outcome	What is the anticipated change in the community?
Indicator	What will change as a result of the Objective being met?
Means of Measurement	What variable will be used to measure the change of the objective?
Baseline	What is the starting point for the variable being measured?
Benchmark targets for the end of each project year (Project Year 1, Project Year 2, Project Year 3) and 3-year Post-Project	What is the estimated change in the variable each year?
Outputs	What are the tangible products or services resulting from the activities conducted for the objective in the OWP?

The FOA provides an Outcome Tracker example in Appendix C as one method to display the relationship between project elements. Using that model, and the hypothetical Chamorro high school youth project, the table below illustrates the components we have created in this criterion showing their relationship to achieving the project goal.

The narrative must fully describe a relevant and accurate means for measuring each project objective/indicator, and include details to describe who, when, and how the project will collect, manage, and assess data. The narrative must also identify data management systems, and/or the development or improvement of a data management system to collect and assess project data.

NOTE: It will be helpful to complete the outputs section of the Tracker after the OWP has been drafted. The outputs are directly tied to the milestone activities created in the OWP.

The following is an example of the hypothetical Chamorro community's Outcome Tracker.

Project Outcome Tracker

Project Goal: Increasing the high school graduations rates of Chamorro youth by reduction of their at-risk behaviors.

Objective: By the end of Year 3 (**timeline**), 101 (**target**) of the participating Chamorro high school students who should be able to graduate (**population**), will successfully finish school and graduate (**indicator**).

Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Years Post
Increase the high school graduation rate by 5% through reduction of at-risk behaviors in 101 of the 150 project participants eligible to graduate (67% of participants)	Students who finish school and graduate	Percent of students graduating	62% (93 students)	63% (95 students)	65% (98 students)	67% (101 students)	77% (116 students)

Outputs: 85% of the 150 youth participants will participate in 150 hours of traditional dance and language classes and activities each year they are in the project. 120 youth participants will work with an elder 4 hours per week for 40 weeks while in the project. The YRBS will be administered to all project participants at six-month intervals to secure data on participant progress.

Criterion 1 - Expected Outcomes Activities

Criteria 1: Expected Outcomes

35 of the 100 possible points applications can receive are assigned in Criteria 1: Expected Outcomes. Almost one third of all points can be earned by carefully organizing, writing and thoroughly describing each sub-criteria and related elements of sub-criteria. The more detailed, concise, and organized (i.e. in alignment with the FOA) your application is, the higher its score will be when evaluated by reviewers.

The following activities review the information provided on the eight sub-criteria in Criterion 1.

Activity 1.1 Long-term Community Goal

Write the long-term community goal in one sentence.

What document verifies the long-term community goal?

Activity 1.2 Current Community Condition

Write a paragraph about a current community condition that the project will address.

Describe the target population, including basic baseline information on the project beneficiaries. (Use information that is demographic, geographic, cultural, economic, educational, employment-related, etc.)

Who are the targeted project participants? (Use supporting information, as above, to demonstrate that the project's scope is related to the current community condition.)

What supporting data further describes the target population and project beneficiaries?

How will project success positively affect the current community condition that you just described and improve on the basic baseline information for your target population and project beneficiaries?

Activity 1.3 Project Goal

Write the Project Goal.

Write a paragraph describing beneficiary input used in determining this goal.

Activity 1.4 Objective

Write an objective in keeping with TTIP format. (Label each timeline, target, indicator, population.)

Does the objective include the following?

Yes or No

Timeline: a time when the objective will be achieved

Target: a measurement for the amount of change described by the indicator

Indicator: a measurable sign that something has been done or achieved

Population: specific group that the project will focus on

Activity 1.5 Outcomes and Indicators

Write a paragraph describing project outcomes.

From Objective One above, write the primary outcome.

Write a paragraph about indicators of the project.

Activity 1.6 Outputs

List project outputs that will result from carrying out activities. Ensure that they are feasible and achievable within the project timeframe.

Activity 1.7 Outcome Tracking Strategy

Describe the means of measurement for each indicator and include the base line and rational targets for three points in time. Then describe your data management plan with all the required components.

Activity 1.8 Create an Outcome Tracker for the objective

Use the chart on the following page to create an Outcome Tracker for Objective One that you described above.

Project Outcome Tracker

Project Goal:

Objective:

Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Years Post

Outputs:

Mock Panel Review

Sample Narrative

Expected Outcomes

Our community is comprised of 300 citizens. We are located in a rural area and have to travel great distances for shopping, jobs and other services.

Long-Term Community Goal: The one long-term community goal that we wanted to focus on reaching for this project was to have every member in our community earn 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 where all community members were invited to participate. Out of a community of 400 members, 15 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% (117 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.

Project Goal: The goal of our project is to 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.

Objective: 20% of the unemployed members in our community will complete a post-secondary or trade apprentice program by the end of year three.

Outcomes and Indicators: 20% of our community members will be certified as an apprentice in construction, plumbing, electrical or welding or enrolled in a post-secondary program on their way to earning a degree.

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 Outcome Tracker

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

Objective: 20% 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-Years Post
Certified in a trade or enrolled in a post secondary school	Community member in school	Certificate	0	0	2	10	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.

Sub-Criteria and Elements for Review

We indicated earlier that it's 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 Criterion 1, 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 the Expected Outcomes section of an application narrative. Please review the narrative in above and note the issues and strengths. Then provide a score based on the following criteria.

Maximum Points: 35

Long-term Community Goal (0 - 2 points)

Element 1 - The extent to which the application identifies a long-term goal that aligns with the outcomes and objectives proposed by the project and demonstrates the proposed project is relevant to the achievement of the long term-community goal.

Current Community Condition (0 - 5 points)

Element - 1 The extent to which the application identifies a specific and current community condition that is related to the purpose of the [FOA's specific Program Area], and the extent to which the current community condition will be directly addressed by the project goal.

Element 2 - How effectively the current community condition identifies the target population and provides basic baseline information about the project beneficiaries, which can be used to show an enhanced condition upon successful completion of project goals and objectives.

Element 3 - The extent to which the current community condition demonstrates knowledge of targeted project participants and/or beneficiaries, is limited to the scope of the proposed project, and demonstrates a need for the proposed project.

Element 4 - The achievement of the project goal and outcomes will positively affect the community condition and will continue towards achieving the long-term community goal after project completion.

Project Goal (0 - 4 points)

Element 1 - The project goal is effectively stated and addresses the current community condition and supports the long-term community goal. The project goal logically aligns to the expected outcome(s) and objective(s) identified for the proposed project.

Element 2 - The target population being served was appropriately included in the identification of the project goal as a means to address their needs.

Objectives (0 - 7 points)

Element 1 - The extent to which up to three objective(s) effectively describe a tangible achievement in a measurable manner.

Element 2 - The extent to which each objective includes all components of the TTIP (target, timeline, indicator and population).

Outcomes and Indicators (0 - 7 points)

Element 1 - The application identifies a primary outcome for each objective, which is directly related to a positive change in the current community condition.

Element 2 - The primary outcome of the objective is a significant and logical result of successful accomplishment of the corresponding objective

Element 3 - The application proposes viable indicator(s) that quantify what will be changed by each outcome in a way that can be effectively observed and measured.

Outputs (0 - 5 points)

Element 1 - The extent to which the application fully identifies all tangible outputs resulting from carrying out project objectives.

Element 2 - The extent to which the outputs are feasible and achievable within the time frame provided in the corresponding objective

Outcome Tracking Strategy (0 - 4 points)

Element 1 - The extent to which the outcome tracking strategy includes a means of measurement for each indicator and targets at required points.

Element 2 - The application provides detailed information on how the data will be collected, managed, and used for monitoring the project.

Outcome Tracker (0 - 1 point)

Element 1 The extent to which the outcome tracker exhibits connections between the components of the expected outcomes that are logical and validate the project framework.

Sub-criterion Points	Expected Outcomes (35)
Long Term Community Goal	0 - 2 Points
Current Community Condition	0 - 5 Points
Project Goal	0 - 4 Points
Objectives	0 - 7 Points
Outcomes and Indicators	0 - 7 Points
Outputs	0 - 5 Points
Outcome Tracking Strategy	0 - 4 Points
Outcome Tracker	0 - 1 Point

Using the scoring guide above, what score, out of 30, did you give the application narrative?

Was it easy to assess the criterion? 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?

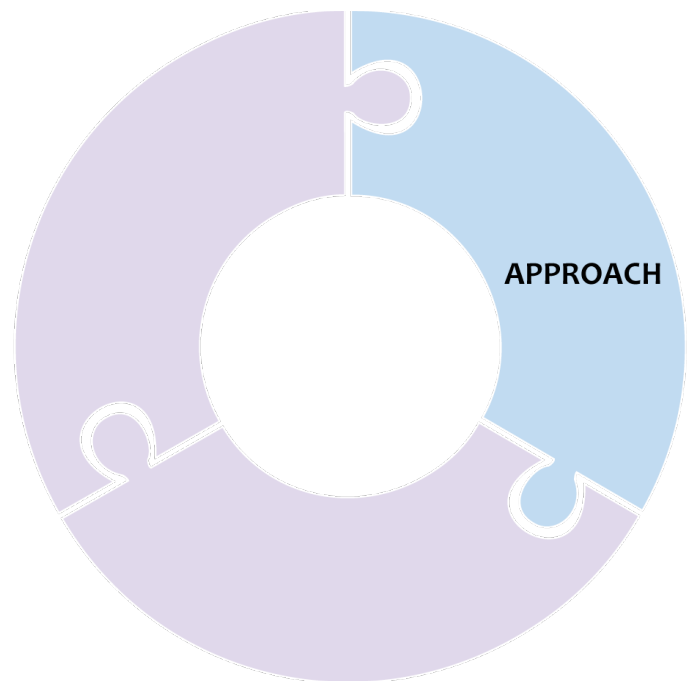
4. Criterion Two - Approach, Max Pts: 50

The Approach section provides information about how the project's milestone activities will be implemented with regard to each objective. It is important to provide a detailed narrative that presents enough information that a reader can clearly understand how the project will successfully be implemented from beginning to end. In addition, the approach narrative describes an overall community-based strategy, addressing community involvement, community strengths, and the sustainability plan for the project.

Approach

Sub-criteria

1. Planning, Readiness and Implementation Strategy
2. Community Based Strategy
3. Personnel, Partnerships and Organizational Capacity
4. Objective Work Plan



NOTE: It is highly recommended that you complete the OWP before writing the Approach. It is much easier to write the explanation of the milestone activities, staffing plan, and timelines for the Approach after the outline in the OWP has been created.

On the following page, you will see the elements for each Approach Evaluation Sub-criteria.

I. Planning, Readiness and Implementation Strategy

1. The extent to which the proposed project outcome(s) and objective(s) relate to or meet the purpose of the FOA as described in Section I. Program Description Program Purpose.
2. The application fully describes all tangible resources needed to implement the project including meeting spaces, equipment, supplies, curriculum, licenses, permits, etc. This includes the extent to which the applicant provides details that demonstrate accessibility of existing resources, and a plan to secure and maintain any resource not currently held, which supports successful project implementation.
3. The application details a plan to secure or produce any tangible resources and services needed to support successful project implementation.
4. The extent to which the application effectively describes how all milestones activities will be accomplished as reflected in the OWP.
5. Details reveal planning and preparation for milestone activities and account for all functions and supporting activities, thus demonstrating a fully developed project implementation plan.
6. The application appropriately cites potential obstacles and challenges to accomplishing project goals and explains strategies that will be used to address these challenges.
7. The application provides a detailed recruitment and selection process for project participants.
8. Describes sufficient actions that will be taken to ensure that project outcomes will be sustained and, if applicable, how programmatic sustainability will be achieved.
9. The application describes an outcome tracking strategy that is feasible and will result in effective project monitoring and evaluation that accurately tracks progress toward achieving project outcomes.

II. Community-Based Strategy

1. The extent to which the applicant organization demonstrates a connection to the community being served including an understanding of the target community, and the ability to work with project participants at a level that is appropriate to the project implementation plan.
2. The extent to which the application includes the appropriate level of community awareness and readiness to accept and participate in the project to the extent necessary for successful implementation including feasible outreach and retention plans where applicable.
3. The application emphasizes the community strengths that will support project

implementation, how weaknesses will be overcome and where applicable demonstrates how the project will take full advantage of opportunities to increase local and organizational capacity.

4. The extent to which project outcomes will support long-term benefits to the target population.
5. The application demonstrates that the target population was appropriately included in the development of the project as a means to support achievement of their long-term goals (e.g. stakeholder meeting agendas or sign-in sheets, surveys, focus groups, etc.).

III. Personnel, Partnerships and Organizational Capacity

1. The application documents an organizational executive leadership and staffing structure that will support full program implementation at the start of the grant award, including indication of the (permanent or temporary) PI/PD, identification of project staff, and/or a realistic timeframe and strategy for filling any vacant positions.
2. The extent to which the application indicates that the combined experience of the proposed project director, key project staff, and key partnerships demonstrates sufficient relevant knowledge, experience, and capabilities (shown by resumes or curricula vitae) to carry out and manage a project of this size, scope, and complexity.
3. The application details a plan to ensure the effective management and coordination of activities by any partners, contractors and subcontractors, and consultants, including third-party agreements or contracts where applicable.
4. The application describes contingency plans to address any staff turnover or hiring delays, as well as loss of key partnerships that are critical to the accomplishment of project activities.
5. 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.
6. The extent to which the application identifies adequate time, data management staff, data systems, and other resources for evaluation and to track outcomes.

IV. Objective Work Plan (OWP)

1. Directly reflects elements from the project narrative description by consistently stating goals, objectives, outcomes, outputs, and activities.
2. Provides details and information about the how, when, and by whom, activities described in the project description will be completed, so that the implementation

plan is completely described.

3. Includes a maximum of 25 milestone activities, per objective, per year for project implementation. Milestone activities demonstrate a logical progression from start to finish of key steps needed to accomplish project objectives.
4. The timeframe for the completion of activities is realistic and relevant for effective project implementation. Start and end dates for activities should align with each budget period.
5. The extent to which milestone activities are clearly and logically linked to the appropriate project output, and all significant project outputs are supported by milestone activities in the OWP.

I. Planning, Readiness and Implementation Strategy

1. The extent to which the proposed project outcome(s) and objective(s) meets the purpose of the [Insert specific Program Area here] FOA as described in Section I, Program Description, [Insert specific Program Area here] Program Purpose.

For this section think about the overall purpose of the project, look at the FOA Program Purpose in Section I of the FOA, and write a description of how your project relates to the FOA purpose.

On the following page is an example of how the Culture Will Empower Our Youth Project aligns with the SEDS FOA.

EXAMPLE: *The Chamorro youth and culture project aligns with the 2019 SEDS FOA purpose of social development through youth development. The project includes mentoring of the youth, cultural connectedness, educational enhancements, and improving the well-being of the youth. The mentoring and cultural connectedness will be accomplished through the intergenerational activities of the youth with the elders and Fafanaques; the educational enhancements will be the support provided to the youth to increase high school graduation rates; and, improving the well-being of the youth will be accomplished through increased cultural identity and self-esteem.*

2. The application fully describes existing tangible resources and services to implement the project including meeting space, equipment, supplies, curriculum, licenses, permits, etc. The extent to which the application provides details that demonstrate accessibility of existing resources, and maintains any currently held resources, that support successful project implementation.

In this sub-criterion, clearly explain the tangible resources necessary to carry out the project. “Tangible” resources are real property and moveable property. List such items as land that will be used in project implementation and facilities that will house project activities. Also list equipment requirements such as cars, trucks, or backhoes, for example. Include computers, phones, and printers. A rule of thumb to use in describing tangible resources is, “If you can touch it, it’s tangible”. Identifying all resources necessary to successfully implement a project is a key component of planning and implementing a successful project. Identifying which resources are currently available and those that are still needed helps in determining funding needs as well.

When reaching out to community members and organizations to explore community conditions that are barriers to long range goals, use the opportunity to also identify assets and resources in the community. Use the community assessment tools for identifying conditions impacting the community to also inventory resources that could be used to reduce or eliminate those conditions. Existing resources and assets should be the foundation of project development. This analysis should include the resources found within the community and the organization, as well as resources available from surrounding communities and partner organizations. In discussion of tangible resources, it is important that thorough attention to every detail has been given to successfully implement the project.

Strong, sustained partnerships can be a valuable part of project planning, implementation, management, and sustainability. This support can be in the form of Non-Federal funding for the project or leveraged resources.

Leveraged resources often come from partners. These resources can support and expand project operation and be used to continue project benefits when start-up funding has ended. Leveraged resources are funds, goods and services that the organization and community or partner organizations provide to enhance and sustain project operation.

Leveraged resources can be federal or non-federal. They are resources that are used to expand and sustain the project or key project elements. They are not part of the project budget.

On the following page is an example of the resources that the sample Our Culture Will Empower Our Youth Project could use for project implementation.

Resource	Benefit to Potential Project	Cost/Value (\$)
Human		
Community Elders	Cultural Experts to advise/guide project staff in the cultural activities for youth participants	48 hours will be donated by each of the twelve elders each year at \$25 per hour
Cultural Dance/Chant House Instructors (Fafanague)	Mentors who will conduct the project in their respective groups for youth participants	96 hours will be donated by each of the twelve Fafanague each year at \$25 per hour.
Programs and Services		
Guam High Schools	The counselors from each of the six high schools in Guam will monitor attendance, behavior, and academic achievement of the participants in the “Our Culture Will Empower Our Youth” project. The counselors will report progress to Project Director.	18 counselors will each contribute two hours per month reviewing student records and one hour per quarter meeting with the Project Director.
Sanctuary, Inc.	Shelter for At-Risk Youth that will implement the project by having their clients participate in the cultural activities	5 Sanctuary Youth workers will each contribute four hours per week to work with project participants that are receiving services from Sanctuary.
Facility, Equipment and Goods		
Village Community Centers	19 village community centers that will be used as classroom facilities for the project	The rent for each of the Village facilities which is \$150 per month for each village.
Cultural Implements from GUMAs (Cultural Dance/Chant houses)	12 GUMAs will provide cultural musical instruments and implements for carrying out cultural activities	\$500.00 per GUMA per year.

3. The application details a plan to secure or produce any tangible resources and services needed to support successful project implementation.

Describe the resources in the community that you need to support the project. The resources could be human resources, goods such as the musical instruments or supplies, or a facility such as the village community center. Indicate the how the project will get access to or produce these resources. Be specific and don't leave anything out. Also demonstrate how the resources that reside in the community will support the sustainability of the project after the grant funding for the project has ended.

4. The extent to which the application's project narrative effectively describes how all milestone activities will be accomplished as reflected in the OWP.

Fully describe how milestone activities and outputs outlined in the OWP will be accomplished. Such information should be written from a management perspective for successful implementation. It will help to have a completed OWP handy when writing the Approach narrative since the two components must align closely. It's important to provide the details for carrying out the milestone activities. Include the decision-making process that went into choosing the approach and why this approach will work for the project and community as opposed to alternative approaches.

5. Details reveal planning and preparation for milestone activities and account for all functions and supporting activities, thus demonstrating a fully developed project implementation plan.

In this section, fully describe the milestone activity, who is responsible for completing each activity and the timeline. When writing the narrative, keep in mind it should complement the information in the OWP, not simply repeat it. The following is a brainstorming chart for the initial milestone activities and outputs of the "Our Culture Will Empower Our Youth" project. Under each activity are tasks that must be addressed in the narrative discussion of milestone activities and their implementation.

Milestone Activity	Secure and hire project positions using organization personnel procedures, i.e. advertise for and hire project director and youth workers	Set-up Cultural Expert Meetings with Project staff, Fafanagues and Elders and maintain community involvement	Set up project office and other project-related sites and begin purchasing equipment supplies and materials needed to implement the project
Tasks	<p>Meet with Human Resources to initiate hiring procedures using the position description, pay range, and qualifications described in the application</p> <p>The scope of advertisement and application review and interview process as set forth in current</p>	<p>Compose steering committee</p> <p>Determine frequency of meetings, reviews, and reporting responsibilities</p>	<p>Research what is needed</p> <p>Research what can be obtained in house</p> <p>Purchase/requisition office furniture and materials</p> <p>Make sure all appropriate purchase</p>
Outputs	Project director hired and Youth workers hired. Both provided with project orientation	Steering committee created that represents community and partners	Office fully operational; supplies purchased; materials and equipment purchased as needed
Responsible Lead	Para I Probechu'n I Taotao-ta Executive Director	"Our Culture Will Empower Our Youth" Project Director	Project Director
Timeline	Month 2	Month 2	Month 3

NOTE: ANA does not fund projects that require feasibility studies, business plans, marketing plans or written materials such as manuals that are not an essential part of the applicant's long- range development plan.

NOTE: If the project involves funding for operation of a business (start-up or existing), the FOA requires you to include a business plan. There is more information about the components of business plans in the appendix.

6. The application appropriately cites potential obstacles and challenges to accomplishing project goals and explains strategies that will be used to address these challenges.

Good project planning includes a discussion of potential project challenges and how they would be resolved if encountered. Unplanned events often get in the way of milestone activity implementation and create delays that could impact accomplishing the project on time and within budget. A well-planned project is one in which the organization has tried to anticipate and develop a plan to address potential challenges. These challenges are generally outside the control of project management and are not resolved by every day standard business practices of the organization.

For each project challenge that has a significant risk of delaying or stopping project progress, develop an alternate, or go-to, plan that will minimize project disruption. These alternatives make up the project contingency plan. Identification of potential challenges and development of a contingency plan should be done by individuals closely working on the project's development in consultation with staff and partners who would be involved in plan implementation. What possible challenges could impact the proposed project? How would you resolve them? Write assumptions, anticipated challenges, and the proposed solutions below. An example follows.

EXAMPLE:

Critical Issue: Significant project delays due to weather.

Possible Problem: A major typhoon hits the island that damages the project office and staff homes.

Contingency: The project director will look for alternative locations for conducting project activities and will adjust the staffing plan to account for staff absences to make sure activities continue.

7. The application provides a detailed recruitment and selection process for project participants.

The successful achievement of most projects is contingent upon recruiting and retaining involved participants in the project. A plan which details recruitment activities, selection criteria, and retention activities for participants is critical for achieving the outcomes and more importantly the impact planned for the project. The plan could be based on successful strategies used in the past by the community or the participants could have already been recruited. Whichever strategy is chosen, it is a key component to any project.

An example of Our Culture Will Empower Our Youth Project's sample recruitment plan is on the following page.

EXAMPLE: The organization is working with six high schools to identify Chamorro students that are at risk of not graduating. Once the students and the village where they live are identified, the Fafanague would determine whether they were a current member of the GUMA. Based on the information, the Fafanague would do one of two things:

1. Current member of the GUMA – explain the project to the youth and ask if they would like to participate in the project.
2. Not a member of the GUMA – meet with the youth, explain the project to the youth and ask if they would like to join the GUMA and participate in the project.

There are currently 720 youth that have committed to participating in the project. The Project Manager will continue working with the high school counselors to select the participants for the project based on degree of risk.

8. Describes sufficient actions that will be taken to ensure that project outcomes will be sustained and, if applicable, how programmatic sustainability will be achieved.

Sustainable, as used by ANA and other funders, is usually defined as:

- the continued benefits for individuals or the community after the initial program funding ends through self-sustaining or income generation built during the project period; or,
- the continuation of program activities by incorporating those activities into an organization's operation (often termed "institutionalization" or "routinization"); or,
- the increased capacity of a community or organization to continue program activities and benefits through leveraged resources, or the continuation of those activities using revenues generated by the project.

Sustainability does not mean that a project will continue in its initial, start-up form. Project benefits/

outcomes are usually the focus of a sustainability plan. An effective sustainability strategy should be built into the project design and create a set of outputs and outcomes that become a norm for the community or the organization.

The more a community is involved in identifying the concern that a project will address, is engaged in project design and is involved in project implementation and benefits from the project, the greater the sense of ownership the community will have in the project. Ownership by the community and the support for sustainability that it creates may be the most effective method for ensuring longevity. We have emphasized the importance of community-based planning throughout this manual. We are emphasizing it again—this time as an important element of a sustainability strategy.

The following are based on the “Our Culture Will Empower Our Youth” project sample:

EXAMPLE: Capacity Building and Quality Control Sustainability

The long-range goal of the Chamorro Youth Club is that all Chamorro youth will have the education and resources necessary to achieve their personal goals in life. Once the grant funding has ended, we will actively continue our native language and culture project within the Guam Department of Education and the Catholic Private School System as an extra-curricular club/organization in the high schools. The additional institutions will allow for the project to be continued with an increase of the high school graduation rate of Chamorro youth. Human capital is our most important resource for sustaining the benefits of the project.

EXAMPLE: Community-based Sustainability

The Empowerment Youth Project will be on-going in each of the Cultural Dance and Chant Houses/GUMA, so that their younger members will actively participate as they become high-school students, thereby ensuring that these youth will also increase the graduation rates in Guam.

9. The application describes an outcome tracking strategy that is feasible and will result in effective project monitoring and evaluation that accurately tracks progress toward achieving project outcomes.

In Criterion 1 the Outcome Tracking Strategy was detailed and in this criterion a description of how that strategy will be integrated into the project's implementation will be provided. The data management plan for the project should detail the flow and use of data and include the following information:

- The data to be collected
- Method for collecting the data
- Position responsible for collection of the data
- Frequency of data collection
- Frequency of data aggregation and analysis
- Structure of data report
- Positions to receive the data report
- Frequency of data reports
- Planned use of data i.e. monitoring and evaluation of project

It is important that the management of data is incorporated into the overall plan for the project so that the appropriate staff and resources are incorporated into the objective work plan and the budget. The data will provide valuable information on progress towards achieving outcome(s), monitoring, and evaluation of the project. Assessing this information at periodic intervals will support adjustments to achieve the outcomes and impact planned for the project.

II. Community Based Strategy

1. The extent to which the applicant organization demonstrates a connection to the community being served, including an understanding of the target community, and the ability to work with project participants at a level that is appropriate to the project implementation plan.

Connection to the community is essential for successfully implementing a project. It demonstrates to the funding agency that the applicant has an established relationship with the community. That relationship is critical in alleviating issues during project implementation in areas such as participant recruitment, community investment in the project and overcoming implementation challenges.

Earlier, we talked about conducting a community assessment to identify conditions in the community that community members wanted to change and resources in the community that could be used to develop a project to carry out that change. The information gained through the assessment is used to build consensus regarding the community concern that will be addressed and who will benefit from the improved condition that will occur. It also is a process that should be used to build ties with the community and any subset of the community that will be the project beneficiaries. Design the project to engage the community and beneficiaries and to ensure that project participants are involved in project implementation.

Remember that community assessments can easily lose focus and effectiveness if the community and beneficiaries do not believe that their involvement will be used to develop and steer the project and that the project will not benefit them.

One of the most challenging aspects of project planning is building community involvement into that process. Use of a Steering Committee made up of representatives of project stakeholders (beneficiaries, partners, community leaders and community members) is a good strategy for reaching out to those groups and keeping them engaged in project development. Community review of and recommendations on project design issues should occur regularly throughout the planning process. That engagement provides a means to design a project that best addresses the condition that the community wants to see changed.

Sometimes the community most engaged in project planning is a subset of the overall community. The community subset might be the community elders, local school student population, Tribal Temporary Assistance for Needy Families (TANF) recipients, or any of the definable sub-populations found in the community. The population of an organization also can be described as a community. Employees working for a specific tribe or Native non-profit are a community. Community-based planning is a process for engaging members in effective project development in all these sets of communities.

2. The extent to which the application includes the appropriate awareness and readiness to accept and participate in the project to the extent necessary for successful implementation including feasible outreach and retention plans where applicable.

Describe the plan to maintain community involvement in the project's implementation phase. The project steering committee is a useful tool for engaging the community in reviewing project activities and assessing how effective those activities are in resolving conditions the community wants to see reduced or eliminated. If a steering committee is a tool to be used in that process, ensure that all project stakeholders are represented on the committee and that each stakeholder is supported in keeping connected with constituents and reporting constituent recommendations on project revisions/improvements to the full committee and staff.

To maximize results of the steering committee process, keep and share records of committee discussions and recommendations. It is important to document steering committee recommendations as well as recommendations from specific constituencies represented on the steering committee (beneficiaries, partners, residential community, special interest community, community leaders) as these documents provide a record of concerns, positions, and decisions that can improve project operation and maintain project credibility with the community.

Another strategy for increasing the level of community participation is to build ongoing relations with groups that already exist and meet in the community, such as cultural, school and parent, artisan, elder and youth groups. Many communities also have organized public meetings that are part of their governance activities. Attending these pre-established meetings and informally collecting information from them or asking to be part of meeting agendas and gathering information through that approach can build community involvement in project implementation.

Build social capital (trust and communication networks) with community functional leaders to get their perspective on project operation and effectiveness. Meeting with people who are knowledgeable about the

community, such as elders and community leaders, is an effective way to collect valuable information. These people are functional leaders and can also help in connecting with and encouraging the involvement of others.

3. The application emphasizes the community strengths that will support project implementation, how weaknesses will be overcome and where applicable demonstrates how the project will take full advantage of opportunities to increase local and organizational capacity.

One strategic planning tool that many communities use is called a SWOT analysis. The “S” and “W” stand for Strengths and Weaknesses (assets and vulnerabilities in the organization/community). The “O” and “T” stand for Opportunities and Threats (possible areas to take advantage of and possible areas of high risk outside the organization/community.) SWOT analysis looks at both the internal and external conditions that will have both a positive and negative impact on achieving the project’s objective(s) and ultimately the success of the project. Focus on exploring the strengths, weaknesses and opportunity dimensions of a SWOT analysis within the Approach section of the application that addresses community strengths and increasing capacity.

Address the Threats dimension of the SWOT analysis within the section of the application that addresses project challenges and contingency plans. It is very important to include this information in the application as it indicates the level of planning and consideration for the proposed project.

Below is an example of a Strengths, Weaknesses, Opportunities and Threats analysis based on the SEDS project.

	Internal	External
Positive Dimension	<p>Strengths: (Attributes of the Organization that help achieve the objectives) Chamorro Youth Club has 12 Cultural Dance /Chant Houses (GUMA) who have served and will continue to serve as recruitment centers for Chamorro high school youth project participants.</p> <p>Analysis: This will ensure that the project output of 150 high school students per year will be met or exceeded.</p>	<p>Opportunities: (External conditions that help achieve the objectives) The organization has partnerships with 10 other institutions and organizations for possible recruitment of high school youth for the project.</p> <p>Analysis: The project output of 450 high school youth participants will be achieved based on the additional recruitment efforts from 10 identified partners.</p>
Negative Dimension	<p>Weaknesses: (Attributes of the organization that hinder achieving the objectives) Each GUMA has only two (2) elder cultural experts to assist in implementing the cultural activities.</p> <p>Analysis: This may disrupt the implementation of the cultural activities for the project as the elders could be fatigued due to the number of sessions with the youth.</p>	<p>Threats: (External conditions that could damage the project) Few elders in the community willing to participate as cultural experts.</p> <p>Analysis: Replacement of elder cultural experts for the project could be critical to the project's success.</p>

The following are additional questions to assist in developing your own SWOT analysis (found at <https://project-management.com/why-you-should-do-a-swot-analysis-for-project-management/>).

Strengths:

- Does the organization have all the necessary talent in-house?
- Is the budget sufficient to complete all the tasks involved?
- What are the benefits of completing the project?
- Has the project manager handled similar projects in the past?
- How experienced are the team members?

Weaknesses:

- Does the organization have the resources to provide contingency funding?
- If the team doesn't have all the necessary skills, what areas need to be outsourced?
- Is the schedule realistic?
- What are the potential drawbacks of the project?

Opportunities:

- Will this project take advantage of competitor weaknesses?
- What are the latest trends in the industry?
- Are there new technologies that the organization should be aware of?
- Can this project help in different areas of the business (tribe or organization)?

Threats:

- Are the team members difficult to replace?
- Has the new technology (if it will be applied) been tested?
- Could changing trends affect the project?
- Can the capability be copied by competitors?

4. The extent to which project outcomes will support long-term benefits to the target population.

In response to this FOA sub-criterion, explain how the project impacts (long-term outcomes) will be sustained within the community after ANA project funding ends. This can be through the continuation of activities in the form of a program, the continued use of the product(s) developed, or a combination of both. You may have already addressed the question asked by this sub-criterion in discussion of a sustainability plan and in presentation of indicators.

5. The application demonstrates that the target population was appropriately included in the development of the project as a means to support achievement of their long-term goals.

Explain how the project was developed using a community process. Important to this component is detailing the meetings that you had with community members and different segments of the community. Describe if you had focus group meetings, if presentations were made at community gatherings, if there were discussions with informal leaders in the community, or if other activities were conducted in which the community was involved in planning the project. All of these activities should be documented with meeting minutes, sign in sheets, or synopses of the conversations.

An example is:

EXAMPLE: PIPIT secured input from the community in the design of the project from five different segments:

- ***Youth.*** Meetings were held with high school youth, including those that quit school, to identify reasons students drop out of school and prevention methods.
- ***School Counselors.*** The school counselors' meeting focused on the reasons students dropped out of school and what actions the school had taken to prevent this.
- ***Manamkos (elder).*** In a gathering of the manamkos a discussion was held on the changes in the behavior of the Chamorro youth in relation to loss of culture.
- ***Fafanagues (cultural leaders).*** The Fafanagues met as a group to strategize on ways to involve the youth in cultural activities and reduce at risk behaviors.
- ***Chamorro community.*** At meetings in each of the villages, input was requested from community members about challenges youth face today and ways to support youth.

Based on the input received from each of the groups and their ideas for dealing with the challenges the project was designed. A second meeting with each of the groups was conducted and the project was presented. Again, revisions to the project plan were made to reflect the input from each of the groups. Recordings and lists of attendees at each of the meetings have been retained for reference as the project progresses.

III. Personnel, Partnerships, and Organizational Capacity

This section of the application narrative describes the management strengths of the applicant, who will staff the project, what staff and partner qualifications are needed, how partners will assist with project implementation and how project progress will be monitored and evaluated. To help determine these factors, garner community and existing administrative staff input. As the community contributes to project plans, record input on staffing patterns, qualifications of proposed positions as well as how the project organization has demonstrated its capabilities to conduct the project. This information will help guide the proposed staffing pattern, development of position descriptions, possible Memoranda of Understanding with partnering organizations and other necessary information for successful project implementation.

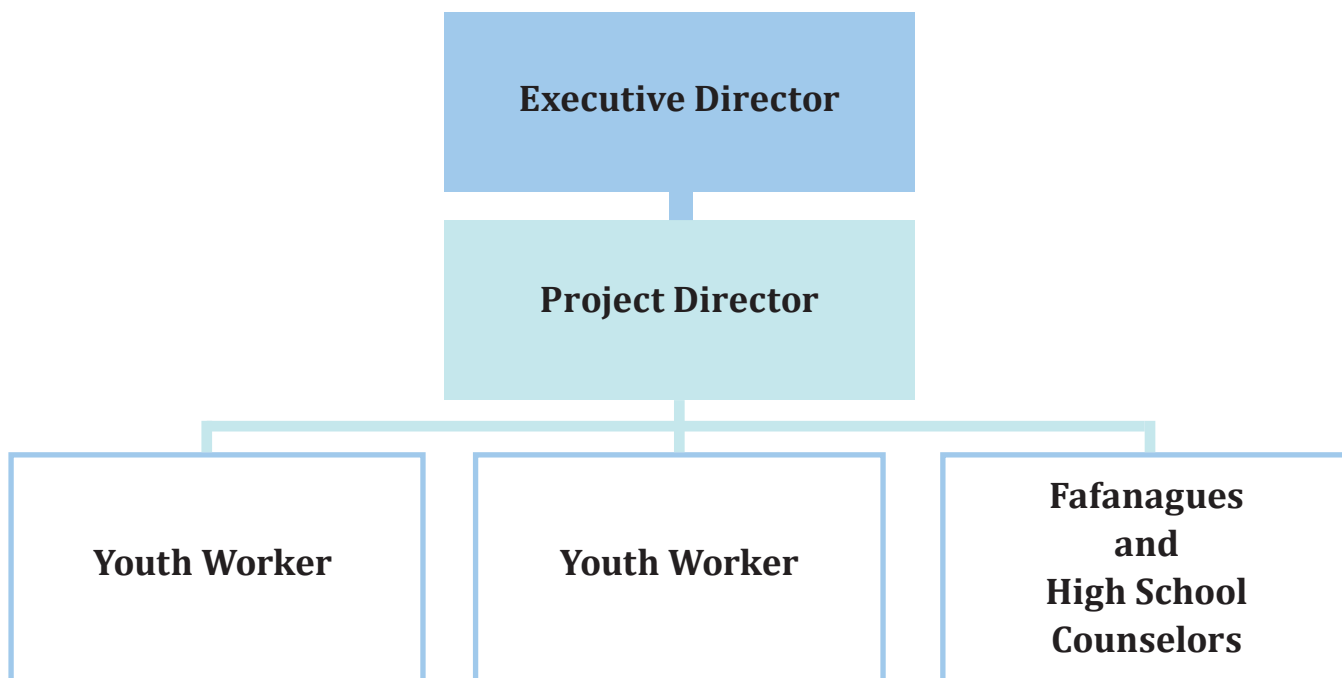
There are five elements in sub-criterion 3.

1. The application documents an organizational executive leadership and staffing structure that will support full program implementation at the start of the grant award, including indication of the (permanent or temporary) PI/PD, identification of project staff, and/or a realistic timeframe and strategy for filling any vacant positions.

Provide an overview of the organization's leadership, as well as program, administrative, and financial staff members' responsibilities. If known, name the proposed project director/manager and state whether they are an existing staff member, as well as other proposed project staff. For positions that will be new hires, describe the organization's hiring/recruitment process and the timeframe for filling the position. Include an organization chart in the attachments that displays the structure of the entire organization and shows where the project fits within that structure. Be sure to illustrate the organization starting at the executive level. Additionally, include a contingency plan for filling and retaining key positions.

Starting with the big picture of the organization is a helpful strategy to ensure the application narrative addresses all key personnel and the associated responsibilities.

The following chart is another tool to represent how the proposed project staffing pattern will interface with the entire organization. The sample below represents the proposed staffing pattern of the sample Chamorro Youth Club's SEDS project.



Here is an example chart for the identification and the staffing plan of key personnel:

Title of Position	Who (First & Last Name)	Primary Responsibilities/ Functions	Hours/FTE	Status (Available or Expected Hire)
Executive Director	Frank Rabon	<ul style="list-style-type: none"> • Official signing responsibility • General Grant Oversight 	0	Available
Project Director	Zina Ruiz	<ul style="list-style-type: none"> • Day-to-day Management of the project • Completes and maintains all required reporting • Follows OWP to assure successful completion of project • Works with partners; see attached Job Desc., Appendix C 	40 hours per week; FTE Benefits	Expected to be hired by 11/1/19

NOTE: Also indicate how the permanent or temporary Principal Investigator/Project Director will be designated. That position will be the official contact point for ANA regarding the project

2. The extent to which the application indicates that the combined experience of the proposed project director, key project staff, and key partnerships demonstrates sufficient relevant knowledge, experience, and capabilities (shown by resumes or curricula vitae) to carry out and manage a project of this size, scope, and complexity

Successful applications thoroughly describe how the agency, project staff and participating partners will be utilized to carry out the project work plan and that project staff has the capacity to successfully carry out the project. An assessment of those capabilities will include a review and discussion of the following:

- Organization's experience
- Reference to the staffing plan that will be used to manage the project
- Partner capabilities along with any resources they are committing
- Gaps in expertise where consultant(s) or third party specialized assistance may be necessary

To begin the organizational assessment, analyze and evaluate the project and financial management structures currently in place. Review the overall administrative structure and the systems used by the organization to track project financial and programmatic components.

Ensure the tribe or organization has the capacity to administer and implement a project of the scope and focus being developed. Determine where in the organizational structure the project would be best supported. Graphically map out the project within the existing organization through an updated organizational chart. Assess how the proposed project's organizational structure fits into the agency's current organizational structure and its relationship(s) to existing programs and projects.

Assessing Current Capabilities

Fully describing the expertise of existing staff further demonstrates organizational capability. Consider addressing years of experience, previous project successes and expanding accomplishments

so reviewers understand the strength of the applicant organization.

The following chart illustrates how the Chamorro Youth Club might document its project management expertise.

Program Admin. Requirements	Current Expertise to Implement the Project?	Project Management Staffing Plan - a strategy for meeting this requirement: identify personnel, partners, and/or consultants who will help the organization to comply.
Fiscal systems in place.	The Chamorro Youth Club has successfully completed annual audits with no findings since 2011.	Chamorro Youth Club manages 10 existing projects in excess of \$3m annually. The Finance Dept. is managed by an accountant with 15 years' work experience with the Chamorro Youth Club. The accountant is knowledgeable of the federal government's regulations in 2 CFR Part 200 and the HHS regulations in 45 CFR Part 75. She is also experienced in the Federal government reporting forms and cash management. The Chamorro Youth Club has written financial policies and procedures that are strictly adhered to.
Reporting/ Record-keeping systems are in place.	The Chamorro Youth Club's Administration Dept. maintains all project records in self-designed software.	The Chamorro Youth Club Administrator is responsible for records management for the Chamorro Youth Club. She has over 10 years' work experience with the Chamorro Youth Club.
Staff Management	The Executive Director and Project Director have combined 32 years of experience in the management of staff.	The Chamorro Youth Club has a written Employee Handbook that details expectations and performance of organization's employees. The project staff will be supervised by the Project Director and bi-annual evaluations will be done to ensure performance and adherence to organization's policies and procedures.

Remember to provide a brief biography for each of the key personnel, partners and consultants. The biography should include: knowledge, experience, and capabilities to carry out the duties delegated to them in the project. Be sure to highlight instances where their individual experience is on projects of similar scope, size, and complexity. Also include in the appendix one-page resumes and job descriptions, referencing both in the project narrative. Include position description(s) outlining the educational and experiential requirements necessary to carry out project positions in the appendix, as well.

NOTE: Resumes for personnel already selected for the project should be included, along with Letters of Commitment from them assuring their participation. One-page resumes and Letters of Commitment are encouraged so as to keep within the page limit of a completed application.

A job description should be included for all new employee or consultant hires.

Include a sample contract with specified scope of work, timeframes and compensation for use with potential consultants or contractors.

Principal Investigator/Project Director Biography

Below is an example of charting Principal Investigator and Project Director biography information for the Chamorro Youth Club project. Consider use of charts and tables which can often capture significant information in limited page space.

Name:	[Staff is To Be Determined]
Areas of expertise including years of experience:	5 years' experience in grant management, 40 years as cultural practitioner, 10 years at high school teacher
Education:	Bachelor of Science in Education with a minor in cultural studies.

Past Performance

It is a good idea to describe the organization's previous experiences implementing similar projects. Activity 2.16 at the end of this criterion includes a chart to help identify pertinent information on previous agency successes.

3. The application details a plan to ensure the effective management and coordination of activities by any partners, contractors and subcontractors, and consultants, including third-party agreements or contracts where applicable.

Partners are entities that are invested in the success of the project. Internal partners (from the organization) and external partners (from other organizations) are valuable resources in project planning and implementation. External partners can bring experience, expertise and resources to the project that fill gaps in your organization's project management resource base. Effective partnerships benefit all parties—you and your project as well as the partners and their own program operations. Strong, sustained partnerships can be a valuable part of project planning, implementation, management, and sustainability.

Consultants can fill expertise gaps and help build organizational capacity. If a consultant is required, consider developing a Request for Qualifications (RFQ) statement that presents the specific performance expectations and assistance needed from a consultant. Use the RFQ to develop an inventory of potential consultants that could be used to solicit proposals for assisting with the project. Depending on the level of their organizational capacity, some tribes and organizations move directly into a Request for Proposals (RFP) process in selecting consultants. Engage in a selection process that ensures consultants can carry out the responsibilities that are detailed in an RFP. An added benefit to the RFP process is obtaining a cost quote in the response to the RFP to help with budgeting. The project approach and organizational capacity discussion should clearly describe the consultant's responsibilities. It also should specify how and from whom consultants will receive direction and supervision.

Include statements of qualifications for proposed partners or consultants that document their expertise to perform their assigned project tasks. Ensure information from potential consultants and partners clearly indicate that they understand and commit to the responsibilities outlined for them in the planning and implementation sections of the application, as well as in the OWP. If consultants are to be selected through a competitive process, include information on qualifications that will be expected in the successful candidate. ANA encourages the use of native and/or tribal preference in selection processes.

The following chart reflects the Chamorro Youth Club's plan for use of partners and contractors.

List partners that will help with project implementation	What qualifications will partners have?	How will this partnership help support the project?	How will this partnership be maintained?
Chamorro Elders	The elders possess a deep knowledge of the Chamorro culture, language, and traditions.	The elders will provide lessons on traditional Chamorro practices and serve as mentors to project participants.	Regular face-to-face contact, meetings between the Fafanagues, and discussions with project participants.
GUMAs and Fafanagues	The government of Guam has recognized the nineteen (19) Fafanagues as the Tribal Council of Guam and the leaders of the Chamorro cultural practitioners.	The Fafanagues will be teaching the project participants the Chamorro dance and language through weekly classes in each of the twelve (12) villages. They will also serve as mentors to the project participants.	Monthly meetings with the Executive Director, Project Director, and staff; reporting of the attendance and progress of participants monthly; also reporting on the work of the elders in teaching and mentoring of the participants.

In what area will consultants be needed?	How will consultants be selected and what will be their qualifications?	What work will consultants do?	How will oversight on consultant work be maintained?
Development of the website	The organization has secured WSD, Inc. to develop the website as in-kind.	Chamorro Youth Club will provide content and graphics to WSD and they will develop and launch website.	The Board of Directors and Executive Director will approve the website prior to launching the website.

NOTE: Not all projects will require consultants.

4. The application describes contingency plans to address any staff turnover or hiring delays, as well as loss of key partnerships that are critical to the accomplishment of project activities.

The development of comprehensive contingency plans demonstrates the applicant is prepared to meet unexpected circumstances in terms of staffing.

The following is an example of the layout for a potential staffing contingency plan. Specific information about the positions and personnel on the proposed project demonstrates thorough preparedness in terms of successful employment leading to successful completion of the proposed project.

EXAMPLE: Staffing Contingency Plan for Key Position

Critical Activity: Hire a qualified Youth Worker

Possible Problem: No qualified person applies

Contingency: Meet with the Fafanagues to identify individuals in their village that would be good candidates for the position. Actively recruit the individuals identified. The Executive Director, Project Director, and Fafanagues will perform the responsibilities until the position is hired.

In addition to planning contingencies for unexpected staffing issues, planning contingencies for project start-up is also critical. Addressing such contingencies demonstrates the applicant has prepared for the unforeseen and if unexpected situations occur, there is a plan to continue effective project operations which demonstrates effective managerial capacity.

Staff hired to coordinate and implement new projects are often given an orientation on expected performance and organizational policies as new employees of the organization. All too often an orientation on the framework, scope and operational details of the project is not conducted. This can cause substantial delays in initiating project activities as new staff grapple with implementation and operational complexities that could have been dealt with much more effectively had new staff been oriented more fully to the project details. For example, how will new staff interface with internal and external partners and the project beneficiaries? When will Tribal Council be updated on project status? Where does new staff receive technology support? Answers to these questions and many more are needed during orientation so project start-up delays are avoided.

Activity 2.13 at the end of this criterion will assist applicants in preparing for comprehensive staff orientation during project start-up to maximize time, human and fiscal resources.

Project start-up is one of the most critical, if not THE most critical segment of a project's life-time. Delays in hiring key staff, loss of key partners and loss of resources that were planned for use in start-up are not uncommon challenges encountered in the start-up period. When these problems occur, project implementation can stop, often for an undetermined period of time. Significant delays can substantially impact project implementation and can be difficult to overcome.

In the contingency plan for start-up activity describe how people in leadership positions and agency staff will maintain a close working relationship to ensure the project activities are kept on schedule while any hiring issues that could potentially delay start-up are resolved.

5. 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.

The application narrative includes detailed information regarding the proper oversight of federal funds. Information explaining how the project manager and project staff, or agency fiscal staff, will coordinate to maintain programmatic and financial records demonstrates a thorough plan

to safeguard federal funds. Describe how project and agency staff will collaborate in preparing biannual Objective Progress Reports and SF 425 fiscal reports for ANA. Document the history of successful financial management activities. Attach documents, such as an auditor's letter, indicating that the organization's fiscal records are maintained in accordance with the Generally Accepted Accounting Practices standards, as part of that documentation.

6. The extent to which the application identifies adequate time, data management staff, data systems, and other resources for evaluation and to track outcomes.

In addition to evaluating the final project results (outputs) and benefits (outcomes), regular monitoring and evaluation of the project's progress is necessary. Ongoing monitoring of work plan activities, project objectives, and approved project budget needs to be explained in the application narrative. "Process evaluation" determines if the project is being conducted in a manner consistent with the proposed work plan and whether or not the project activities will lead to the success of the project.

In the example of the Chamorro Youth Club SEDS project, the following information addresses project monitoring and evaluation:

EXAMPLE: Ongoing monitoring of the "Our Culture Will Empower Our Youth" project will be conducted in three specific ways: 1) Participants' attendance at school and academic achievements will be monitored monthly by the high school counselors and reported quarterly to the Project Director. 2) The YRBS will be administered to the participants bi-annually. The Youth Workers will administer the survey, analyze the data, and prepare a report for the Project Director bi-annually. 3) Monthly meetings will be held with the Fafanagues and a review of progress will be done on each participant. Based on the progress of the participants, appropriate adjustments will be implemented.

A primary tool to use in monitoring ANA projects is the “Data Tracking Strategy”. The chart below provides a method for planning out how you will track the project data and outcomes. Use the chart below to list project outcomes and other data points to assist in overall progress evaluation, indicators, and measurement criteria. Information on how the outcome/data will be tracked needs to be fully explained. In the second part of the exercise, describe how evaluation will be used to improve project implementation.

Outcome/ Other Evaluation Data	Indicators	Means of Measurement	Documentation Used for Evaluating Progress	Frequency of Collection	Time Required to Collect	Staff Responsible For Collecting

Blank Data Tracking Strategy forms are available at the end of Criterion Two. Also, space is provided to practice detailing monitoring tools, meetings and measurements for inclusion in the application narrative.

IV. Objective Work Plan

ANA requires the use of the OWP and considers it a blueprint for the project approach. The OWP outlines how each objective and its outcome will be accomplished through the completion of Milestone Activities, lists the Outputs of those activities, the start and end timeframes to complete the activities as well as the Lead and Support Staff who will conduct the activities.

One OWP for each year and each objective of a project should be completed. ANA allows a maximum of three objectives. A three-year project with the maximum allowable objectives will have nine total OWP forms, assuming work is needed on each of the three objectives each year.

Consider the logical sequencing of events based on Milestone Activities. For example, you might have one objective that spans all three years meaning you would have three OWP forms – one for each year. A second example is that you could have one objective for year one and a second objective for years two and three for a total of five OWP forms – one for year one, two for year two and two for year three. A third example is a project with three objectives that span all three years for which you would have nine OWP forms – three for each year of the project.

NOTE: The project period for the individual program areas is as follows:

- SEDS and SEDS AK: September 30 – September 29
- EMI and P & M: July 1 – June 30
- ERE: September 30 – September 29

Below is a sample Objective Work Plan (OWP) based on our example youth project.

Project Title: Our Culture Will Empower Our Youth			Project Year: 1	
Project Goal: Increasing the high school graduations rates of Chamorro youth by reducing their at-risk behaviors.				
Objective: By the end of Year 3 (timeline), 101 (target) of the participating Chamorro high school students who should be able to graduate (population), will successfully finish school and graduate (indicator).				
Outcome: Increase the high school graduation rate by 5% through reduction of at-risk behaviors in 101 of the 150 project participants eligible to graduate (67% of participants)				
Milestone Activities	Outputs	Project Staff	Start Date	End Date
1. Hire Project Director and provide project orientation.	Project Director hired and provided with organizational/project orientation	Executive Director	10/01/2019	10/15/2019
2. Hire the Youth Workers and provide project orientation.	Youth Workers hired and provided with organizational/project orientation and process for administering the YRBS	Executive Director Project Director	10/01/2019	10/15/2019

Milestone Activities	Outputs	Project Staff	Start Date	End Date
3. Meet with the Fafanagues and elders from the 12 GUMAs to provide project orientation, discuss the work plan, and process for selection of participants.	Fafanagues and elders provided project orientation and process established for selection of project participants	Project Director Youth Workers	12/01/2019	12/30/2019
4. Meet with project partners, high school counselors and Sanctuary staff to provide project orientation and process for selection of participants.	High school counselors and Sanctuary staff provided project orientation and process established for selection of project participants	Project Director Youth Workers	12/01/2019	12/30/2019
5. Select participants for the project in consultation with Fafanagues, high school counselors, and Sanctuary staff.	150 project participants and 48 alternates selected and notified of their selection to participate in the project	Project Director Youth Workers Fafanagues High School Counselors Sanctuary staff	01/01/2020	01/31/2020
6. Meet with the project participants at each of the GUMAs to orientate them to the project, introduce the elders that will be working with them, and administer the YRBS.	Baseline data on each of the project participants	Project Director Youth Workers Fafanagues	02/01/2020	02/15/2020
7. Establish the schedule for each GUMA for the weekly Chamorro dance and language activities	Calendar of cultural activities for each of the GUMAs	Project Director Fafanagues	02/01/2020	02/15/2020

Milestone Activities	Outputs	Project Staff	Start Date	End Date
8. Conduct two-hour weekly Chamorro dance and language activities at each of the GUMAS.	Increased knowledge of Chamorro culture by the project participants	Youth Workers Fafanagues	03/01/2020	09/29/2020
9. Meet with the high school counselors and Sanctuary staff to identify highest risk participants for mentoring.	Participants identified that will participate in the mentoring component of the project	Project Director Youth Workers High school counselors	3/01/2020	3/15/2020
10. Assign elders to work with participants identified and facilitate a meeting and present expectations for the mentoring.	48 project participants will have expanded knowledge of the culture and traditional roles and responsibilities	Project Director Youth Workers Fafanagues Elders	03/15/2020	03/31/2020
11. Elders will provide mentoring to each participant in the mentoring component.	48 participants will receive one hour of mentoring by an elder monthly	Youth Workers Elders	04/01/2020	09/29/2020
12. Build a website for the project.	Outreach to the community on the project by staff and project participants	Project Director Youth Workers	05/01/2020	05/31/2020
13. Establish a Facebook page for the project.	Platform where participants can share information about their activities and interact with other participants and the community	Youth Workers	05/01/2020	05/31/2020
14. Conduct quarterly meetings with the high school counselors and Sanctuary.	Attendance, academic achievement and progress of project participants assessed	Project Director Youth Workers Fafanagues High School Counselors	04/01/2020	09/29/2020

Milestone Activities	Outputs	Project Staff	Start Date	End Date
15. Administer the YRBS to all participants in the project.	Data on the reduction of risk by the project participants	Youth Workers	04/01/2020	09/29/2020
16. Establish federal system account access and official grant file.	Federal accounts es-tablished; official grant file created and kept in Finance	Project Director	10/01/2019	10/31/2019
17. Implement data collection and management plan.	Data instruments developed, collect data, backup data, use data in programmatic reports	Project Director Fafanagues Sanctuary staff	10/01/2019	9/30/2020
18. Attend Post Award Training.	Skills, knowledge, and reference materials obtained to ensure proper project oversight.	Project Director Accountant	12/01/2019	12/31/2019
19. Complete all required ANA reports.	All financial and programmatic reports completed and on file	Project Director Accountant	04/30/2020	09/29/2020
20. Attend ANA annual Grantee Meeting.	Knowledge and in-sights into Best Practices of existing ANA grantees; networking with other native communities across the country	Project Director and one other project staff member	11/1/2019	11/30/2019

Objective Work Plan as a Blueprint

1. Directly reflects elements from the project narrative description by consistently stating goals, objectives, outcomes, outputs and activities.

The narrative elements (goal, objectives, outputs and outcomes, staffing and timeline) should be stated in the same manner throughout the application. For example, do not paraphrase or reword objectives in the OWP so that they differ from what was stated in the application narrative section in Criterion One--Expected Outcomes. Consistency throughout every piece of the application is key.

2. Provides details and information about the how, when, and by whom, activities described in the project description will be completed, so that the implementation plan is completely described.

A blueprint is a plan that shows how to accomplish a task. The OWP is the blueprint used to show the main components of the project in a condensed format. While the OWP provides the basic outline for implementation, the narrative should describe all activities, both the milestone activities and the steps in between, to allow the reader to understand how the project will be accomplished and what basic timelines will be followed. Think of the OWP as an outline that highlights key points about the project implementation, while the narrative is more like a book that should convey the reasoning and methodology behind the project of interest and more detail about the implementation of the milestone activities. Both are equally important, and both should be a reflection of the other.

The OWP also requires identifying the lead and support staff for each activity. The lead is the essential person conducting the activity. The lead is not always the project manager, for example, the lead may be the instructor teaching a course or a consultant facilitating a group. The support staff is the person(s) who will coordinate or participate in the milestone activities. An example of this would include a project manager who supports an activity by scheduling and coordinating workshops or a

consultant who provides their expertise to project staff who are gathering and analyzing data.

3. Includes a maximum of 25 milestone activities, per objective, per year for project implementation. Milestone activities demonstrate a logical progression from start to finish of key steps needed to accomplish project objectives.

Milestone activities are the main activities needed to successfully achieve each objective. ANA has limited these to a maximum of 25 activities per objective, excluding administrative functions (see below) leading to the projected outcome once the objective is achieved. The milestone activities are building blocks that will lead to accomplishing the objectives.

The administrative functions to include, in addition to the maximum 25 milestone activities, are:

- Establishing federal system account access and the official grant file (Year 1 only)
- Attendance at the Post Award Training (Year 1 only)
- Attendance at the Grantee Meeting (each year of the project)
- Quarterly PMS reporting
- Biannual ANA reporting
- Data collection and evaluation

NOTE: Administrative activities should be included under one objective for each year of project implementation. They should be placed after all milestone activities.

4. The timeframe for the completion of activities is realistic and relevant for effective project implementation. Start and end dates for activities should align with each budget period.

Start and end times for each Milestone Activity are required on the OWP in the appropriately designated column. Notice that the electronic form only

allows hard dates with the mm/dd/yyyy format. The Milestone Activities should be in a logical, chronological order but be sure to give adequate time to complete them.

To be an effective blueprint for project implementation, all of the activities should not require a full project year to complete. In planning your project think about how long it will take to complete each activity. While there are some activities that might span a year, many activities are dependent on the completion of another activity in order to start. For example, a teacher needs to be hired before a class can start. Both activities should not require a year to complete.

5. The extent to which milestone activities are clearly and logically linked to the appropriate project output, and all significant project outputs are supported by milestone activities in the OWP.

When developing the outline of milestone activities include a description of outputs created by the completion of an activity or series of activities. Outputs are products of the project. As we noted earlier, outputs help build the foundation of project objectives. As you work on the exercise of milestone activities and outcomes in the OWP, identify outputs created through activities and list them immediately after describing the activity or series of activities that created the output.

The outline of key activities and presentation of outputs will identify each major step in each objective's implementation: who will be responsible for and involved with the activity, and its schedule for starting and completion. Show how activities and outputs build upon one another toward achieving outcomes and accomplishing the corresponding objective.

Completing the OWP Form

A fillable, electronic OWP form is located in the Grants.gov application packet. Items included in an OWP are:

- Project title
- Project goal

- The project objectives
- Outcome
- Outputs
- Milestone and administrative activities with:
 - Positions responsible for accomplishment of the activity (lead and other support)
 - Begin and end dates (note that the mm/dd/yyyy format is used for dates)

Important Information on completing an OWP:

- ANA limits applications to three objectives for the entire project period.
- An OWP form is needed for each year of the project and for each objective.
- The OWP form is expandable and objectives with the maximum number of activities will require more than the one page that is displayed when an electronic OWP form is opened. Add additional lines to the activities section as needed.

NOTE: In the Grants.gov OWP downloadable form, the gold boxes outlined in red are mandatory fields. These must be filled, or the entire application will be rejected for errors. This will be explained in further detail in the Submitting the Application section. To add activities, you will click the “Add Activity” button on the left side of the form. If you miss an activity while filling in the form, you can click the “+” button in between two activities to insert a blank row. In the Grants.gov OWP web form, mandatory fields have a red asterisk (*).

NOTE: Fill out the SF-424 form first to get the project title to populate the same field on the OWP form.

Project Title:

Project Goal:

Project Year: 1

Objective # :

Outcome:

	Milestone Activities	Outputs	Project Staff	Start Date	End Date
X 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Project Year: 2

Objective # :

Outcome:

	Milestone Activities	Outputs	Project Staff	Start Date	End Date
X 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Criterion 2 - Approach Activities

Activity 2.1 Relate Your Project to the FOA

Briefly describe how your project meets the purpose of the FOA. _____

Activity 2.2 Resources

List resources available inside/outside the organization, village or community that will be used in project implementation. Also consider those resources you still need to secure.

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

Activity 2.3 Milestone Activities

Brainstorm milestone activities by beginning to list some here. Include the corresponding outputs, the person responsible for ensuring implementation, and the timelines for completion. In the first column, also include the tasks that must be carried out for each milestone activity. This will provide a summary of the information to be included in this section of the application narrative.

Milestone Activity			
Tasks			
Outputs			
Responsible Lead			
Timeline			

Consider the narrative for these activities and tasks. Do not just list them again. Using the three milestone activities listed above, and the tasks attached to each activity, provide more detailed information on the step-by-step process that will be used along with the rationale behind the decision to perform these activities.

Expand on your planning and preparation for the milestones and associated tasks above, accounting for all functions and supporting activities. Describe the steps you have taken to prepare for full implementation.

Activity 2.4 Strengths and Weaknesses

Complete the SWOT analysis for the project. A SWOT analysis will assist you in writing the planning and preparation component of the application. You can build on your strengths and plan activities to increase capacity and overcome external elements that could impact the project**.

	Internal	External
Positive Dimension	<p>Strengths: (Attributes of the organization that help achieve the objectives)</p> <p>Analysis:</p>	<p>Opportunities: (External conditions that help achieve the objectives)</p> <p>Analysis:</p>
Negative Dimension	<p>Weaknesses: (Attributes of the organization that hinder achieving the objectives)</p> <p>Analysis:</p>	<p>Threats: (External conditions that could damage the project)</p> <p>Analysis:</p>

Activity 2.5 Contingencies

Identify activities that are essential to the project's implementation and that require a contingency plan.

Critical Activity 1:

Possible Problem:

Contingency:

Critical Activity 2:

Possible Problem:

Contingency:

Critical Activity 3:

Potential Problem:

Contingency:

Critical Activity 4:

Potential Problem:

Contingency:

Activity 2.6 Knowledge of and Plan to Work with Participants

What is the recruitment and retention plan for participants?

Activity 2.7 Sustainability Planning

Write a sustainability plan

What methods were chosen to ensure sustainability?

Answer Yes or No as it applies.

Institutionalization/Routinization

Leveraging Resources

Developing Partnerships

Foundation Funding

Grant Funding

Corporate Funding

In-kind Contributions/Donations

Self-Sustaining

Income Generation

Activity 2.8 Monitoring and Evaluation of Project Activities

Describe how you will monitor and evaluate the project activities to ensure that project outcomes are achieved.

Activity 2.9 Community Involvement

What is your connection to the community to be served? Demonstrate your understanding of the target population and your ability to engage them.

Describe ongoing community involvement plans to be conducted during project implementation and the future. Include feasible outreach and retention plans when applicable.

To what extent is community involvement necessary for successful completion of this project?

****The SWOT Analysis above will be included in this section of the Application Narrative. However, completing the analysis in advance provides a tool for your planning process.**

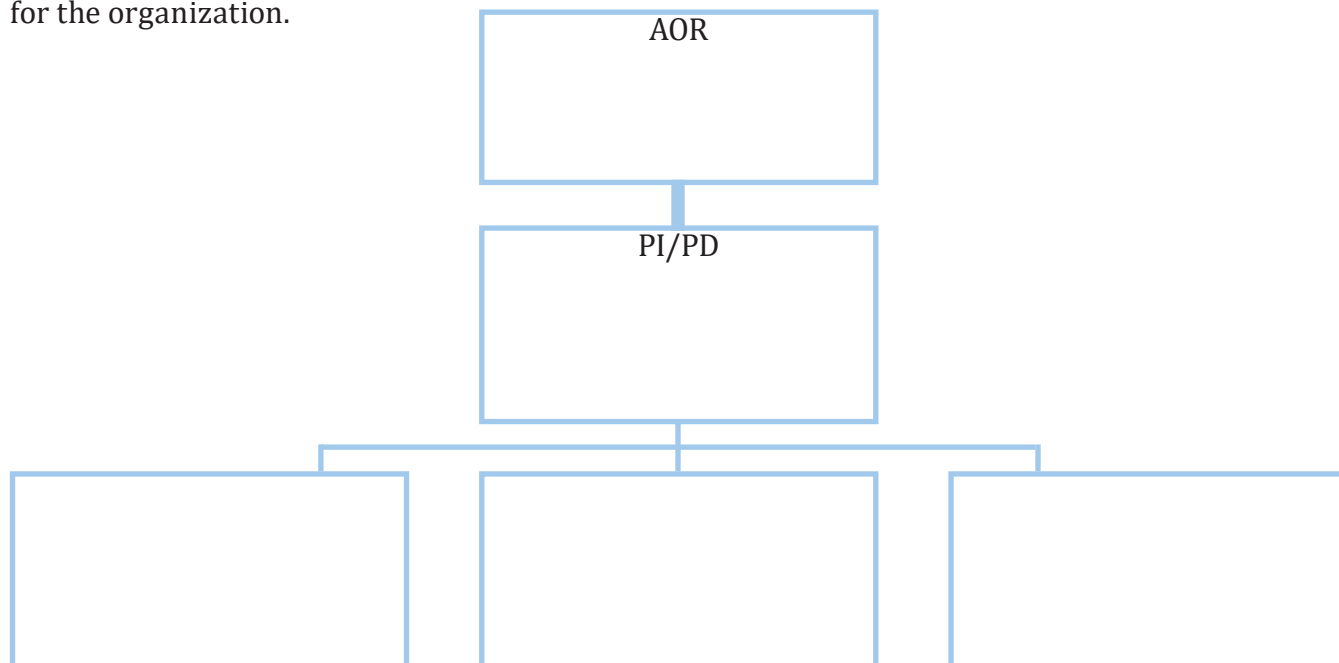
Activity 2.10 Long-Term Benefits

Use the Indicator from Activity 1.8 to complete this activity. Imagine the indicator 5- and 10-years after the project completion date. Explain the strategy for sustaining the indicator through this post-project timeframe and the justifications for the projected indicator at the 5th and 10th year after the project's completion. How will long-term benefits be achieved and sustained?

Again, describe how you have involved the community in project development and document their involvement to support achievement of their long-term goals (use data, such as stakeholder meeting minutes).

Activity 2.11 Leadership and Staffing – Organizational Chart

Complete or modify this organizational chart to reflect the staffing pattern of the proposed project. Consider including grantee and associated administrative functions (Accounting, HR, Legal, etc.) for the organization.



Activity 2.12 Staffing Pattern

Complete the chart for the proposed project.

Title of Position	Who (First & Last Name)	Primary Responsibilities/ Functions	Hours/FTE	Status (Available or Expected Hire)
AOR		<ul style="list-style-type: none">• Official signing responsibility		
PI/PD		<ul style="list-style-type: none">• Day-to-day Management		

Activity 2.13 Ensuring Full Implementation at Start-Up

Describe how the management and existing staff will provide new staff with a comprehensive orientation to the project. If existing staff will be used in the project, describe the orientation they will receive to the responsibilities of the new position.

Activity 2.14 Management Capability Chart

Complete the following chart with specific details that demonstrate the organization's capacity to fully and successfully manage the proposed project.

Program Admin. Requirements	Current Expertise to Implement the Project?	Project Management Staffing Plan - a strategy for meeting this requirement: identify personnel, partners, and/or consultants who will help the organization to comply.

Fiscal Admin. Requirements	Current Expertise to Implement the Project?	Fiscal Management Staffing Plan - a strategy for meeting this requirement: identify personnel, partners, and/or consultants who will help the organization to comply.

Activity 2.15 Partners and Consultants

Complete the following chart to fully describe partnerships that will support the project. Also, a chart is provided to describe securing consultants.

List partners that will help with project implementation.	What qualifications will partners have?	How will this partnership help support the project?	How will this partnership be maintained?

In what area will consultants be needed?	How will consultants be selected and what will be their qualifications?	What work will consultants do?	How will oversight on consultant work be maintained?

Activity 2.16 Staffing Contingency Plan for a Key Position

Use the table below for contingency planning in regard to key staff positions and/or activities that rely on those positions.

<p>Key Staff Position/Activity 1:</p> <p>Possible Problem:</p> <p>Contingency:</p>
<p>Key Staff Position/Activity 2:</p> <p>Possible Problem:</p> <p>Contingency:</p>

Activity 2.17 Contingency Plan for Start-Up

Use the table below for contingency planning in regard to potential issues at start-up.

Activity:

Possible Problem:

Contingency:

Activity 2.18 Oversight of Federal Funds

In the space below, provide a detailed description of how the program and fiscal staff will collaborate to ensure effective fiscal management of federal funds.

Provide a brief description of the organization's policies and procedures regarding internal financial management of projects.

Activity 2.19 Previous Success

Identify two (2) previous projects that demonstrate the organization's experience implementing similar projects.

Name of Project: Brief Description: Project Status: Other Comments:
Name of Project: Brief Description: Project Status: Other Comments:

Activity 2.20 Objective Work Plan

Complete a Sample Objective Work Plan (OWP).

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

Milestone Activities	Outputs	Project Staff	Start Date	End Date
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				

Milestone Activities	Outputs	Project Staff	Start Date	End Date
18.				
19.				
20.				
21.				
22.				
23.				
24.				
25.				

Does the information above match the information stated in the project description for the goal, objectives, outcomes, outputs and activities? If not, please note discrepancies.

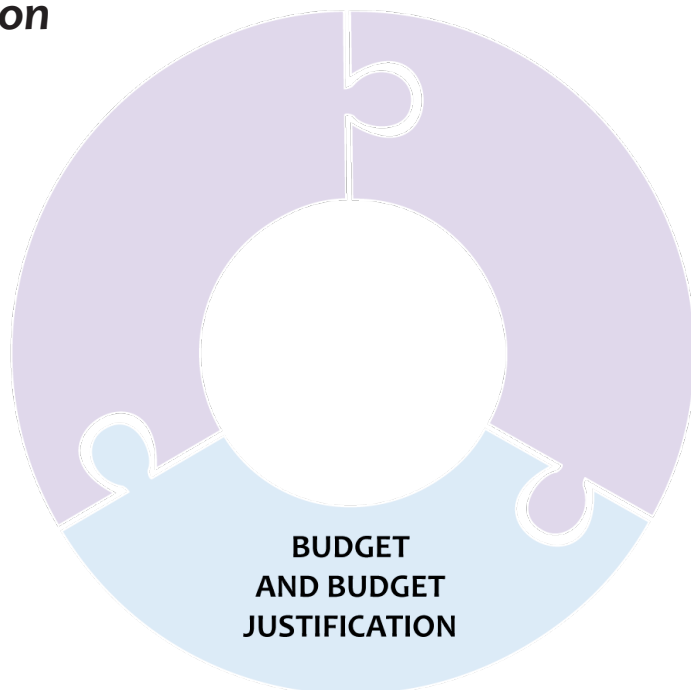
5. Criterion Three: Budget & Budget Justification, **Max Pts: 15**

The budget is the dollar expression for the project being proposed. The line item budget is a list of the expenses and the amount that it will cost to perform the activities of the project.

Budget and Budget Justification

Sub-Criteria

1. Detailed line item budget for each project year
2. Budget justification for each project year



Here and on the following page, you will see the elements for each Budget and Budget Justification Evaluation Sub-criteria.

I. Detailed line item budget for each project year

1. The application includes a line item budget with appropriate object class categories for every year of the project which fully describes how costs are calculated for the federal and non-federal shares.
2. The application includes funds for all required items for the project budget, including travel to post-award and grantee meeting, as described in Section IV.2. Content and Form of Application Submission, The Project Budget and Budget Justification.

II. Budget Justification for each Project Year

1. The application includes a budget justification for every year of the project which provides a narrative description of how costs are calculated for each entry in the line item budget. The budget justification includes costs estimates, vendor quotes, and supporting documentation to fully detail federal and non-federal share costs.
2. The budget and justification only include expenditures relative to project implementation, are based on regional and local fair-market values and aligns with the Approach and OWP descriptions of project activities.
3. The extent to which the requested budget is cost effective and adequately accounts for all necessary resources to implement the proposed project.
4. The application provides information to demonstrate the commitment of non-federal share contributions equaling 20 percent of the total combined federal and non-federal shares.

I. Line Item Budget

1. The application includes a line item budget with appropriate object class categories for every year of the project which fully describes how costs are calculated for the federal and non-federal shares.

Budgets submitted to the Federal government are broken into the following object class categories:

- Personnel
- Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual
- Construction
- Other
- Indirect

Using these object class categories, the line-item budget provides detailed, line-item amounts of federal and non-federal resources necessary to carry out the project work plan for each budget period of the project. It documents how the costs were calculated and the reasonableness and relevance of costs of the proposed project. A line-item budget is required for each year of the

project. For example, a 3-year project would have three individual line-item budgets. The line-item budget should include the following:

- Budget expense using federal object cost categories
- Federal request
- Non-Federal share
- Total

2. The application includes funds for all required items for the project budget, including travel to post-award and grantee meeting, as described in Section IV.2. Content and Form of Application Submission, The Project Budget and Budget Justification.

ANA requires travel costs to the Post Award Training and the Grantee Meeting be included in the budget. ANA no longer provides a set amount to budget so use the organization's travel policy (including airfare, lodging, per diem, ground transportation, etc.) to determine cost.

Important things to remember:

- Post Award Training:
 - Required in Year 1 only
 - The PI/PD and finance person that does the financial reporting are to attend
 - Native Language awards attend a national training in the 1st quarter of the project
 - SEDS and ERE awards attend regional trainings in the 2nd quarter of the project
- Grantee Meeting:
 - Required for every year of the project
 - 2 project staff are to attend, usually PI/PD and another staff person (finance person not required)
 - Held in 3rd or 4th quarter of project period
 - Venue changes each year, so budget accordingly to allow for varying cost

II. Budget Justification

1. The application includes budget justification for every year of the project which provides a narrative description of how costs are calculated for each entry in the line item budget. The budget justification includes costs estimates, vendor quotes, and supporting documentation to fully detail federal and non-federal share costs.

The budget justification is the narrative that explains three things: why the expense is needed for the project, cost effectiveness, and how the expense was calculated. When preparing the line item budget and budget justification, separate line item budgets and budget justifications for each year of the project are required. Below is the sub-criterion that will be used to evaluate the line item budget and the budget justification.

2. The budget and budget justification only includes expenditures relative to project implementation, are based on regional and local fair-market values, and aligns with the Approach and OWP descriptions of project activities.

The budget justification describes, in narrative form, the costs needed in relation to the project and provides the calculations used to obtain the dollar amounts noted in the line-item budget for the federal and non-federal resources. Ensure that written explanations are easy to understand, are tied to activities in the OWP, and are well supported. Explain budget calculations and keep them basic. A line-item budget and a budget justification narrative are required for each year of the project.

3. The extent to which the requested budget is cost-effective and adequately accounts for all necessary resources to implement the proposed project.

Under this sub-criterion, you will need to explain how the budget request is reasonable for the type of project you will be implementing. Be sure the narrative indicates that the budget request is thoughtful and purposeful: offer explanations as to how the values outlined were determined and that

they represent the most cost-effective way to accomplish the activities. Also, convey that price comparisons were performed to ensure accurate projections are being proposed.

All resources needed for successfully implementing activities must be accounted for either in the budget as part of the federal share or non-federal share, or through a discussion of additional project resources (also known as leveraged resources) in the Approach section of the application. All additional resources for the project must be discussed in the application to demonstrate you have thoroughly planned for all aspects of the project. Clearly explain how these additional resources will be supplied without being in the budget. The explanation should outline where those additional resources come from and who will be responsible for making sure they are available to the project.

NOTE: If activities are going to be implemented using funds from other sources that are not in either the federal or non-federal share, an explanation needs to be included in the application narrative. The score could be impacted if it appears that all costs to successfully implement the project are not included.

4. The application provides information to demonstrate the commitment of non-federal share contributions equaling 20 percent of the total combined federal and non-federal shares.

ANA requires a 20% applicant match of the total costs per budget period (per project year). This is the amount the applicant needs to contribute to the project. These contributed funds must be directly related to implementing the project, for example, providing office space or supplies, contributing to travel costs, and/or providing salary for project personnel. The applicant match requirement may be in the form of cash or in-kind contributions and can be provided by the applicant or by third parties. These resources cannot include other federal funds unless the legislation

NOTE: Be sure to commit only the required 20% of NFS that is required. Committing more than 20% is not beneficial to the application.

See the following graphic for an example of how to calculate the match requirement.

Calculating ANA Non-Federal Share (20% of Total Project Cost)					
Method 1 (Find Total Cost First)			OR	Method 2 (Find Match First)	
Step 1:				Step 1:	
Federal Request		\$ 300,000		Federal Request	\$ 300,000
÷80 %		÷ .80		x25 %	x .25
Total Project Cost	=	\$ 375,000		Non-Federal Share	= \$ 75,000
Step 2:				Step 2:	
Total Project Cost		\$ 375,000		Non-Federal Share	\$ 75,000
-Federal Request		-\$300,000		+Federal Request	+\$300,000
Non-Federal Share	=	\$ 75,000		Total Project Cost	= \$ 375,000
Check Your Math:				Check Your Math:	
Total Project Cost		\$ 375,000		Total Project Cost	\$ 375,000
x20 %		x .20		x20 %	x .20
Non-Federal Share	=	\$ 75,000		Non-Federal Share	= \$ 75,000

Documentation is a key factor in the budget. Be sure to include a tribal or board resolution/letter citing the dollar amount or value from the source of the NFS. For example, if the tribe is contributing office space as part of the required match, the accompanying resolution should include the fair market value they could charge for that space.

NOTE: When partnerships or other sources outside of the organizations are used for NFS it is important to provide letters of commitment that explain what is being provided and the value.

Documentation is also required for large ticket items over \$5,000 (such as construction equipment or vehicles) or unique items (such as specialized technical equipment). And lastly, when consultants are required, include a scope of work or a price quote itemizing the work consultants are responsible for under the contract. Place all the supporting documents in the appendix section of the application.

It is best to work with the accounting office to gather budget data for the applicant organization (e.g., employee salaries and wages, payroll tax rates, worker's compensation insurance rate/quote, and indirect cost rate). If Indirect Costs (IDC) are requested, include a current copy of the organization's federally negotiated IDC rate agreement in the "Other Attachments" section of the application. If the organization does not have an agreement for the current period, the applicant can request from the cognizant agency a memorandum stating that the applicant is authorized to utilize the current IDC until the new one is negotiated, or the applicant must request IDC as direct costs. If the organization has not had an IDC, there are two options: (1) Build in the IDCs (e.g., bookkeeping, office space, audit, and janitorial) as direct costs under the "Other" line item, or (2) Implement the 10% de minimis rate mentioned in the note box below. It is important to note that if you do implement and apply the 10% de minimis rate it will have to be applied to all awards the organization receives.

NOTE: De Minimis rate can be used if the organization has never had a negotiated IDC rate. This is 10% of the Modified Total Direct Costs (MTDC) and covers services normally included under an IDC. As described in 45 CFR Part 75.403 Factors Affecting Allowability of Costs, costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology must be used consistently for all federal awards until such time as a non-federal entity chooses to negotiate for a rate, which the non-federal entity may apply to do at any time. 45 CFR Part 75.414 (f) is the regulation authorizing use of the de minimis rate. The items that compose the MTDC can be found in 45 CFR Part 75.2.

The budget is closely aligned to the narrative and OWP. Avoid including budget items that are not fully explained in the narrative or noted in the OWP. We suggest using a completed OWP to identify budget requirements to implement all the activities for each year to make sure you include all costs to successfully implement the project. Then, go back and make sure everything is fully explained in the narrative.

Allowable Costs

45 CFR Part 75 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Department of Health and Human Services (HHS) Awards details the costs that are allowable, unallowable, and allowable with approval. The cost principles that provide specific information on each of the selected items of cost can be found in 45 CFR Parts 75.421 through 75.475. In addition, there are certain costs that ANA will not fund.

Those costs include:

- Organized fundraising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions;
- Reimbursement of pre-award costs;
- Construction;
- Activities that qualify as major renovations and alterations;
- The purchase of real property; and
- Activities in support of any foreseeable litigation against the U.S. government that is unallowable under the Cost Principles in 45 CFR Part 75.

A chart summarizing Allowable Costs under 45 CFR Part 75 is provided in Appendix D of this manual. Appendix E contains a summary of 45 CFR Part 75.

Object Class Categories

The budget should align with the Object Class Categories listed below (which also are on the SF-424A, Section B – Budget Category).

Line Item or Object Class Category	Line Item or Object Class Category
Personnel	Employee salaries and wages – For each staff person identified, provide their title and time commitment (in months or percentage of time). Ensure that total hours per month times the number of months worked for each person listed under personnel are included. Also list the percentage of FTE each position will require. Describe what the tribe or organization's definition of FTE is in the application.
Fringe Benefits	Payroll taxes (employer portion) and staff benefits – Break down the amount of each benefit (or percentage of total benefits) or note the negotiated fringe benefit rate.
Travel	Travel for project-related activities by staff (note: consultant and local travel goes under "Other") – Show the number of travelers and their destination, travel duration, per diem, ground transportation, airfare rates, and any other travel allowances for the trip (parking, etc.). This applies to the required ANA Post Award training and Grantee meeting, as well. Applicants should use their own travel policies to determine travel costs to the required training and meeting. ANA no longer specifies an amount.
Equipment	Defined as tangible, non-expendable personal property having a useful life of more than 1 year AND an acquisition cost of \$5,000 or more PER UNIT.
Supplies	Items such as office supplies.
Contractual	Cost of contracts with consulting firms, third-party contractors and/or secondary recipient organizations, including delegate agencies.
Other	Includes all other costs, including utilities, rent, liability, and property (not employee) insurance costs, machine rentals and maintenance, consultants, other non-employee travel, local travel, computers, and phone.
Indirect	Only allowed if an applicant has a current negotiated federal indirect rate (that should be attached to the application) or is using the de minimis rate. Currently, the de minimis rate is defined as an indirect cost (IDC) that covers the period of the grant application or does not expire until after the grant has been funded. The de minimis rate can be used when an organization has never received a negotiated indirect rate.
Program Income	Includes any revenue that is generated as a result of an activity of an ANA- supported project. Such income should be explained as to its appropriate use.

Below is the line item budget for the SEDS example project:

OUR CULTURE WILL EMPOWER OUR YOUTH - Budget Year One

Category/Item Desc.	Federal Share	NFS	Total
PERSONNEL			
Project Director - 100% of time	52,000	-	52,000
Cultural Practitioner - Youth Worker - 100% of time	31,200	-	31,200
Cultural Practitioner - Youth Worker - 100% of time	27,040	-	27,040
TOTAL PERSONNEL	\$ 110,240	\$ -	\$ 110,240
FRINGE BENEFITS			
FICA @ 7.65%	8,433	-	8,433
FUTA @ .80%	168	-	168
SUTA @ 2.70%	567	-	567
Health Insurance @ 9.00%	9,922	-	9,922
Retirement @ 3.00%	3,307	-	3,307
Workman's Comp. @ 2.00%	2,205	-	2,205
TOTAL FRINGE BENEFITS	\$ 24,602	\$ -	\$ 24,602
TRAVEL			
Post Award Training - 2 people	5,623	-	5,623
ANA Grantee Meeting - 2 people	8,500	-	8,500
TOTAL TRAVEL	\$ 14,123	\$ -	\$ 14,123
EQUIPMENT			
TOTAL EQUIPMENT	\$ -	\$ -	\$ -
SUPPLIES			
Office Supplies	1,375	-	1,375
TOTAL SUPPLIES	\$ 1,375	\$ -	\$ 1,375
CONTRACTUAL			
TOTAL CONTRACTUAL	\$ -	\$ -	\$ -
OTHER			
Computers (3), Software, and printers	6,902	-	6,902
Elder Cultural Experts	14,400	14,400	28,800
Fafana'gues (Leaders of cultural houses)	28,800	21,600	50,400
Cultural Activities Supplies	2,750	-	2,750
Communications (telephone, internet, mobile phones)	5,400	-	5,400
Village Community Centers and Schools	-	16,148	16,148
TOTAL OTHER	\$ 58,252	\$ 52,148	\$ 110,400
DIRECT COST TOTAL	\$ 208,592	\$ 52,148	\$ 260,740
INDIRECT COST @ 10%	\$ 20,859	\$ 5,215	\$ 26,074
TOTAL PROJECT COST YEAR 1	\$ 229,451	\$ 57,363	\$ 286,814

Required Non-Federal Share \$57,363

It is strongly recommended that applicants do not exceed the required match amount in any project year. Next, you will find an example of a budget justification for the above budget by line item.

OUR CULTURE WILL EMPOWER OUR YOUTH - Budget Justification Year One

Category/Item Description	Federal Share	Non-Fed. Share	Calculation and Justification
PERSONNEL	\$110,240	\$0	
Project Director - 100% of time	Federal Share. The project director will work full time on the project and is responsible for ensuring the completion of all activities including establishing partnerships for support services for the youth and establishing procedures as appropriate. In addition, the project director will work with the cultural practitioners and Fafana'gues to design the activities for the participants. The position supports all activities of the project. The Project Director has committed to starting immediately should the application be funded.		
Cultural Practitioner - Youth Worker - 100% of time	Federal Share. The cultural practitioner will work with the elders, Fafana'gues, and youth to develop and implement the youth activities designed to increase knowledge of the culture, reduce at risk behaviors, and increase high school graduation rates of project participants. The position supports activities 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 14, and 15. The Youth Worker has committed to starting immediately should the application be funded.		
Cultural Practitioner - Youth Worker - 100% of time	Federal Share. The cultural practitioner will work with the elders, Fafana'gues, and youth to develop and implement the youth activities designed to increase knowledge of the culture, reduce at risk behaviors, and increase high school graduation rates of project participants. The position supports activities 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 14, and 15. The Youth Worker has committed to starting immediately should the application be funded.		
FRINGE BENEFITS	\$24,602	\$0	
FICA @ 7.65%	Federal Share. The amount budgeted is for the required Federal payroll tax for social security and Medicare and the 7.65% is applied to the gross of all wages paid to employees.		
FUTA @ 2.70%	Federal Share. The amount budgeted is the required Federal unemployment tax which is 2.7% of the first \$7,000 of the salary for each employee.		
SUTA @ .80%	Federal Share. The amount budgeted is the required State unemployment tax which is .8% of the first \$7,000 of the salary of each employee.		
Health Insurance @ 9.00%	Federal Share. The organization provides health insurance to all full-time employees and the cost per employee is \$275.61 per month per employee.		

Category/Item Description	Federal Share	Non-Fed. Share	Calculation and Justification
Retirement @ 4.00%	Federal Share. The organization provides retirement benefits for all employees. The organization contributes 4% of gross wages to individual retirement accounts.		
Workman's Comp. @2.00%	Federal Share. The cost for workers compensation is 2% of the gross wages for all employees.		
TRAVEL	\$14,123	\$0	
Post Award Training - 2 people	Federal Share. The ANA Post Award training is mandatory and the cost for each of the two participants is \$1,737.50 for airfare, 3 nights lodging for each participant at \$177 per night, 3.5 days Meals and Incidental Expenses for each participant at \$138 per day, and taxi to and from the airport to the hotel at \$60 roundtrip.		
ANA Grantee Meeting - 2 people	Federal Share. The amount budgeted is the suggested travel costs located on page 67 of the Funding Opportunity Announcement. The airfare for each of two staff is \$2,791, 6.5 days Meals and Incidental Expenses due to travel time for each of the two staff at \$76 per day, 5 nights lodging for each staff due to travel time at \$181 per night, and \$60 for each of the two staff for ground transportation. The travel supports the Attend ANA Grantee Meeting activity.		
EQUIPMENT	\$0	\$0	No Equipment is being requested
SUPPLIES	\$1,375	\$0	
Office Supplies	Federal Share. The supplies include consumable office supplies such as paper, pens, toner for the printers, and file folders. The amount budgeted is based on historical information from previous projects with a similar size of scope and staffing pattern. The supplies support all activities of the project.		
CONTRACTUAL	\$0	\$0	No Equipment is being requested
OTHER	\$58,252	\$52,148	
Computers (3), Software, Printers	Federal Share. The budget is for one computer, software, and a small printer for each staff member. Quotations were secured from all on island sellers and the lowest cost was \$1,800 for each computer, \$299.67 for each printer, and \$201 for the Windows operating system and Microsoft Office. The organization looked into purchasing off island and having the computers, printers, and software shipped, however, the companies stated they would not honor the warranty due to there being no representatives on island. The computers support all project activities.		

Category/Item Description	Federal Share	Non-Fed. Share	Calculation and Justification
Elder Cultural Experts	Federal Share. The project will provide a stipend of \$25 per hour for four hours per month for each of the 12 elders that will be working with the youth. The hourly rate was established by the local government for payment to cultural experts. Non-Federal Share. The elders have committed to each donating 4 hours per month to work with the youth at an hourly rate of \$25 per hour. The Elders costs will support activities 10 and 11.		
Fafana'gues (Leaders of cultural houses)	Federal Share. The project will provide a stipend of \$25 per hour for eight hours per month for each of the 12 Fafana'gues that will be working with the youth. The hourly rate was es-tablished by the local government for payment to cultural experts. Non-Federal Share. The Fafana'gues have committed to each donating eight hours per month to work with the youth at an hourly rate of \$25 per hour. The cost of the Fanfana'gues' time will support activities 5, 6, 7, 8, 10, and 14.		
Cultural Activities Supplies	Federal Share. The cultural supplies to be purchased include materials to make the wraps and mestizas for each of the participants in the project. The cost to make a wrap is \$12 each and to make a mestiza is \$18. The planned number of wraps is 75 and mestizas is also 75. The ad-ditional \$500 will be used to purchase twine and other small items for the carvings and weav-ings. The cultural activities supplies will support activities 8 and 11.		
Communications (telephone, internet, and mo-bile phones)	Federal Share. The amount budgeted for internet and 3 cell phones for the Project Director and the two Youth Workers and one land line for the office. The amount is a quote from GTA Guam which is the telephone and internet provider for Guam. The line item supports all milestone activities. The communications costs will support all activities of the project.		
Village Community Centers and Schools	Non-Federal Share. The Mayors of each of the 12 villages participating in the project have committed to provide space for the project to conduct cultural activities and work with the youth at either a school in the village or the village community center. Please see letters of commitment in Attachment D. The value of the space was determined by quotes to rent similar space. The facilities costs will support activities 3, 6, 8, 10, 11, and 15.		
INDIRECT COST	\$20, 859	\$5,215	
de Minimis @ 10%	Federal Share. The organization will be applying a 10% de minimus indirect cost rate to all direct costs with the exception of equipment. Non-Federal Share. The Executive Director is not a paid position and the Executive Director's time will be used for indirect non-federal share.		

Criterion 3 - Budget and Budget Justification Activities

Activity 3.1 Valuation

Using the staffing plan identified in the Organizational Capacity Criteria, identify the percentage of time necessary and estimated costs needed to accomplish the project as designed.

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

What travel is anticipated and needed for this project?

Description of Travel/Conference	What benefit is the trip to the project?

Are there any special supplies or equipment needed for the project?

Need	Purpose	Quantity	Estimated Cost

What other project-specific supplies and services are needed for the project?

Need	Purpose	Quantity	Estimated Cost

Activity 3.2 Line Item Budget

Now that the resources needed are known, prepare the line item budget year one of the project.

Category/Item Desc.	Federal Share	NFS	Total
PERSONNEL			
TOTAL PERSONNEL	\$	\$	\$
FRINGE BENEFITS			
TOTAL FRINGE BENEFITS	\$	\$	\$
TRAVEL			
TOTAL TRAVEL	\$	\$	\$
EQUIPMENT			
TOTAL EQUIPMENT	\$	\$	\$
SUPPLIES			
TOTAL SUPPLIES	\$	\$	\$
CONTRACTUAL			
TOTAL CONTRACTUAL	\$	\$	\$
OTHER			
TOTAL OTHER	\$	\$	\$
DIRECT COST TOTAL	\$	\$	\$
INDIRECT COST	\$	\$	\$
TOTAL PROJECT COST YEAR 1	\$	\$	\$

Activity 3.3 Budget Justification

Using the costs from the line item budget above, prepare the Budget Justification for each line item.

Category/Item Description	Federal Share	Non-Fed. Share	Calculation and Justification
PERSONNEL	\$	\$	
FRINGE BENEFITS	\$	\$	
FICA @ xx.xx% FUTA @ xx.xx% SUTA @ xx.xx% Health Insurance Retirement Workman's Comp			
TRAVEL	\$	\$	
Post Award - 2 ppl Grantee Mtg - 2 ppl			
EQUIPMENT	\$	\$	
SUPPLIES	\$	\$	
CONTRACTUAL			
OTHER			

Category/Item Description	Federal Share	Non-Fed. Share	Calculation and Justification
OTHER (Cont)	\$	\$	
INDIRECT COST @ xx.xx%	\$	\$	

6. Project Abstract

Now that the application has been developed and all the criterion addressed, a Project Summary Abstract needs to be composed. Though the project abstract is not reviewed and scored, it is a required element per the FOA.

The Project Summary Abstract is the introduction to the application. It provides a succinct description of the project along with contact information.

Provide a summary of the application's project description. The summary must be clear, accurate, concise, and without reference to other parts of the application. The abstract must include a brief description of the proposed grant project including the needs to be addressed, the proposed services, and the population group(s) to be served.

The project abstract must be single-spaced, in Times New Roman 12-point font, and limited to one page in length. Additional pages will be removed and will not be reviewed.

Place the following at the top of the Abstract:

- Project Title
- Applicant Name
- Address
- Contact Phone Numbers (Voice, Fax)
- E-Mail Address
- Web Site Address, if applicable

When developing the Abstract, also include:

- Population
- Beneficiaries
- Condition
- Project Goal
- Brief project description

And remember, the Project Summary Abstract is limited to one page.

Project Summary Abstract

Applicant: Chamorro Youth Club

Address: 4321 St. Vincent Road, Hagana, GU 99999

Website: Not Applicable

Contact: Nicole Calvo

Nc500@guam.com

Project Title: Our Culture Will Empower Our Youth

The project will serve 450 Chamorro youth that are at risk of not graduating from high school.

There are currently 4,685 Chamorro youth of high school age. Of the Chamorro high school students only 2,905 will graduate high school or 62%. This is 13% lower than the total high school population. The project will target 450 Chamorro students that are at risk of not graduating from high school.

The project goal is to reduce the at-risk behaviors and increase the graduation rate of Chamorro high school youth by 5%.

The “Our Culture Will Empower Our Youth” project will provide for:

1. 150 hours of traditional dance and language classes for each of the 450 participants each year; and
2. 90 youth participants will work with an elder 4 hours per week for 40 weeks per project year.

The project is designed to provide the participants with the support and individual guidance to be successful throughout their high school years.

7. Getting Your Application Package Together

A competitive proposal requires the applicant to be as organized and thorough as possible. A well-organized application will assist the panel reviewers in locating and evaluating key information during the review process. The ANA application has specific formatting requirements for both hard and electronic copy submission. ANA staff will review the application formatting prior to panel review for compliance purposes.

Application Content and Page Limitations

ANA has established a total page limit of 150 pages for applications submitted in response to the FOAs. That page limitation excludes the required forms (including the MS Word version of the OWP), one-page project abstract, assurances, and certifications listed under Section IV.2. Content and Form of Application Submission of the FOA. Business Plans are also excluded from the page limitation.

Section IV.2 also outlines the required formatting for your application. The FOAs specify that the narrative section of your application must be double spaced and in 12-point Times New Roman font with 1-inch margins around the page. Failure to adhere to the specific requirements will result in the removal of sections of your application and possible deduction of points. Please refer to this section for the list of documents that are exempt from the formatting requirement.

Use the following sequence of application elements to structure your proposal package:

Required Application Elements to be included in File One:

- Table of Contents
- Project Summary/Abstract (limited to one single-spaced page)
- Project Description
 - Expected Outcomes
 - Long-Term Community Goal
 - Current Community Condition
 - Project Goal
 - Objective(s)
 - Outcome(s)
 - Indicator(s)
 - Outputs

- Outcome Tracking Strategy
- Outcome Tracker
- Approach
 - Planning, Readiness, and Implementation Strategy
 - Community-Based Strategy
 - Personnel and Partnerships
 - Geographic Location
 - Organizational Capacity
 - Protection of Sensitive and Confidential Information
 - Plan for Oversight of Federal Award Funds
- Objective Work Plan
- Project Budget and Budget Justification
 - Line Item Budget
 - Narrative Budget Justification

Required Application Elements to be included in File Two:

- Required Governing Body Documentation
- Assurance of Community Representation on Board of Directors, based on type of applicant entity
- Maintenance of Effort Certification (MOE)
- Legal Status of Applicant Entity, if applicable
- Commitment of Non-Federal Resources
- Job Descriptions
- Resumes
- Indirect Cost Rate Agreement, if applicable
- Letters of Support
- Third Party Agreements, if applicable
- Business Plan, if applicable
- Other attachments, if necessary

For paper format application submissions, the Standard Forms (SFs), other forms approved by the Office of Management and Budget (OMB), including the ANA OWP, and required certifications and assurances must be included in the application package.

Submitting a Paper Application

If you are considering a paper format application submission, a waiver is required. Some applicants may have limited or no internet access and/or limited computer capacity, which may prohibit them from uploading large files to the internet at Grants.gov. To accommodate such situations, you can request an exemption from the required electronic submission. The exemption will allow applicants to submit a paper application by hand-delivery, applicant courier, overnight/express mail couriers, or by other representatives of the applicant.

To receive this exemption, applicants must submit a written request to ACF stating that the applicant qualifies for the exemption for one of two reasons:

- Lack of internet access or internet connection, or
- Limited computer capacity that prevents the uploading of large documents (files) to the internet at Grants.gov.

Applicants may request and receive the exemption from the required electronic application submission by either:

- Submitting an email request to electronicappexemption@acf.hhs.gov, or
- Sending a written request to the Office of Grants Management contact listed in Section VII. Agency Contacts of the funding announcement.

An exemption is applicable to all applications submitted by the applicant organization during the Federal Fiscal Year (FFY) in which it is received. Applicants need only request an exemption once in a FFY. Applicants will need to request a new exemption from the required electronic submission for any succeeding FFY.

NOTE: electronicappexemption@acf.hhs.gov may be used only to request an exemption from required application submission. All other inquiries must be directed to the appropriate Agency contact listed in Section VII. of the funding announcement. Queries submitted to this email address that make requests for any reason other than a request for an exemption will not be acknowledged or answered.

Exemption requests by email to electronicappexemption@acf.hhs.gov and by postal mail must include all of the following information:

- Funding Opportunity Announcement Title;
- Funding Opportunity Number (FON);
- The listed Catalog of Federal Domestic Assistance (CFDA) number;
- Name of the applicant organization and DUNS number;
- Authorized Organization Representative (AOR) name and contact information;
- Name and contact information of person to be contacted on matters involving the application; and
- The reason the applicant is requesting an exemption from electronic application submission – the reason must be either a lack of internet access or connection, or a lack of computer capacity that prevents uploading large documents (files) to the internet.

Exemption requests must be received by ACF no later than 2 weeks before the application due date. This is 14 calendar days prior to the application due date. If the 14th calendar day falls on a weekend or a federal holiday, the due date for receipt of an exemption request will move to the next federal business day following the weekend or federal holiday. However, it is suggested to submit this request 30 to 60 days prior to the due date.

Submitting an Electronic Application

Prior to writing your application, and at least 3 months before you need to submit your application, there are a number of steps you need to accomplish:

- Establish a Data Universal Numbering System (DUNS) number,
- Register in the System for Award Management (SAM), and
- Establish a Grants.gov account or submit a waiver from electronic submission.

This chapter will provide you with additional information on the steps you need to undertake in order to successfully apply to ANA. A helpful video

collection for this section, titled “Introduction to Grants.gov Video Series,” has been published and covers DUNS, SAM, and Grants.gov registration; user roles; searching for grants; the application package; submitting the package; and verification emails.

The following link will take you to the video series on YouTube: <https://www.youtube.com/playlist?list=PLNSNGxQE7NWlPcYxVJsglJbRc6cPcfC8X>

DUNS Number and SAM Registration

Your organization must have a DUNS number and a current SAM registration prior to applying for federal funding.

1. DUNS Number

The DUNS number is a nine-digit number used to identify business entities on a location-specific basis. The DUNS number provides the government and other organizations a wealth of information about each registered business, including the business name, physical and mailing addresses, trade styles (“doing business as”), principal names, financials, payment experiences, industry classifications (SICs and NAICS), socio-economic status, government data, and more.

The DUNS number is a system copyrighted by Dun & Bradstreet (D&B).

A DUNS number is obtained at no cost by registering online or by phone. Whether you are submitting a paper or electronic application, a DUNS number is required for every application, for a new award, or the continuation of an award, including applications or plans under formula, entitlement, and block grant programs. For detailed instructions, visit the website at <http://fedgov.dnb.com/webform>.

It is suggested that, prior to completing a new registration, you do a search to ensure your organization is not already registered. The simplest way to complete a search is to go to <https://www.sam.gov/SAM/> and select the “Search Records” button.

If your business does not appear in the search results, search for “active and inactive vendors” to see if your business has been registered before and if the registration needs to be renewed and revalidated.

The screenshot shows a web interface for searching records. At the top, a blue header bar contains the text "TOTAL RECORDS: 0" on the left, and three buttons ("Save PDF", "Export Results", "Print") on the right. Below the header, a status bar shows "Result page 0 of 0" on the left, and sorting options "Sort by Modified Date" and "Order by Descending" on the right. The main content area is divided into two sections. On the left, a sidebar titled "FILTER RESULTS" contains two filter categories: "By Record Status" with checkboxes for "Active" (checked) and "Inactive" (unchecked), and "By Functional Area" with checkboxes for "Entity Management" and "Performance Information" (both unchecked). Below these filters is an "Apply Filters" button and a note: "Note: Filters are case sensitive". On the right, a large grey box displays the message "No records found for current search."

If you do not have a DUNS number, you will need to obtain one. You will need to provide the following information to obtain a DUNS number for your organization:

- Legal name;
- Headquarters name and address for your organization;
- Doing business as (DBA) or other name by which your organization is commonly known or recognized;
- Physical address, city, state, and ZIP code;
- Mailing address (if separate from Headquarters and/or physical address);
- Telephone number; and
- Contact name and title.

After you have completed the registration, you will be issued a DUNS number in approximately 5 business days.

2. SAM

SAM is a free website that consolidates the federal procurement systems and the CFDA. You must register with SAM in order to apply for federal funding (including ANA).

If you previously registered for Central Contractor Registry (CCR), you are automatically registered with SAM. You will still need to create an account in SAM even if you had a Central Contractor Registry account. The Help Tab, which can be found at the following link, provides several videos to assist with SAM.gov:

<https://www.sam.gov/SAM/pages/public/help/samDemonstrationVideos.jsf>

User Guides and FAQs can be found in the help section at the following link:

<https://www.sam.gov/SAM/pages/public/help/samQUserGuides.jsf>

In order to create an account with SAM:

- Go to <https://www.sam.gov>,
- Click the “Create User Account” button,
- Click the “Create Individual Account” button,
- Provide the requested information and submit,
- Receive the email from “notifications” and click through the Sam.gov link to validate your account, and
- Log in at <https://www.sam.gov> with the username and password you created.

Once you have created an account, you can now register with SAM:

- Access the SAM online registration at <https://www.sam.gov>;
- Click on “Register/Update Entity” button;
- Log in with your account information and complete and submit the online registration – the SAM user guides above can assist you in completing the registration and answering questions you may have;
- The registration process will take approximately 30 minutes, depending upon the size and complexity of your entity; and
- The SAM help tab has FAQs, quick user guides, and videos that you may find useful, as well.

You must renew and revalidate your entity’s registration at least every 12 months from the date you last certified and submitted the registration in SAM, and sooner if your entity’s information changes. To renew, simply log into your SAM account, select “Register/Update Entity,” and then “Complete Registrations.” If you have an inactive profile, log into your SAM profile and click “Inactive Registration.”

NOTE: Your SAM E-Business Point of Contact (E-Biz POC) must update your SAM profile at least once a year. Failure to update the profile can prevent you from being able to submit your application.

3. Grants.gov

Once you have completed the previous two registration steps (DUNS and SAM), you are ready to register with Grants.gov at <http://www.grants.gov/web/grants/register.html>. There are three types of registrations possible in Grants.gov: Individual Applicant, Organization Applicant and Grantor. When registering, choose the Organization Applicant. This applies to a company; state, local, or tribal government; academia or research institution; and not-for-profit or any other institution. Help for registering as an Organization Applicant can be found at: <https://www.grants.gov/web/grants/applicants/organization-registration.html>.

Additionally, you will need to understand and know what your user role will be: EBiz POC or Authorized Organization Representative (AOR). The EBiz POC manages all of the individuals in their organization who can submit grant applications. The AOR has the ability to submit grant applications on behalf of their organization. A brief video explaining these user roles can be found at the following link on YouTube: <https://www.youtube.com/watch?v=zWSjXLfmc>

DUNS Number



SAM Account

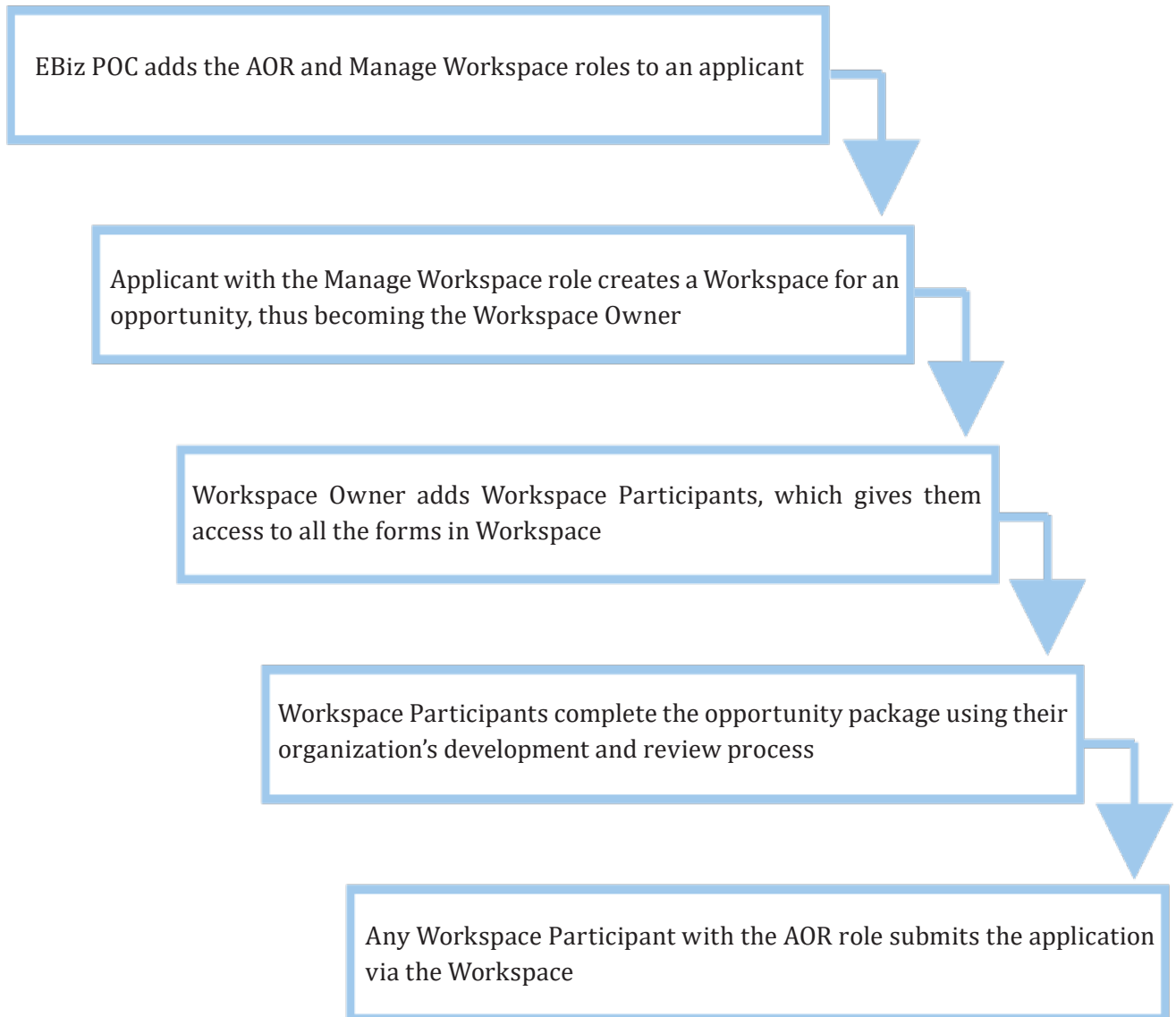


Grants.gov Account

Each individual that will be using Grants.gov Workspace will need to register, creating a username and password. These individuals may be associated with the organization and can complete their individual registration by associating themselves to the organization. They may also be outside the organization and can be associated to individual Workspaces with this or any other organization. The Workspace owner will add the appropriate participants to the various Workspaces based on

the need to participate in submitting each particular application.

Once all of the registrations are complete, you can start using Workspace where you can fill out downloadable or web-based forms, attach files, and submit your application packet. Below are the steps for submitting.



NOTE: Have your E-Biz POC check their email (junk email, too) for requests from Grants.gov to update or approve the AOR's grants submission privileges. If they don't approve you as requested, you will not be able to submit your application.

Grants.gov Workspace

Grants.gov Workspace is the mandatory process for individuals or organizations applying for funding opportunities. Workspace is a shared, online environment where members with permission to a particular Workspace (internal or external to the organization) may simultaneously access and edit different forms within an application. For each funding opportunity announcement (FOA), you will create individual Workspaces.

Workspace is the space where you work on your grant application. Workspace allows a team of registered Grants.gov applicants to use a shared online space for completing individual forms and submitting the final application. These forms can be filled out by different users in the application, alleviating the need to distribute a single PDF package file via email or a flash drive to numerous individuals. Only one form can be worked on at a time, while multiple users can work simultaneously in the application's Workspace.

One of the primary benefits of Workspace is the ability to separate individual PDF forms that make up the traditional application package. This allows multiple team members within an organization to access and edit forms at the same time. Upon completion of individual sections and forms, applicants have the ability to upload completed forms to the Workspace so other team members may view and edit the forms. Additionally, each form can be checked for errors immediately.

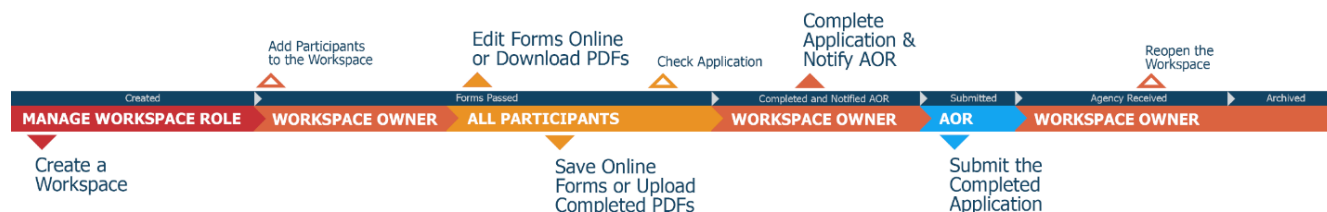
Applicants can also reuse saved Workspace forms when applying for new funding opportunities. To be uploaded successfully to a new Workspace, the saved form must share the exact name and version of the form in the new funding opportunity.

How Does Workspace Work?

Workspace utilizes varying account types, access levels, and roles to allow for flexible use across the spectrum of potential grant applicants. Upon creating an organizational space within Workspace, users with the Authorized Applicant (AOR) or Manage Workspace roles may add

Workspace Participants to a Workspace. Each Workspace Participant (i.e., a team member with access to the workspace), has access to all the forms and the ability to contribute to the application.

Below is a basic process chart to illustrate how Workspace works. This does not capture all of the functionality or processes; it provides a basic framework for understanding Workspace.



Grants.gov Workspace has a video series for organization applicants that can be found at: <https://www.youtube.com/playlist?list=PLNSNGxQE7NWlibdjPYGOsZaG-ol0pBs3>

The titles include:

- Introducing Workspace Functionality on Grants.gov
- User Roles & Access Levels in Workspace
- How to Create a Workspace on Grants.gov
- How to Add Participants to a Workspace
- Completing Forms in a Workspace on Grants.gov
- How to Submit a Federal Grant Application in Workspace

A general overview of how to apply for grants using Workspace can be found on the Grants.gov website: <https://www.grants.gov/web/grants/applicants/workspace-overview.htm>

NOTE: Beginning January 2018 using the Grants.gov Workspace will be the required method for submission of grants.

Adobe Software Tip Sheet

You should verify that you are using a version of Adobe that is compatible with Grants.gov. To do this, from the Grants.gov homepage select the Applicants tab. Next click the Adobe Software Compatibility link. This page provides information regarding the compatible versions for Windows and Mac OS users. To verify the version of Adobe Reader or Adobe Acrobat installed on your computer is compatible with the forms in Workspace you can also click on the following test application package

link: <http://www.grants.gov/documents/19/18249/Adobe+Versioning+Test+Application+Package.pdf/61ba3e00-b4b6-494e-b510-1a8b43c2bc03>

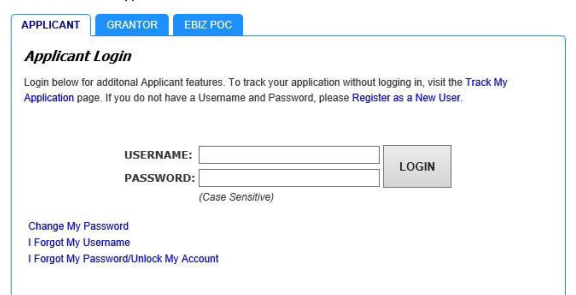
If you can see the application package, you are able to complete and submit grant applications on Grants.gov. If you cannot see the package several things may be happening:

- Your browser settings may be keeping you from opening the test package. A quick solution is to save the test application package to your desktop (by right-clicking on the link) and open it separately.
- You may not have the correct version of Adobe Reader. Go to <https://get.adobe.com/reader/> and install a FREE Adobe Reader to work with your application package. Be aware that sometimes there is other software selected to load with the Adobe Reader, if you do not want this you must deselect it.

NOTE: If you do not complete this step, then your application could receive errors that may cause it to be rejected by Grants.gov. This can include errors from free PDF software. While a list of software to create PDFs is available, Grants.gov does not endorse any of them.

NOTE: If more than one person is working on the same application EVERYONE must be using the same software version.

Select Account Type:



You will need to locate the application package on Grants.gov. To do this, you will want to be signed into your Grants.gov account. This can be done from the LOGIN link at the top right-hand corner of any webpage on the Grants.gov website.



Next, select the Search Grants tab near the top of the webpage. From this page conduct a Basic Search, this is the simplest way to locate the application. Use the CFDA number located in the Funding Opportunity Announcement (FOA) to search for the application package. This information is generally located on the first page after the Table of Contents near the top of the page.

1 - 3 OF 3 MATCHING RESULTS:					
Opportunity Number	Opportunity Title	Agency	Opportunity Status	Posted Date ↓	Close Date
HHS-2018-ACF-ANA-NA-1339	Social and Economic Development Strategies -SEDS	HHS-ACF-ANA	Forecasted	10/17/2017	

1. Click the funding opportunity number link in the Funding Opportunity Number column.
2. Click the Package tab on the View Grant Opportunity page.
3. Click the Apply link in the Actions column for an opportunity that has “Yes” in the Workspace Compatible column.

Click the corresponding link to continue.

CFDA	Competition ID	Competition Title	Opportunity Package ID	Opening Date	Closing Date	Workspace Compatible	Actions
	F000016	How to Use Grants.gov to Offer January 15, 2018	HHS-2018-ACF-ANA-NA-1339	01/06/2018	05/07/2020	Yes	Preview Apply

Either enter your email address to subscribe to change notifications for the package, or select the “No, I do not wish to provide my email address” option. Next, click the Submit button.

Option 1: Apply Now Using Workspace

Please enter required information to Create Workspace:

*Application Filing Name:

Create Workspace »

Workspace is our enhanced application submission feature, which helps organizations and individuals create, complete, and submit grant applications.

Look for the Application Filing Name field above the Create Workspace button and assign your Workspace a name. Then, click the Create Workspace button.

NOTE: The Application Filing Name is required for creating a Workspace. The maximum length is 240 characters. Review the special character information below before creating a file name for the application or filenames for attachments.

File Naming Conventions

Carefully read and observe electronic file naming conventions. Improperly named files will not pass validation at Grants.gov. Such applications will not be received by ACF and are disqualified from competitive review.

- For files that will be attached to forms limit the filename to 50 or fewer characters.
- Do not attach any documents with the same name. All attachments should have a unique name.
- Attachments that do not satisfy the following rules regarding the use of special characters may cause the entire application to be rejected or cause issues during processing.

The table below lists allowable special characters that can be used in file names:

A-Z or a-z	Comma ,	Hyphen -	Plus Sign +	Underscore _
Tilde ~	Curly Brackets { }	Number Sign #	Semicolon ;	At Sign @
Ampersand &	Dollar Sign \$	Parentheses ()	Space	Exclamation Point !
Apostrophe ‘	Equal Sign =	Percent Sign %	Square Brackets []	Period .

*Ampersand in XML must use the & format.

NOTE: Do not use native languages to label files as this could cause a validation error impacting the application submission. Native language diacritical markings may not be read by the system and could cause an error.

NOTE: ANA has developed an Application Toolkit for applicants to use. It can be found at <https://www.acf.hhs.gov/ana/application-toolkit>

The instructions provided below offer a quick overview of Workspace and clarification for forms and other areas that can be confusing. For a full understanding of the process, visit the Grants.gov website, where you will find detailed instructions and you can watch short instructional videos. In addition, you can visit Grants.gov's YouTube channel at: <https://www.youtube.com/user/GrantsGovUS>

Managing Workspaces

From the Applicants tab select the Manage Workspaces link. On this page, you will find numerous options to search for the applications you have access to. One way to find them all is to simply click the Search button and see the list available below. Choose the application you would like to work on and click on the Manage Workspace link in the Actions column.

MANAGE WORKSPACES



Please enter criteria and click Search:

Funding Opportunity Number:	<input type="text"/>	Workspace ID:	<input type="text"/>	Workspace Status: <input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> In Progress <input checked="" type="checkbox"/> Ready for Submission <input checked="" type="checkbox"/> Submitted <input checked="" type="checkbox"/> Archived
Funding Opportunity Title:	<input type="text"/>	Workspace DUNS:	<input type="text"/>	
CFDA Number:	<input type="text"/>			
Competition ID:	<input type="text"/>	Last Activity Date: From:	<input type="text" value="08/13/2017"/>	
Opportunity Package ID:	<input type="text"/>	To:	<input type="text" value="11/13/2017"/>	
<input type="button" value="Search"/>				

Results:							Export Detailed Data
1-4 of 4 Records							<input type="button" value="1-4"/> <input type="button" value="1"/> <input type="button" value="4-1"/>
Workspace ID	Workspace DUNS	Workspace Status	Funding Opportunity Number	Funding Opportunity Title	Workspace Owner	Last Activity Date	Actions
WS00073074	7882849530000	In Progress	50487110-15	Solid Waste Management Grant Program	Anthony, Cade	11/13/2017	Manage Workspace
WS00075690	7882849530000	In Progress	PG-15-150	Promoting Cancer Health Using Self-Management (R01 Clinical Trial Optional)	Anthony, Cade	11/13/2017	Manage Workspace

Documents

Open and complete all of the documents listed in Mandatory and Optional Documents list. The documents listed in the Mandatory Documents list may be predefined forms, such as the SF-424 and SF-424A, or documents that need to be attached, such as the Budget Narrative and Project Narrative.

Include in Package	Form Name (Click to Preview)	Requirement	Form Status
<input checked="" type="checkbox"/>	Application for Federal Assistance (SF-424) [V2.1]	Mandatory	In Progress [Locked]
<input checked="" type="checkbox"/>	Grants.gov Lobbying Form [V1.1]	Mandatory	---
<input checked="" type="checkbox"/>	Other Attachments Form [V1.2]	Mandatory	---
<input checked="" type="checkbox"/>	Budget Narrative Attachment Form [V1.2]	Mandatory	In Progress
<input checked="" type="checkbox"/>	Budget Information for Non-Construction Programs (SF-424A) [V1.0]	Mandatory	In Progress
<input checked="" type="checkbox"/>	Assurances for Non-Construction Programs (SF-424B) [V1.1]	Mandatory	---
<input checked="" type="checkbox"/>	Project/Performance Site Location(s) [V2.0]	Mandatory	---
<input checked="" type="checkbox"/>	Project Narrative Attachment Form [V1.2]	Mandatory	In Progress
<input checked="" type="checkbox"/>	Objective Work Plan [V1.1]	Mandatory	In Progress
<input type="checkbox"/>	Disclosure of Lobbying Activities (SF-LLL) [V1.2]	Optional	---

To complete a form, you will have the option to download the form to your desktop and upload it once complete or use the webform version.

Include in Package	Form Name (Click to Preview)	Requirement	Form Status	Last Updated Date/Time	Locked By	Actions
<input checked="" type="checkbox"/>	SF424 (R & R) [V2.0]	Mandatory	---	---	---	Lock Download Upload Reuse Webform

Fill in the requested information for each form. Workspace does save automatically in the background approximately every 5 minutes for the webforms. It is suggested that you save regularly so that you don't lose your work.

It does not matter what order you select the Mandatory and Optional documents. They will appear in a predetermined order set within the application package.

When you open a Form, the fields which must be completed are noted by a red asterisk or are highlighted (in gray or yellow) with a red border. Optional fields and completed fields are displayed in white.

NOTE: When you are tabbing out of a required field without completing it, a message will display informing you that it is required to be filled out.

Forms, such as the SF-424, which are predefined, will require you to enter information into the required fields. When the form is checked for errors it will not pass the validation process, but rather will show as In-Progress.

The SF-424A will only require one or two fields to be populated and will still pass validation. It is very important to ensure this form is completely and accurately filled out in order for the government to correctly process your application and award budget.

Include in Package	Form Name (Click to Preview)	Requirement	Form Status	Last Updated Date/Time	Locked By	Actions
<input checked="" type="checkbox"/>	Application for Federal Assistance (SF-424) [V2.1]	Mandatory	In Progress	Nov 13, 2017 06:56:09 PM EST	---	Lock Download Upload Reuse Webform
<input checked="" type="checkbox"/>	Assurances for Non-Construction Programs (SF-424B) [V1.1]	Mandatory	---	---	---	Lock Download Upload Reuse Webform
<input checked="" type="checkbox"/>	Budget Information for Non-Construction Programs (SF-424A) [V1.0]	Mandatory	Passed	Oct 25, 2017 02:01:47 PM EDT	---	Lock Download Upload Reuse Webform

NOTE: If you complete the SF-424 first, it will automatically populate the other forms with similar fields with the information you entered.

For each of the forms, we will cover those items on the form that are not intuitive when filling them out. For detailed assistance we suggest you download the instructions for the forms at <http://www.grants.gov/web/grants/form-instructions.html>, review the instructions you downloaded with the application package, contact your ANA Regional T/TA Center or contact the ANA Help Desk at Toll Free Phone: 1-877-922-9262 or E-mail: anacomments@acf.hhs.gov

SF 424

When filling in #18, “Estimated Funding”, for the SF-424 it is important that you only use the numbers for budget year one. Enter the amounts requested, or to be contributed during the first funding/budget period by each contributor. The value of in-kind contributions should be included on appropriate lines, as applicable.

SF 424A

There are several sections of this form that applicants have found a bit confusing. The SF-424A is covered in more detail in this manual. However, we suggest you download the instructions for details of each section.

NOTE: In this form, some of the fields will pre-populate similar areas and some will not, take care to be sure each section is filled out clearly.

In SECTION A – BUDGET SUMMARY only the budget for year one will be used to complete the form. Fill out Line 1 for the Federal Share and Line 2 for the Non-Federal Share. Under the Grant Program Function or Activity (a) you will type in the grant program under which you are applying, for example SEDS. Under the Catalog of Federal Domestic Assistance (b) you will type the CFDA number you found in the FOA to search for and download the application package. If this is a new application, you will leave Columns C and D blank. Under the New or Revised Budget heading Federal 1(e), you will enter the amount of federal funding being requested for year one, and for Non-Federal 2(f) you will enter the NFS amount identified in your budget for year one.

In SECTION B – BUDGET CATEGORIES, #6 Object Class Categories, Column 1 you will complete this column entering the total amount of the Federal Share and in Column 2 Non-Federal Share funding for budget year one for each of the categories listed. This is seen in the image below using the webform.

**Year 1
Budget
numbers**

Section B - Budget Categories:					
	Grant Program, Function or Activity				Total (5)
	(1)	(2)	(3)	(4)	
	ANA Federal Share	Non Federal Share			
6. Object Class Categories					
a. Personnel	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
b. Fringe Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
c. Travel	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

NOTE: Column 2 will not allow you to label it as Non-Federal Share.

NOTE: ACF prefers that this section be filled out using the following directions: In column 1 enter the Federal amounts for each of the categories listed for the first budget year which should total the amount entered in 1(e) above. In column 2 enter the Non-Federal amounts for budget year one for each of the categories listed which should total the amount indicated in 2(f) above.

In SECTION C – NON-FEDERAL RESOURCES, most applicants need only fill out line 8 columns (b) Applicant and (d) Other Sources. The Applicant column is where you, the applicant, will list your match contribution. The Other Sources column is where you list match (cash or in-kind) that you are receiving from others. This is seen in the image below using the downloaded form view.

In SECTION D – FORECASTED CASH NEEDS, this is the first year budget broken down by quarters for both the Federal and Non-Federal share. Here you will estimate how you will spend out the first year budget each quarter. Be realistic in this section rather than just dividing by 4. If you have a large number of supplies or equipment to purchase in a particular quarter be sure to estimate the spending accordingly.

NOTE: If section D automatically divides your Federal and Non-Federal amounts by 4 you should calculate spending needs by quarter and highlight and overwrite with the correct amounts.

SECTION C - NON-FEDERAL RESOURCES

	(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.		\$	\$	\$	\$
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$	\$	\$	\$

Your Match → (b) Applicant
Match you are receiving from Others → (d) Other Sources

In SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT, most applicants will only be using line 16 for their project. In the proper columns list the amounts of only the Federal funds which will be needed to complete the project over the succeeding funding periods (usually in years). For example, if you have a three-year project you will use the first two columns to input the Federal funds requested for years two and three of your project.

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

	(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
		(b) First	(c) Second	(d) Third	(e) Fourth
16.		\$	\$	\$	\$
17.					
18.					
19.					
20. TOTAL (sum of lines 16 - 19)		\$	\$	\$	\$

Year 2 → (b) First
Year 3 → (c) Second

Line-Item Budget and Budget Narrative

This application requires both detailed Line Item Budgets and Budget Justification Narratives for each year of your project. In order to attach them as part of the two-file requirement you will need to combine them into a single PDF file. Be sure to check all of your formulas before you begin this process.

NOTE: The SF-424A is not considered a detailed line item budget.

When saving an Excel worksheet as a PDF it is important to set the print area in a way that all of the columns will appear on the same page with rows continuing on sequentially. This will allow the reviewer to have a complete view of each budget category. To do this go to the Page Layout tab - highlight what should be printed - and select the Print Area dropdown arrow and select Set Print Area. Preview the document to be sure each of the columns will print on a single page.

A	B	C	D	E
Viewing all Columns across Same Page				
Line Item Budget for Year ____ (create budget for each year)				
Category	Federal Share	20% Non-Federal Share	Total	

When you have multiple worksheets you can save them all as a PDF within Excel. Highlight all Worksheet tabs by clicking the first tab labeled “Year 1 Line Item” hold the shift key and select the very last Worksheet tab you are using. Next select - File - Save as PDF. Make sure all of the sheets you would like to print are listed in the box on the right-hand side labeled “Sheets in PDF”.

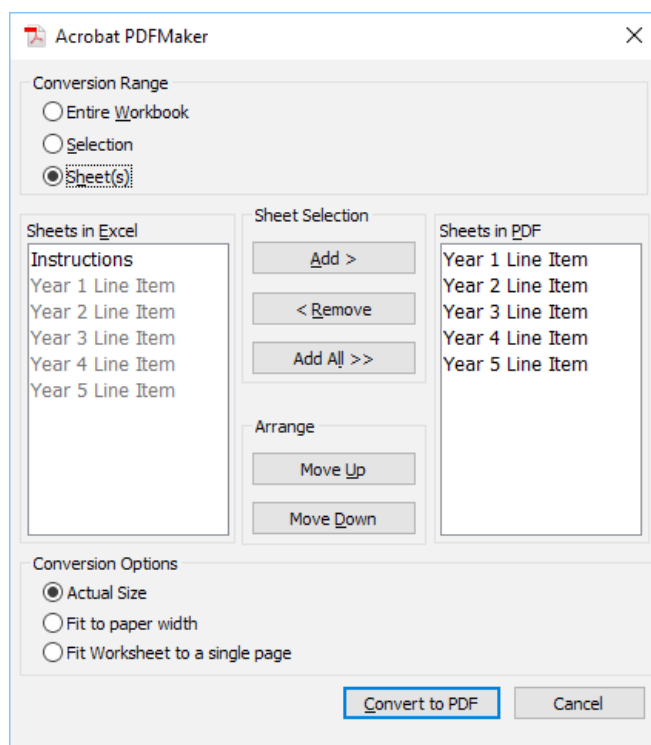
Next click the button “Convert to PDF”.

Submitting the Required Two Files

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.

No more than two files will be accepted for review. Applications with additional files will be amended and files will be removed from the review. SF and OMB-approved forms will not be considered additional files.

Follow the steps below to submit the required two file attachments in the application package. Each of these file attachments, the Project Narrative Attachment and the Other Attachment Form will contain a single file made up of several of your



documents and spreadsheets. Standard Forms will not be considered as additional files. The main point to keep in mind is that you will have numerous documents that will make up each of these attachments. You can find additional certification forms that may pertain to your project at the following link on the ACF website: <http://www.acf.hhs.gov/grants/certifications>

NOTE: If you are using Adobe Reader you will not be able to apply page numbers to the application file. Please 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 two-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 Abstract, Table of Contents, Project Narrative, Line-Item Budget and Budget Justification. Please remember your Project Narrative contains the Expected Outcomes, Outcome Tracking Strategy and the Approach and Organization Capacity sections of the scoring criteria.

The Project Abstract is no longer a form. You will need to create your own one-page form. This will be in Times New Roman 12pt 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.

Include in Package	Form Name (Click to Preview)
<input checked="" type="checkbox"/>	Application for Federal Assistance (SF-424) [V2.1]
<input checked="" type="checkbox"/>	Grants.gov Lobbying Form [V1.1]
<input checked="" type="checkbox"/>	Other Attachments Form [V1.2]
<input checked="" type="checkbox"/>	Budget Narrative Attachment Form [V1.2]
<input checked="" type="checkbox"/>	Budget Information for Non-Construction Programs (SF-424A) [V1.0]
<input checked="" type="checkbox"/>	Assurances for Non-Construction Programs (SF-424B) [V1.1]
<input checked="" type="checkbox"/>	Project/Performance Site Location(s) [V2.0]
<input checked="" type="checkbox"/>	Project Narrative Attachment Form [V1.2]
<input checked="" type="checkbox"/>	Objective Work Plan [V1.1]
<input type="checkbox"/>	Disclosure of Lobbying Activities (SF-LLL) [V1.2]

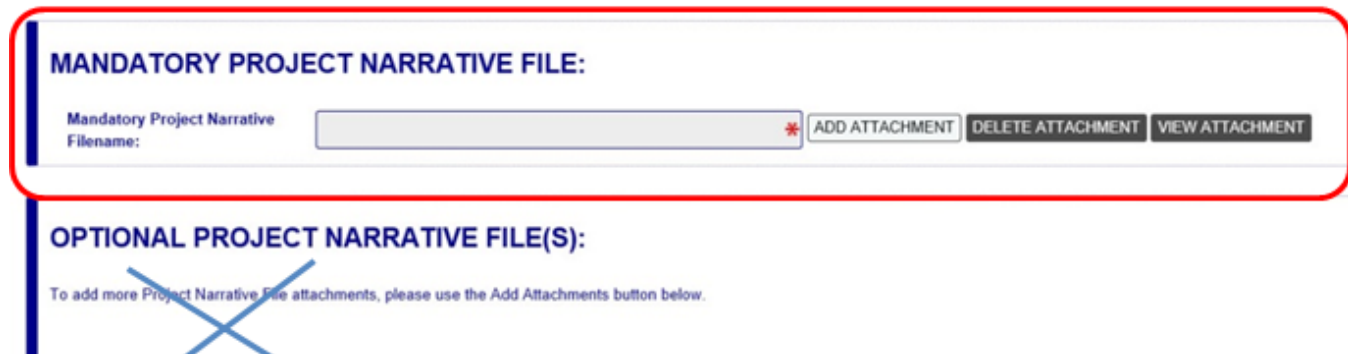
File #1 - Attach Single PDF File Containing:

- Project Abstract
- Table of Contents
- Outcomes Expected
- Outcome Tracking Strategy
- Project Approach
 - Planning & Implementation
 - Community Based-Strategy
 - Organizational Capacity
 - Protection of Sensitive Data
 - Geographic Location
 - Plan for oversight of federal funds
- Line-Item Budget
- Budget Justification

Number all pages

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. Do NOT use the Optional Project Narrative File section for these files.

PROJECT NARRATIVE FILE(S)



MANDATORY PROJECT NARRATIVE FILE:

Mandatory Project Narrative
Filename: *

OPTIONAL PROJECT NARRATIVE FILE(S):

To add more Project Narrative File attachments, please use the Add Attachments button below.

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 File

The Other Attachments Form includes 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 to create an index page for the Appendix section. Once you have saved the file attach it to the application package.

Include in Package	Form Name (Click to Preview)
<input checked="" type="checkbox"/>	Application for Federal Assistance (SF-424) [V2.1]
<input checked="" type="checkbox"/>	Grants.gov Lobbying Form [V1.1]
<input checked="" type="checkbox"/>	Other Attachments Form [V1.2]
<input checked="" type="checkbox"/>	Budget Narrative Attachment Form [V1.2]
<input checked="" type="checkbox"/>	Budget Information for Non-Construction Programs (SF-424A) [V1.0]
<input checked="" type="checkbox"/>	Assurances for Non-Construction Programs (SF-424B) [V1.1]
<input checked="" type="checkbox"/>	Project/Performance Site Location(s) [V2.0]
<input checked="" type="checkbox"/>	Project Narrative Attachment Form [V1.2]
<input checked="" type="checkbox"/>	Objective Work Plan [V1.1]
<input type="checkbox"/>	Disclosure of Lobbying Activities (SF-LLL) [V1.2]

File #2 - Attach Single PDF File Containing:

- Governing Body Documentation
- Assurance of Community Representation on Board of Directors
- Legal Status of Applicant Entity
- Letter of Commitment for Non-Federal Share
- Resumes and Job Descriptions
- Other Documents - If Applicable:
 - Proof of Non-Profit Status
 - Indirect Cost Rate
 - Business Plan
 - Third Party Agreements
 - Consultant Qualifications and Scope of work
 - Surveys Results
 - Cost Estimates
 - Letters of Commitment

Number all pages

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.

OTHER ATTACHMENT FILE(S)

MANDATORY OTHER ATTACHMENT:

Mandatory Other Attachment
Filename:



ADD ATTACHMENT

DELETE ATTACHMENT

VIEW ATTACHMENT

OPTIONAL OTHER ATTACHMENT(S):

To add more Other Attachment attachments, please use the Add Attachments button below.

ADD ATTACHMENTS



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 OWP webform or the downloadable form. 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.

OTHER ATTACHMENT FILE(S)

MANDATORY OTHER ATTACHMENT:

Mandatory Other Attachment
Filename:  

OPTIONAL OTHER ATTACHMENT(S):

To add more Other Attachment attachments, please use the Add Attachments button below.

NOTE: ANA prefers that all applicants completely fill out the objective work plan webform in the application package. ANA does not recommend that applicants upload the MS Word version of the objective work plan as a part of their application; attach a PDF.

If you choose to upload the MS Word version of the OWP you still must fill out the mandatory fields in the electronic OWP webform that is a part of the package. If you don't fill out those fields your application package will contain errors and will be rejected.

For a complete Application Checklist of the required documents and forms be sure to consult section VIII of the current FOA. 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: http://www.grants.gov/help/html/help/index.htm#t=Applicants%2FDownload_an_Application_Package_Single-_or_Multi-project.htm%3Frhlterm%3Dnotifications%26rhsyns%3D%2520



Printing Your Application

To print your application forms, select the filename link on the Form Name column. This will bring up a PDF view of the form. Next select the Print icon. Choose the appropriate orientation for printing - landscape or portrait. Select the Print button. The print function will not print the attachments within an application package, such as the narrative, budget and other attachments at this time.

NOTE: The option to print attachments with the forms is scheduled for a future Workspace update, watch for changes.

Finalizing Your Application

Once you have completed all required documents and attached any required or optional documentation, select Save to save your package. If errors are found, select the Check Package button which will identify each error. Then correct each error. Be sure the status of all the forms for the application appear only as Passed. If there are forms which appear as Passed [Locked] contact those users to be sure they have finished the forms and have them Unlock the form before notifying the AOR the application is ready to submit.

Mandatory	Passed [Locked]	Nov 16, 2017 04:10:26 PM EST	Unlock	Download Upload Reuse Webform
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Once there are no errors, the Sign & Submit button will be activated. Notify the AOR the application is ready to be submitted.

Sign and Submit

An application may be submitted through Workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. This action will submit your application to the federal grant-making agency if completed successfully.

The Sign and Submit button can be found in the Workspace Actions box. The button will be visible and activated for Workspace participants with the AOR role. The AOR will need to sign in and go to

the Forms tab of the Workspace for the application. The AOR should check that all the forms for the application in the Form Status column have Passed the verification. If any of the forms have a status of Passed [Locked] the AOR will be asked to confirm the action. By clicking the Continue button the AOR will unlock all the forms previously locked by others. Once all the forms are unlocked a Sign and Submit pop-up window will appear. The AOR will then reenter their password and select the Sign and Submit button which signs the application as an official representative of the organization.

The screenshot shows the 'Workspace Actions' interface. At the top, there are buttons for 'Preview Application Forms', 'Check Application', 'Sign and Submit' (highlighted with a red box), and 'Delete'. Below this is a blue banner with the text 'Application Package Forms - Users are encouraged to follow antivirus best practices when Downloading Instructions and Forms:' and a 'Download Instructions »' link. The main part of the interface is a table with the following columns: 'Include in Package', 'Form Name (Click to Preview)', 'Requirement', 'Form Status', 'Last Updated Date/Time', 'Locked By', and 'Actions'.

Include in Package	Form Name (Click to Preview)	Requirement	Form Status	Last Updated Date/Time	Locked By	Actions
<input checked="" type="checkbox"/>	SF424 (R & R) [V2.0]	Mandatory	Passed			View Webform
<input checked="" type="checkbox"/>	PHS 398 Modular Budget [V1.2]	Optional	Passed [Locked]			View Webform

A 'Sign and Submit' pop-up window is overlaid on the table. It contains the text: 'If you want to submit the application package, enter your password and click the "Sign and Submit" button below to complete the process.' Below this text is a password field labeled '*Password:' and two buttons: 'Sign and Submit' and 'Cancel'.

The following link contains a video with greater details for signing and submitting an application:
<https://www.youtube.com/watch?v=szSyO5AEQ4c&feature=youtu.be>

Confirmation for Completing and Submitting an Application

After submitting the application, a PDF confirmation page will appear. This screen will contain a Grants.gov tracking number and other information. Save this page to your computer. The Workspace Status will change to submitted.

You can track a Workspace Package application several ways:

- When logged in, click the Check Application Status link under the Applicants drop-down menu and search for the submitted package.
- When logged in, click the Check Application Status link on the Applicant Center page under the Applicant Actions heading on the left menu, and search for the submitted package.
- When not logged in, click on the Track My Application link under the Applicant drop-down menu and enter the Grants.gov Tracking Number. Then click the Submit Tracking Number(s) button. The results page will appear with a listing of the valid tracking numbers entered. The information listed includes the CFDA Number, Opportunity Number, Competition ID, Grants.gov Tracking Number, Date/Time Received, Status, and Status Date.



APPLICANT CENTER

WELCOME:

GRANT APPLICATIONS

- » Apply for Grants
- » Check Application Status
- » Manage Workspaces

APPLICANT MANAGEMENT

- » Manage Applicants
- » Manage Organization Profile

APPLICANT RESOURCES

- » Workspace Overview
- » Applicant Eligibility
- » Applicant Training
- » Applicant FAQs
- » Adobe Software Compatibility
- » Submitting UTF-8 Special Characters
- » Encountering Error Messages

NOTE: All official emails are sent to the Authorized Organization Representative. Please ensure that the Authorized Organization Representative sends you all Grants.gov emails they receive.

Emails from Grants.gov may have questions regarding errors or other items. If you do not respond in a timely manner to questions regarding your application, it may be rejected.

Grants.gov Contact Center

Support available 24/7 (closed on federal holidays)

Website <http://www.grants.gov/web/grants/support.html>

Email: support@grants.gov

Toll-Free Phone Number: 1-800-518-4726

Additional Resources

Online User Guide https://www.grants.gov/help/html/help/GetStarted/Get_Started.htm

Check the Calendar for Enhancements and Maintenance Outages <https://www.grants.gov/web/grants/outreach/calendar.html>

Application Review Process

Once you've submitted your application through Grants.gov, it will be reviewed by ANA for eligibility as per Section III.3 of the FOA. Applications passing these requirements will then be moved onto the Competitive Review Process.

8. Competitive Review Process

Each year ANA convenes panel review sessions in an effort to objectively review, score, and rank eligible applications. Applications competing for financial assistance from ANA are reviewed and evaluated by objective review panels using the criteria described in the ANA FOA Section V.1. Evaluation Criteria.

ANA describes an Objective Review as follows:

- A process involving the thorough and consistent examination of applications based on an unbiased evaluation on the merit of the application;
- An advisory review of applications conducted by a minimum of three unbiased reviewers;
- Essential to ensure the selection of applications that best meet the needs of the program consistent with established criteria; and
- Assurance to the public of an impartial and fair evaluation and selection process.

Panel of Reviewers

ANA recruits professionals (peer panel reviewers and subject matter experts) who possess experience and qualifications relevant to ANA program areas to serve as panel reviewers and facilitators. Panel reviewers analyze, score and comment on ANA grant applications.

Panel chairpersons work with a team of panel reviewers to facilitate discussion and consolidate comments. The chairperson does not score applications. Generally, review panels are composed of three panel reviewers and one chairperson. The panels are made up of experts with knowledge and experience in the area under review.

Analysis Score and Comments

Panel reviewers and chairpersons are assigned five to ten applications per review session. For two weeks during the panel review session, panel members read the applications, take notes, score and comment on them. Panel reviewers are only able to score on the FOA Review Criteria. During the panel review session, they participate in analytical discussions, critical thinking, and writing while working with the other panel reviewers and the chairperson to develop a comprehensive panel summary report that summarizes the scores and comments of the panel.

ANA Internal Review

In addition to the scores and ranking that the panel review process generates, your application will be further scrutinized by ACF and ANA based on eligibility requirements, funding considerations, availability of funds, and, sometimes, even if you pass all of that, your project might be approved but not funded. The scores provided by the panel reviewers determine where your application ranks in the funding range, but the application score alone does not determine if you will be funded.

There are several disqualification factors that will result in your application being deemed non-responsive and ineligible for competitive review or funding. Please make sure to review these disqualification factors, as well as a listing of activities which are ineligible for funding under Section III.3 Other of the current Funding Opportunity Announcement.

ANA also has Administrative Policies that inform applicants on what it will consider, in addition to the evaluation criteria, when making funding decisions. These are listed in the FOA under Administrative Policies in Section I. Please refer to Section I of the current FOA prior to submitting your application.

Availability of Funds

Grant awards are made based on the availability of appropriated funds and may be awarded in amounts in excess of or less than the amount requested or under such circumstances as may be deemed to be in the best interest of the Federal Government. Applicants may be required to reduce or modify the scope of projects based on the amount of the approved award.

Unsuccessful Applicants

ANA offers technical assistance to unsuccessful applicants provided by regional technical assistance providers. ANA wants to help those who did not receive funding to improve their application so that they may be more successful in subsequent years.

Review Comments

A summary report of application strengths and weaknesses is provided to unsuccessful applicants so that they can understand the basis of their score and how to strengthen the application for possible re-submittal during the next competition. Unfunded Application Technical Assistance ANA Training and Technical Assistance Providers reach out to unsuccessful applicants and are able to provide a comprehensive review of the application and reviewer comments and guidance in strengthening the application. Re-Submitting the Application the Following Year.

Applicants are encouraged to re-apply for ANA funding during the next funding cycle after making appropriate revisions to the application. Many applicants who have taken advantage of technical assistance and made revisions to the applications have succeeded in obtaining higher scores, some in the funding range, in the following year's competition.

Requests for Information

ANA staff cannot respond to requests for information regarding funding decisions prior to the official applicant notification. Once official notification is provided, ANA will post information on the funded grantees on the ANA website.

9. Conclusion

The Pre-Application Manual provides the essential information for developing, writing, and submitting an ANA application. The manual utilizes explanations, training activities, and project examples to demonstrate how to build an application around the FOA criteria. In addition, it provides useful information for developing a competitive application by explaining the grant review, proposal scoring and award processes. The manual also includes a guide to navigating the Grants.gov website when submitting the application.

While ANA funding is competitive, ANA offers a variety of training and technical assistance to help your community achieve its goals. Once you have identified a project that will help you address the current community condition, ANA Training and Technical Assistance Providers can help you develop an application for ANA funding consideration. In addition to the training provided in this workshop, ANA Training and Technical Assistance Providers are available to review the application and provide guidance and recommendations prior to submitting the application. After you have developed at least 75% of your application, you can contact your technical assistance provider for a review of the proposal. Information for the regional training and technical assistance centers can be found on the ANA website at: <http://acf.hhs.gov/ana>.

Thank you for your interest in ANA. This training and manual are meant to reflect ANA's commitment to assisting Native communities in their endeavor to achieve self-sufficiency. We hope the content of this manual has you given the confidence to develop and submit a sound proposal that benefits your community.

10. Appendices

Appendix A: Tools and Supplemental Criteria Activities

Tools

1. Calendar for Planning the Writing of Your Application
2. Internal Review Tool for SEDS, SEDS-Alaska, and ERE Projects
3. Internal Review Tool for Language Preservation and Maintenance Projects
4. Internal Review Tool for Language Ester Martinez Projects

ANA PROPOSAL DEVELOPMENT CALENDAR - TIMELINE FOR COMPLETION

Application:

Complete by:

Required Grant Component	Person Responsible	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	Due
Program Components 1. Expected Outcomes 2. Outcome Tracking Strategy 3. Approach 4. Personnel, Partnerships, and Organizational Capacity 5. Objective Work Plan										
Financial Components 1. Line Item Budget 2. Budget Justification										
Other Information 1. Project Abstract 2. Resumes and/or Job Descriptions 3. Letters of Commitment 4. Tribal/Board Resolution 5. Other Documents 6. Table of Contents										
Forms and Certifications 1. SF 424, 424A, and 424B 2. Project/Performance Site Location 3. Maintenance of Effort 4. Disclosure of Lobbying 5. Grant Disclosure 6. Proof of Non-Profit Status, if applicable 7. Commitment of Non-Federal Funds 8. Third Party Agreements, if applicable 9. Business Plan, if applicable										
Other 1. Edit and Spell Check 2. Internal and External Review 3. Format 4. Submit in Grants.gov										

**INTERNAL REVIEW - SOCIAL AND ECONOMIC DEVELOPMENT STRATEGIES (SEDS), SEDS
ALASKA, AND ENVIRONMENTAL REGULATORY ENHANCEMENT APPLICATIONS**

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Long-term Community Goal (2 pts)			
The extent to which the application identifies a long-term community goal that aligns with the outcomes and objectives proposed by the project and demonstrates the proposed project is relevant to the achievement of the long-term community goal.			
Current Community Condition (5 pts)			
The extent to which the application identifies a specific and current community condition that is related to the purpose of the SEDS or ERE Program, and the extent to which the current community condition will be directly addressed by the project goal.			
How effectively the current community condition identifies the target population and provides basic baseline information about the project beneficiaries, which can be used to show an enhanced condition upon successful completion of project goals and objectives.			
The extent to which the current community condition demonstrates knowledge of targeted project participants and/or beneficiaries, is limited to the scope of the proposed project, and demonstrates a need for the proposed project.			
The achievement of the Project Goal and outcomes will positively affect the Community Condition and will continue towards achieving the Long-Term Community Goal after project completion.			
Project Goal (4 pts)			
The project goal is effectively stated and addresses the current community condition, and the long-term community goal. The project goal logically aligns to the expected outcome(s) and objective(s) identified for the proposed project and is able to be tracked and measured.			

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Project Goal (4 pts) Continued			
The target population being served was appropriately included in the identification of the project goal as a means to address their needs.			
Objectives (7 pts)			
The extent to which up to three objective(s) effectively describe a tangible achievement in a measurable manner.			
The extent to which each object includes all components of the TTIP.			
Outcomes and Indicators (7 pts)			
The application identifies a primary outcome for each objective, which is directly related to making a change in the current community condition.			
The primary outcome of the objective is a significant and logical result of successful accomplishment of the objective.			
The application proposes viable indicator(s) that quantify what will be changed by each outcome in a way that can be effectively observed and measured.			
Outputs (5 pts)			
The extent to which the application fully identifies all significant outputs resulting from carrying out project objectives and activities. Outputs should be products or services that result from actions of achieving the objectives.			
The extent to which the outputs are feasible and achievable within the timeframe provided in the corresponding objective.			
Outcome Tracking Strategy (4 pts)			
The application fully identifies an accurate and viable means of measurement for each indicator, which can be effectively and consistently be used to show the progress a project is making toward achieving primary outcome(s). The application 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, organizational capacity, approach, and OWP.			

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Outcome Tracking Strategy (4 pts) Continued			
The application provides clear and detailed information describing the plan to collect and manage data/information. Data management tools/systems are indicated, or, if applicable, the need and approach to developing and/or improving a data/information management system is described. Details include available data collection capacity; description of where and how data is stored; plans for analysis of project data; and any technical assistance or staff supports that are or will be provided for data management.			
Outcome Tracker (1 pt)			
The outcome tracker exhibits connections between the components included in Expected Outcomes (long-term goal, current community condition, project goal, outcomes, and objectives, outputs) in a way that demonstrates logic and validates the ANA project framework as described in Section I. Program Description and Section IV.2. Content and Form of Application Submission, The Project Description.			
II. APPROACH - 50 POINTS			
Planning, Readiness, and Implementation Strategy (20 pts)			
The extent to which the proposed project outcome(s) and objective(s) directly relate to or meet the purpose of the SEDS or ERE FOA.			
The application fully describes existing tangible resources and services to implement the project. The extent to which the application provides details that demonstrate accessibility of existing resources and currently held resources.			
The application details a plan to secure or produce any tangible resources and services needed to support the project.			
The extent to which the application's project narrative effectively describes how all milestone activities will be accomplished as reflected in the OWP.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Planning, Readiness & Implementation Strategy (20 pts) Continued			
Details reveal planning and preparation for milestone activities and account for all functions and supporting activities, demonstrating a fully developed project implementation plan.			
Application cites potential obstacles and challenges to accomplishing project goals and explains strategies to address challenges.			
Application provides a detailed selection and recruitment process for project participants.			
Describes sufficient actions that will be taken to ensure that project outcomes will be sustained and how programmatic sustainability will be achieved.			
The application describes an outcome tracking strategy that is feasible and will result in effective project monitoring and evaluation that tracks progress toward project outcomes.			
Community Based Strategy (8 pts)			
The extent to which the applicant organization demonstrates a connection to the community being served, including an understanding of the target community, and the ability to work with project participants at a level that is appropriate to the project implementation plan.			
The extent to which the application includes the appropriate level of community awareness and readiness to accept and participate in the project to the extent necessary for success-ful implementation, including feasible outreach and retention plans where applicable.			
The application emphasizes the community strengths that will support project implementation, and how weaknesses will be overcome, and, where applicable, demonstrates how the project will take full advantage of opportunities to increase local and organizational capacity.			
The extent to which project outcomes will support long-term benefits to the target population.			

I. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Community Based Strategy (8 pts) Continued			
The application demonstrates that the target population was appropriately included in the development of the project as a means to support achievement of their long-term goals.			
Personnel, Partnerships & Organizational Capacity (12 pts)			
The application documents an organizational executive leadership and staffing structure that will support full program implementation at the start of the grant award, including indication of the (permanent or temporary) PI/PD, identification of project staff, and/or a realistic timeframe and strategy for filling any vacant positions.			
The extent to which the application indicates that the combined experience of the proposed project director, key project staff, and key partnerships demonstrates sufficient relevant knowledge, experience, and capabilities (shown by resumes or curricula vitae) to carry out and manage a project of this size, scope, and complexity.			
The application details a plan to ensure the effective management and coordination of activities by any partners, contractors and subcontractors, and consultants, including third-party agreements or contracts where applicable.			
The application describes contingency plans to address any staff turnover or hiring delays, as well as loss of key partnerships critical to the accomplishment of project 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.			
The extent to which the application identifies adequate time, data management staff, data systems, and other resources for evaluation and to track outcomes.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Objective Work Plan (10 pts)			
Directly reflects elements from the project description by consistently stating goals, objectives, outcomes, and outputs.			
Provides details and information about the how, when, and by whom, activities described in the project description will be completed, so that the implementation plan is completely described.			
Includes a maximum of 25 milestone activities for project implementation, which demonstrate a logical progression from start to finish of key steps needed to accomplish project objectives.			
The timeframe for the completion of activities is realistic and relevant for effective project implementation.			
The extent to which milestone activities are clearly and logically linked to the appropriate project output, and all significant project outputs are supported by milestone activities in the OWP.			
III. BUDGET & BUDGET JUSTIFICATION - 15 Pts			
Line Item Budget (5 pts)			
The application includes a detailed line item budget with appropriate object class categories for every year of the project to fully describe how costs are calculated for federal and non-federal shares.			
The application includes funds for all required items for the project budget, including travel to post-award and grantee meeting.			
Budget Justification (10 pts)			
The application includes a budget justification for every year of the project which provides a narrative description of how costs were calculated for each entry in the line item budget. The budget justification includes costs estimates, vendor quotes, and supporting documentation to fully detail federal and non-federal share costs.			
The budget and budget justification only includes expenditures relative to project implementation, are based on regional and fair-market values, and aligns with the Approach and OWP descriptions of project activities.			

III. BUDGET & BUDGET JUSTIFICATION - 15 Pts	Strengths	Weaknesses	Recommendations
Budget Justification (10 pts) Continued			
The extent to which the requested budget is cost-effective and adequately accounts for all necessary resources to im-plement the proposed project.			
The application provides information to demonstrate the commitment for non-federal share contributions equaling 20% of the total combined federal and non-federal shares.			

INTERNAL REVIEW - LANGUAGE PRESERVATION AND MAINTENANCE APPLICATIONS

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Long-term Community Goal (2 pts)			
The extent to which the application identifies a long-term community goal that aligns with the outcomes and objectives proposed by the project and demonstrates the proposed project is relevant to the achievement of the long-term community goal.			
Current Community Condition (5 pts)			
The extent to which the application identifies a specific and current community condition that is related to the purpose of the Native Language Preservation and Maintenance Program, and the extent to which the current community condition will be directly addressed by the project goal.			
How effectively the current community condition identifies the target population and provides basic baseline information about the project beneficiaries, which can be used to show an enhanced condition upon successful completion of project goals and objectives.			
The extent to which the current community condition demonstrates knowledge of targeted project participants and/or beneficiaries, is limited to the scope of the proposed project, and demonstrates a need for the proposed project.			
The achievement of the Project Goal and outcomes will positively affect the Community Condition and will continue towards achieving the Long-Term Community Goal after project completion.			
The extent to which 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; language learning resources available; existing language programs and participation in language preservation by current and emerging language speakers.			

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Project Goal (4 pts)			
The project goal is effectively stated and addresses the current community condition, and the long-term community goal. The project goal logically aligns to the expected outcome(s) and objective(s) identified for the proposed project and is able to be tracked and measured.			
The target population being served was appropriately included in the identification of the project goal as a means to address Native Language Preservation and Maintenance.			
Objectives (7 pts)			
The extent to which up to three objective(s) effectively describe a tangible achievement in a measurable manner.			
The extent to which each object includes all components of the TTIP.			
Outcomes and Indicators (7 pts)			
The application identifies a primary outcome for each objective, which is directly related to a positive change in the current community condition.			
The primary outcome of the objective is a significant and logical result of successful accomplishment of the objective.			
The application proposes viable indicator(s) that quantify what will be changed by each outcome in a way that can be effectively observed and measured.			
Outputs (5 pts)			
The extent to which the application fully identifies all significant outputs resulting from carrying out project objectives and activities. Outputs should be products or services that result from actions of achieving the objectives.			
The extent to which the outputs are feasible and achievable within the timeframe provided in the corresponding objective.			

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Outcome Tracking Strategy (4 pts)			
The application fully identifies an accurate and viable means of measurement for each indicator, which can be effectively and consistently be used to show the progress a project is making toward achieving primary outcome(s). The application 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, organizational capacity, approach, and OWP.			
The applicant provides clear and detailed information describing the plan to collect and manage data/information. Data management tools/systems are indicated, or, if applicable, the need and approach to developing and/or improving a data/information management system is described. Details include available data collection capacity; description of where and how data is stored; plans for analysis of project data; and any technical assistance or staff supports that are or will be provided for data management.			
Outcome Tracker (1 pt)			
The outcome tracker exhibits connections between the components included in Expected Outcomes (long-term goal, current community condition, project goal, outcomes, and objectives, outputs) in a way that demonstrates logic and validates the ANA project framework as described in Section I. Program Description and Section IV.2. Content and Form of Application Submission, The Project Description.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Planning, Readiness and Implementation Strategy (20 pts)			
The extent to which the proposed project meets the purpose of the Native American Language Preservation and Maintenance FOA, as defined in Section I. Program Description, Preservation and Maintenance Program Purpose. If appropriate, the extent to which the application identifies opportunities for the replication or modification of such projects for use by other Native Americans; and 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 other interested persons.			
The application fully describes existing tangible resources and services to implement the project. The extent to which the application provides details that demonstrate accessibility of existing resources and currently held resources.			
The application details a plan to secure or produce any tangible resources and services needed to support the project.			
The extent to which the application's project narrative effectively describes how all milestone activities will be accomplished as reflected in the OWP.			
Details reveal planning and preparation for milestone activities and account for all functions and supporting activities, demonstrating a fully developed project implementation plan.			
Application cites potential obstacles and challenges to accomplishing project goals and explains strategies to address challenges. Application provides a detailed selection and recruitment process for project participants.			
Describes sufficient actions that will be taken to ensure that project outcomes will be sustained and how programmatic sustainability will be achieved.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Planning, Readiness & Implementation Strategy (20 pts) Continued			
The application describes an outcome tracking strategy that is feasible and will result in effective project monitoring and evaluation that tracks progress toward project outcomes.			
Community Based Strategy (8 pts)			
The extent to which the applicant organization demonstrates a connection to the community being served, including an understanding of the target community, and the ability to work with project participants at a level that is appropriate to the project implementation plan.			
The extent to which the application includes the appropriate level of community awareness and readiness to accept and participate in the project to the extent necessary for successful implementation, including feasible outreach and retention plans where applicable.			
The application emphasizes the community strengths that will support project implementation, and how weaknesses will be overcome, and, where applicable, demonstrates how the project will take full advantage of opportunities to increase local and organizational capacity.			
The extent to which project outcomes will support long-term benefits to the target population.			
The application demonstrates that the target population was appropriately included in the development of the project as a means to support achievement of their long-term goals.			
Personnel, Partnerships, and Organizational Capacity (12 pts)			
The application documents an organizational executive leadership and staffing structure that will support full program implementation at the start of the grant award, including indication of the (permanent or temporary) PI/PD, identification of project staff, and/or a realistic timeframe and strategy for filling any vacant positions.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Personnel, Partnership, and Organizational Capacity (12 pts) Continued			
The extent to which the application indicates that the combined experience of the proposed project director, key project staff, and key partnerships demonstrates sufficient relevant knowledge, experience, and capabilities (shown by resumes or curricula vitae) to carry out and manage a project of this size, scope, and complexity.			
The application details a plan to ensure the effective management and coordination of activities by any partners, contractors and subcontractors, and consultants, including third-party agreements or contracts where applicable.			
The application describes contingency plans to address any staff turnover or hiring delays, as well as loss of key partnerships critical to the accomplishment of project 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.			
The extent to which the application identifies adequate time, data management staff, data systems, and other resources for evaluation and to track outcomes.			
Objective Work Plan (10 pts)			
Directly reflects elements from the project description by consistently stating goals, objectives, outcomes, and outputs.			
Provides details and information about the how, when, and by whom, activities described in the project description will be completed, so that the implementation plan is completely described.			
Includes a maximum of 25 milestone activities for project implementation, which demonstrate a logical progression from start to finish of key steps needed to accomplish project objectives.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Objective Work Plan (10 pts) Continued			
<p>The timeframe for the completion of activities is realistic and relevant for effective project implementation.</p> <p>The extent to which milestone activities are clearly and logically linked to the appropriate project output, and all significant project outputs are supported by milestone activities in the OWP.</p>			
III. BUDGET & BUDGET JUSTIFICATION - 15 Pts			
Line Item Budget (5 pts)			
<p>The application includes a detailed line-item budget with appropriate object class categories for every year of the project to fully describe how costs are calculated for federal and non-federal shares.</p>			
Budget Justification (10 pts)			
<p>The application includes a budget justification for every year of the project which provides a narrative description of how costs are calculated for each entry in the line-item budget. The budget justification includes costs estimates, vendor quotes, and supporting documentation to fully detail federal and non-federal shares.</p>			
<p>The budget justification only includes expenditures relative to project implementation, are based on regional and local fair-market values, and aligns with the Approach and OWP descriptions of project activities.</p>			
<p>The extent to which the requested budget is cost-effective and adequately provides the necessary resources to implement the proposed project.</p>			
<p>The application provides information to demonstrate the commitment and source of non-federal share contributions equaling 20% of the total combined federal and non-federal shares.</p>			

INTERNAL REVIEW - ESTHER MARTINEZ IMMERSION (EMI)

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Long-term Community Goal (2 pts)			
The extent to which the application identifies a long-term community goal that aligns with the outcomes and objectives proposed by the project and demonstrates the proposed project is relevant to the achievement of the long-term community goal.			
Current Community Condition (5 pts)			
The extent to which the application identifies a specific and current community condition that is related to the purpose of the EMI Program, and the extent to which the current community condition will be directly addressed by the project goal.			
How effectively the current community condition identifies the target population and provides basic baseline information about the project beneficiaries, which can be used to show an enhanced condition upon successful completion of project goals and objectives.			
The extent to which the current community condition demonstrates knowledge of targeted project participants and/or beneficiaries, is limited to the scope of the proposed project, and demonstrates a need for the proposed project.			
The achievement of the Project Goal and outcomes will positively affect the Community Condition and will continue towards achieving the Long-Term Community Goal after project completion.			
The extent to which 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; language learning resources available; existing language programs and participation in language preservation by current and emerging language speakers.			

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Project Goal (4 pts)			
The project goal is effectively stated and addresses the current community condition, and the long-term community goal. The project goal logically aligns to the expected outcome(s) and objective(s) identified for the proposed project and is able to be tracked and measured.			
The target population being served was appropriately included in the identification of the project goal as a means to address their needs.			
Objectives (7 pts)			
The extent to which up to three objective(s) effectively describe a tangible achievement in a measurable manner.			
The extent to which each object includes all components of the TTIP.			
Outcomes and Indicators (7 pts)			
The application identifies a primary outcome for each objective, which is directly related to a positive change in the current community condition.			
The primary outcome of the objective is a significant and logical result of successful accomplishment of the objective.			
The application proposes viable indicator(s) that quantify what will be changed by each outcome in a way that can be effectively observed and measured.			
Outputs (5 pts)			
The extent to which the application fully identifies all significant outputs resulting from carrying out project objectives and activities. Outputs should be products or services that result from actions of achieving the objectives.			
The extent to which the outputs are feasible and achievable within the timeframe provided in the corresponding objective.			

I. EXPECTED OUTCOMES - 35 POINTS	Strengths	Weaknesses	Recommendations
Outcome Tracking Strategy (4 pts)			
The application fully identifies an accurate and viable means of measurement for each indicator, which can be effectively and consistently be used to show the progress a project is making toward achieving primary outcome(s). The application 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, organizational capacity, approach, and OWP.			
The applicant provides clear and detailed information describing the plan to collect and manage data/information. Data management tools/systems are indicated, or, if applicable, the need and approach to developing and/or improving a data/information management system is described. Details include available data collection capacity; description of where and how data is stored; plans for analysis of project data; and any technical assistance or staff supports that are or will be provided for data management.			
Outcome Tracker (1 pt)			
The outcome tracker exhibits connections between the components included in Expected Outcomes (long-term goal, current community condition, project goal, outcomes, and objectives, outputs) in a way that demonstrates logic and validates the ANA project framework as described in Section I. Program Description and Section IV.2. Content and Form of Application Submission, The Project Description.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Planning, Readiness and Implementation Strategy (20 pts)			
The extent to which the proposed project meets the purpose of the Native American Language Preservation and Maintenance – Esther Martinez Immersion FOA, as defined in Section I. Program Description, Preservation and Maintenance Program Purpose. If appropriate, the extent to which the application identifies opportunities for the replication or modification of such projects for use by other Native Americans; and 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 other interested persons.			
The application fully describes existing tangible resources and services to implement the project. The extent to which the application provides details that demonstrate accessibility of existing resources and currently held resources.			
The application details a plan to secure or produce any tangible resources and services needed to support the project.			
The extent to which the application's project narrative effectively describes how all milestone activities will be accomplished as reflected in the OWP.			
Details reveal planning and preparation for milestone activities and account for all functions and supporting activities, demonstrating a fully developed project implementation plan.			
Application cites potential obstacles and challenges to accomplishing project goals and explains strategies to address challenges.			
Application provides a detailed selection and recruitment process for project participants.			
Describes sufficient actions that will be taken to ensure that project outcomes will be sustained and how programmatic sustainability will be achieved.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Planning, Readiness & Implementation Strategy (20 pts) Continued			
The application describes an outcome tracking strategy that is feasible and will result in effective project monitoring and evaluation that tracks progress toward project outcomes.			
Community Based Strategy (8 pts)			
The extent to which the applicant organization demonstrates a connection to the community being served, including an understanding of the target community, and the ability to work with project participants at a level that is appropriate to the project implementation plan.			
The extent to which the application includes the appropriate level of community awareness and readiness to accept and participate in the project to the extent necessary for successful implementation, including feasible outreach and retention plans where applicable.			
The application emphasizes the community strengths that will support project implementation, and how weaknesses will be overcome, and, where applicable, demonstrates how the project will take full advantage of opportunities to increase local and organizational capacity.			
The extent to which project outcomes will support long-term benefits to the target population. The application demonstrates that the target population was appropriately included in the development of the project as a means to support achievement of their long-term goals.			
Personnel, Partnerships, and Organizational Capacity (12 pts)			
The application documents an organizational executive leadership and staffing structure that will support full program implementation at the start of the grant award, including indication of the (permanent or temporary) PI/PD, identification of project staff, and/or a realistic timeframe and strategy for filling any vacant positions.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Personnel, Partnership, and Organizational Capacity (12 pts) Continued			
The extent to which the application indicates that the combined experience of the proposed project director, key project staff, and key partnerships demonstrates sufficient relevant knowledge, experience, and capabilities (shown by resumes or curricula vitae) to carry out and manage a project of this size, scope, and complexity.			
The application details a plan to ensure the effective management and coordination of activities by any partners, contractors and subcontractors, and consultants, including third-party agreements or contracts where applicable.			
The application describes contingency plans to address any staff turnover or hiring delays, as well as loss of key partnerships critical to the accomplishment of project 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.			
The extent to which the application identifies adequate time, data management staff, data systems, and other resources for evaluation and to track outcomes.			
Objective Work Plan (10 pts)			
Directly reflects elements from the project description by consistently stating goals, objectives, outcomes, and outputs.			
Provides details and information about the how, when, and by whom, activities described in the project description will be completed, so that the implementation plan is completely described.			
Includes a maximum of 25 milestone activities for project implementation, which demonstrate a logical progression from start to finish of key steps needed to accomplish project objectives.			

II. APPROACH - 50 POINTS	Strengths	Weaknesses	Recommendations
Objective Work Plan (10 pts) Continued			
The timeframe for the completion of activities is realistic and relevant for effective project implementation.			
The extent to which milestone activities are clearly and logically linked to the appropriate project output, and all significant project outputs are supported by milestone activities in the OWP.			
III. BUDGET & BUDGET JUSTIFICATION - 15 Pts			
Line Item Budget (5 pts)			
The application includes a detailed line-item budget with appropriate object class categories for every year of the project to fully describe how costs are calculated for federal and non-federal shares.			
Budget Justification (10 pts)			
The application includes a budget justification for every year of the project which provides a narrative description of how costs are calculated for each entry in the line-item budget. The budget justification includes costs estimates, vendor quotes, and supporting documentation to fully detail federal and non-federal shares.			
The budget justification only includes expenditures relative to project implementation, are based on regional and local fair-market values, and aligns with the Approach and OWP descriptions of project activities.			
The extent to which the requested budget is cost-effective and adequately provides the necessary resources to implement the proposed project.			
The application provides information to demonstrate the commitment and source of non-federal share contributions equaling 20% of the total combined federal and non-federal shares.			

Appendix B: Requirements for a Business Plan (If Necessary)

Business Plan

When federal grant funds will be used to support a business operation, provide a business plan.

The business plan at a minimum shall include:

- An executive summary
- A description of the industry
- A description of the products or services to be produced, sold, or marketed
- Market research
- A marketing plan
- An operational plan
- An assessment of risks and assumptions
- Financial statements (if already in operation)
- Projected operational costs

Appendix C: 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 D: Cost Principles – Selected Items of Cost

The next two pages provide a graphic of the allowability of selected elements of cost detailed in the regulations. It is important to read the specific requirements located in sections 75.421 through 75.475 of CFR 45 if you have questions about specific costs.

	Allowable	Prior Approval Required	Not Allowable
Advertising and Public Relations - <i>read the regulations</i>			
Advisory Councils - <i>read the regulations</i>			
Alcohol Beverages			X
Alumni/ae Activities			X
Audit Services	X - (restrictions)		
Bad Debts			X
Bonding Costs	X		
Collections of Improper Payments	X		
Commencement and Convocation Costs			X - (with exception)
Compensation - Personal Services - <i>read the regulations</i>	X		
Compensation - Fringe Benefits	X		
Conferences	X		
Contributions and Donations - <i>read allowability of contributions to the Tribe or organization</i>			X
Defense and Prosecution of Criminal and Civil Proceedings, Claims, Appeals and Patent Infringements - <i>some exceptions</i>			X
Depreciation	X		
Employee Health and Welfare Costs	X		
Entertainment Costs			X
Equipment and Other Capital Expenditures		X	

	Allowable	Prior Approval Required	Not Allowable
Exchange Rates		X	
Fines, Penalties, Damages and Other Settlements - <i>some exceptions</i>			X
Fund Raising and Investment Management Costs		X - (if to meet Federal program objectives)	
Gains and Losses on Disposition of Depreciable Assets - <i>read the regulations</i>			
General Costs of Government			X
Goods or Services for Personal Use			X
Idle Facilities and Idle Capacity			X - (2 exceptions)
Insurance and Indemnification	X		
Intellectual Property	X		
Interest - <i>read the regulations</i>			
Lobbying			X
Losses on Other Awards or Contracts			X
Maintenance and Repair Costs	X		
Materials and Supplies Costs, including costs of Computing Devices	X		
Organization Costs		X	
Proposal Costs	X		
Publication and Printing Costs	X		
Rearrangement and Reconversion Costs - <i>read the regulations</i>		X	
Recruiting Costs	X		
Relocation Costs of Employees	X - (specific criteria)		
Rental Costs of Real Property and Equipment - <i>read the regulations</i>	X		
Selling and Marketing - <i>direct costs only</i>		X	
Specialized Service Facilities	X - (specific criteria)		
Student Activity Costs			X
Taxes	X		
Termination Costs	X		
Training and Education Costs	X		
Transportation Costs	X		
Travel Costs - <i>read the regulations</i>	X		
Trustees Travel and Subsistence Costs	X		

Appendix E: Summary of CFR 45 Part 75

The Department of Health and Human Services adoption of the Office of Management and Budget Guidance in 2 CFR Part 200 has been codified into 45 CFR Part 75. The objective of the 2 CFR Part 200 reform is to reduce both administrative burden and risk of waste, fraud and abuse.

The purpose of the Federal financial management regulations is to ensure that government funds are used by governments and organizations efficiently and effectively to provide the services and/or goods authorized by the Federal agency that awarded the funds. They also ensure that the governments and organizations financial management systems provide accurate, reliable, and timely financial information to the Federal government.

On December 26, 2013 the Office of Management and Budget (OMB) issued 2 CFR Part 200 which consolidates eight OMB Circulars. On December 19, 2014 the Department of Health and Human Services has codified the regulations into 45 CFR Part 75.

The management of an Administration for Native Americans grant requires a working knowledge of the financial assistance rules and regulations and basic cost contained in 45 CFR Part 75. Below is a summary of 45 CFR Part 75. It is important that the full regulations be referenced for information about each of the areas covered by the regulations.

The circular is organized as follows:

Part 75 – Subpart A: Acronyms and Definitions

Part 75 – Subpart B: General Provisions

Part 75 – Subpart C: Pre-Federal Award Requirements and Contents of Federal Awards

Part 75 – Subpart D: Post Federal Award Requirements

Part 75 – Subpart E: Cost Principles

Part 75 – Subpart F: Audit Requirements

45 CFR Part 75 – Subpart A – Acronyms and Definitions

Combines the definitions from the administrative requirements and cost principles circulars into a single list. In addition to the definitions detailed in 2 CFR Part 200, HHS has added definitions for awardee, commercial organization, departmental appeals board, excess property, expenditure report, grantee, HHS awarding agency, and principal investigator/program director. Several of the key terms include:

FIXED AMOUNT AWARDS. Is a type of grant agreement under which the Federal awarding agency or pass-through entity provides a specific level of support without regard to actual costs incurred under the Federal award.

MICRO-PURCHASE. A purchase of supplies or services using simplified acquisition procedures, the aggregate amount of which does not exceed the micro-purchase threshold.

Performance Goal. A target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.

PROTECTED PERSONALLY IDENTIFIABLE INFORMATION. An individual's first name or first initial and last name in combination with any one or more of types of information, including, but not limited to, social security number, passport number, credit card numbers, clearances, bank numbers, biometrics, date and place of birth, mother's maiden name, criminal, medical and financial records, educational transcripts.

45 CFR Part 75 – Subpart B – General Provisions

Establishes the uniform administrative requirements, cost principles and audit requirements for Federal awards to non-Federal entities. It explains that in circumstances where the provisions of Federal statutes or regulations differ the Federal statutes or regulations govern and specifically references the Indian Self-Determination and Education and Assistance Act. States the specific programs that the cost principles do not apply to. It does allow for exceptions in 75.102 if recommended by the Federal agency and approved by OMB. The effective date for full implementation will be awards issued after December 26, 2014 and audits of fiscal years beginning on or after December 26, 2014. Non-Federal agencies must disclose in writing any potential conflicts of interest. Also, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award.

45 CFR Part 75 – Subpart C - Pre-Federal Award Requirements and Contents of Federal Awards

75.201 Use of Grant Agreements, Cooperative Agreements, and Contracts

Information on the award instrument which includes grant agreements, cooperative agreement, or contracts. It also allows for fixed amount awards. The Federal agency will determine the appropriate instrument.

75.202 Requirement to Provide Public Notice of Federal Financial Assistance Programs

Requires the Federal awarding agency to notify the public of Federal programs in the Catalog of

Federal Domestic Assistance. Specific information must be provided to GSA about the Federal program.

75.203 Notices of Funding Opportunities

Requires a public notice of funding opportunities for competitive grants and cooperative agreements.

75.204 Federal Awarding Agency Review of Merit Proposals

Requires the Federal awarding agency to design and execute a merit review process for applications for competitive grants or cooperative agreements.

75.205 Federal Awarding Agency Review of Risk Posed by Applicants

Requires the Federal awarding agency to conduct a review of risk posed by applicants. The Federal agency may use a risk-based approach and may consider any items such as:

Financial stability; Quality of management systems and ability to meet the management standards; History of performance; Reports and findings from audits; and Applicant's ability to effectively implement statutory, regulatory, or other requirements.

75.206 Standard Application Requirements

Including forms for applying for HHS financial assistance, and state plans.

75.207 Specific Award Conditions

Provides authorization to impose specific award conditions as needed for applicants with a history of failure to comply with terms and conditions of a Federal award, fails to meet expected performance goals, or otherwise not responsible.

75.211: Public Access to Federal Award Information

Implements the statutory requirement for Federal spending transparency which requires the Federal awarding agency to announce all Federal awards publicly and publish on the OMB designated website. Currently www.USAspending.gov

75.213 Suspension and Debarment

75.218 Participation by Faith-Based Organizations

The funds must be administered in compliance with the standards in 45 CFR Part 87.

45 CFR Part 75 – Subpart D – Post Award Requirements

75.301: Performance Measurement

The Federal awarding agency must require the recipient to relate financial data to performance accomplishments of the Federal award.

When applicable, recipients must also provide cost information to demonstrate cost effective practices. The recipient's performance should be measured in a way that will help the Federal awarding agency and other non-Federal entities to improve program outcomes, share lessons learned, and spread the adoption of promising practices.

75.302: Financial Management

The financial management system must provide for: Retention, methods of transfer, transmission and storage of information. Identification, in its accounts, of all Federal awards received and expended and the Federal programs under which they were received. Accurate, current, and complete disclosure of financial results of each Federal award or program. Records that identify adequately the source and application of funds. Effective control over, and accountability for, all funds, property, and other assets. Comparison of expenditures with budget amounts. Written procedures to implement the payment requirements. Written procedures for determining the allowability of costs in accordance with the cost principles.

75.303: Internal Controls

The non-Federal entity must establish and maintain effective internal control over the Federal award which is in compliance with guidance in “Standards for Internal Control in the Federal Government”.

75.305: Payments

Payments must minimize the time elapsing between the transfer of funds from the Federal government and the disbursement of funds. Payments must be paid in advance, provided the non-Federal entity maintains written procedures that minimize the time elapsing between the transfer of funds and disbursement and systems that meet the standards for fund control and accountability. Reimbursement is the preferred method when the requirements cannot be met.

If the non-Federal entity does not meet standards but cannot operate without an advance a working capital advance may be made available. Rebates, refunds, contract settlements, audit recoveries, and interest must be used first before requesting an advance. All advances must be placed in an interest-bearing account unless the non-Federal entity receives less than \$120,000 in Federal awards, interest earned would not exceed \$500 per year, depository requires a high average or minimum balance, or a foreign government or banking system prohibits or precludes interest bearing accounts. The first \$500 of interest earned may be retained for administrative expenses.

75.306 Cost Sharing or Matching

Cost sharing or matching must meet the following requirements: Verifiable from the non-Federal entity's records, not included as contributions for any other Federal award, Necessary and reasonable for accomplishment of project objectives, Allowable under the cost principles, Not paid by the Federal government under another Federal award, except where the Federal statute authorizes use of funds for cost sharing or matching, Provided for in the approved budget. The regulations contain additional information on the valuation of donated services, property, indirect costs, land, and equipment.

75.307 Program Income

Program income is defined as gross income earned by the non-Federal entity that is directly

generated by a supported activity or earned as a result of the Federal award during the period of performance. Proceeds from the sale of real property or equipment are not program income; such proceeds will be handled in accordance with the post federal award requirements. There are three methods for treatment of program income:

- Deduction
- Addition
- Cost sharing or matching

The HHS Grants Policy Statement goes into further detail on the use of program income alternatives in the table below.

Alternative	Use of Program Income
Additive	Added to funds committed to the project or program and used to further eligible project or program objectives
Deductive	Deducted from total allowable costs of the project or program to determine the net allowable costs on which the Federal share of costs will be based
Matching	Used to satisfy all or part of the non-Federal share of a project or program
Combination	Uses all program income up to (and including) \$25,000 as specified under the additive alternative and any amount of program income exceeding \$25,000 under the deductive alternative

NOTE: ANA always uses the addition method for program income. If the Federal award does not specify in its regulations or terms and conditions of the Federal award, the program income will be deduction. For Institutions of Higher Education or non-profit research institutions if not specified the program income will be addition. If addition or cost sharing or matching methods are authorized any program income in excess of any amounts specified must also be deducted from expenditures. There are no Federal requirements governing the disposition of income earned after the end of the period of performance for the Federal award unless the Federal awarding agency regulations or the terms and conditions of the Federal award provide otherwise.

75.308 Revision of Budget and Program Plans

The budget must be related to performance for program evaluation purposes when appropriate. For non-construction Federal awards, recipients must request prior approvals for the following:

1. Change in the scope or the objective of the project
2. Change in key personnel
3. Disengagement from the project for more than three months, or a 25 percent reduction in time devoted to the project by the approved project director or principal investigator
4. Costs requiring prior approval as defined in the cost principles
5. Transfer of funds budgeted for participant support costs. Participant support costs are defined as direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees in connection with conferences, or training projects. Transfer or contracting out of any work under the Federal award unless described in the application and funded in the approved Federal award. This does not apply to acquisition of supplies, material, equipment or general support services
6. Changes in the amount of approved cost-sharing or matching
7. A fixed amount sub-award as described in 75.353
8. The recipient wishes to dispose of, replace, or encumber title to real property, equipment, or intangible property that was acquired or improved with a Federal award
9. Federal awarding agencies may waive certain prior approvals
10. Incur costs 90 days prior to award
11. Initiate a one-time extension of the period of performance by up to 12 months
12. Carry forward unobligated balances to subsequent periods of performance
13. The HHS awarding agency may, at its option, restrict the transfer of funds among direct cost categories or programs, functions and activities if the amount exceeds \$150,000 or 10% of the total budget amount (ACF uses 25% instead of 10% for the ceiling for transfers)
14. The need for additional funds

75.309 Period of Performance

Costs may be charged only during the period of performance or 90 days prior to the period of performance if authorized by the Federal awarding agency.

75.317 Insurance

Must be the equivalent of coverage as provided to property owned by the non-Federal entity.

75.318 Real Property

Will be used for the originally authorized purpose. When no longer needed must secure disposition instructions from the Federal awarding agency.

75.319 Federally-owned and exempt property

75.320 Equipment

Title will vest with the non-Federal entity.

Equipment must be used by the non-Federal entity in the program or project for which it was acquired as long as needed. When no longer needed by project or program it can be used in the following ways: Activities under Federal award from the Federal awarding agency which funded the original project, Activities under Federal awards from other Federal awarding agencies

The non-Federal entity must make the equipment available for use on other projects or programs provided that such use does not interfere with the work on the projects or program for which it was originally acquired. Equipment cannot be used to provide services for a fee that is less than private companies charge for equivalent services. When acquiring replacement equipment, the non-Federal entity may use the equipment to be replaced as a trade-in

There must be written procedures for managing and maintenance equipment.

Property records must include the following:

- Description of property
- Serial number
- Source of funding
- Who holds title
- Acquisition date
- Acquisition cost
- Percentage of Federal participation
- Location
- Use and condition
- Ultimate disposition

A control system must be developed to safeguard the equipment.

Disposition of equipment:

- Equipment with a current fair market value of \$5,000 or less may be retained, sold or otherwise disposed of with no further obligations to the Federal awarding agency
- Equipment with a fair market value of \$5,000 or more the non-Federal agency must secure disposition instructions. If instructions are not received in 120 days the regulations detail how to handle the disposition

75.321 Supplies

Title to supplies upon acquisition vest with the non-Federal entity upon acquisition. If the residual inventory of unused supplies exceeds \$5,000 upon completion or termination of project and not

needed for other Federal awards, the non-Federal entity must compensate the Federal government for its share.

If the Federal government retains an interest in the supplies, they cannot be used to provide services for a fee that is less than private companies charge for equivalent services.

75.322 Intangible Property

Intangible property is defined as property having no physical existence, such as trademarks, copyrights, patents and patent applications and property, such as loans, notes and other debt instruments, lease agreements, stock and other instruments of property ownership.

Title to intangible property acquired under a Federal award vests upon acquisition in the non-Federal entity. There are a number of conditions about use, please read the regulations if applicable.

PROCUREMENT STANDARDS

75.327 General Procurement Standards

- Non-Federal entity must use its own documented procurement procedures
- Must maintain oversight to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders
- Must maintain written standards of conduct covering conflicts of interest and governing the performance of its employees engaged in the selection, award and administration of contracts
- Must maintain written standards of conduct covering organizational conflicts of interest
- Procedures must avoid acquisition of unnecessary or duplicative items
- Non-Federal entity is encouraged to enter into state and local intergovernmental agreements or inter-entity agreements where applicable
- Encouraged to use Federal excess and surplus property
- Encouraged to use value engineering clauses in contracts for construction projects
- Must award contracts only to responsible contractors possessing the ability to perform successfully
- Must maintain records sufficient to detail the history of the procurement
- Can only use time and materials contracts if no other contract is suitable

75.328 Competition

All procurement transactions must be conducted in a manner providing full and open competition.

75.329 Methods of Procurement to be followed

MICRO-PURCHASES. Micro-purchase is the purchase of supplies which do not exceed \$10,000 in the aggregate. They may be awarded without soliciting competitive quotations if the price is reasonable. Small Purchase Procedures. Small purchase procedures cannot exceed the Federal **SIMPLIFIED ACQUISITION THRESHOLD.** Price or rate quotations must be obtained from an

adequate number of qualified sources. The Federal Simplified Acquisition Threshold is \$250,000.

SEALED BIDS. The following conditions must exist for sealed bids to be feasible:

- A complete, adequate, and realistic specification is available
- Two or more responsible bidders are able to compete
- The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price
- The following requirements apply:
- The invitation for bids (IFB) will be publicly advertised and solicited from an adequate number of suppliers
- The IFB will include any specifications and pertinent attachments
- All bids will be publicly opened
- A firm fixed price contract will be made in writing to the lowest responsive and responsible bidder
- Any or all bids may be rejected for documented reason

COMPETITIVE PROPOSALS. Competitive proposals are used when conditions are not appropriate for the use of sealed bids. The following conditions apply:

- Must be publicized and identify all evaluation factors and their relative importance
- Solicited from an adequate number of qualified sources
- Must have a written method for conducting technical evaluations and selecting recipients
- Awarded to the firm whose proposal is most advantageous to the program, with price and other factors considered

NON-COMPETITIVE PROPOSALS. Solicitation through only one source. May be used only when the following circumstances apply:

- Item is available only from a single source
- Public exigency or emergency will not permit a delay
- Authorized by the funder
- After solicitation of a number of sources, competition is determined inadequate

75.330 Contracting with Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus Area Firms.

The non-Federal entity must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

75.331 Procurement of Recovered Materials

Procuring only items designated in guidelines of the Environmental Protection Act that contain the highest percentage of recovered materials practicable.

75.332 Contract Cost and Price

The non-Federal entity must perform a cost or price analysis in connection with every procurement action in excess of the Simplified Acquisition Threshold.

75.333 Federal Awarding Agency or Pass-Through Entity Review

The non-Federal entity must make available upon request procurement documents when requested or when:

- The procurement procedures or operations fails to comply with procurement standards
- Is to be awarded without competition
- Specifies a “brand name”
- Is awarded to other than the apparent low bidder under a sealed bid procurement
- A proposed modification changes the scope of the contract amount

The non-Federal entity may request that its procurement system be reviewed by the Federal awarding agency or the non-Federal entity may self-certify its procurement system.

75.334 Bonding

PERFORMANCE AND FINANCIAL MONITORING AND REPORTING

75.341 Financial Reporting.

The current OMB financial report is the Federal Financial Report or the SF-425. The report can be required no less frequently than annually and no more frequently than quarterly without OMB approval.

75.342 Monitoring and Reporting Program Performance

The non-Federal entity is responsible for oversight of the operations of the Federal award supported activities to assure compliance with requirements and performance expectations are being achieved. This must cover each activity.

The performance reports must have OMB approval. Performance reports will be required no less frequently than annually and no more frequently than quarterly without OMB approval. Annual reports will be due 90 calendar days after the reporting period and quarterly or semiannual reports will be due 30 calendar days after the reporting period.

75.343 Reporting on Real Property

SUBRECIPIENT MONITORING AND MANAGEMENT

75.352 Requirements for Pass-Through Entities

75.353 Fixed Amount Sub awards

RECORD RETENTION AND ACCESS

75.361 Retention Requirements for Records

All records and supporting documents must be retained for three years from the date of submission of the final expenditure report or for awards that are renewed quarterly or annually from the date of the submission of the quarterly or annual financial report.

If any litigation, claim, or audit is started before the expiration of the 3-year period the records must be retained until resolved. Also if the awarding agency notifies the non-Federal entity in writing to retain records.

Property and equipment records must be retained for three years after final disposition.

75.363 Methods for collection, transmission and storage of information

There are a number of requirements for records collection, transmission, and storage. Also access to records in 75.364.

REMEDIES FOR NONCOMPLIANCE

75.371 Remedies for Noncompliance

A non-Federal entity that fails to comply with Federal statutes, regulations, or the terms and conditions, the HHS awarding agency or pass-through entity may impose additional conditions.

75.372 Termination

CLOSEOUT

75.381 Closeout

45 CFR Part 75 – Subpart E – Cost Principles

75.401 Application

The principles must be used in determining the allowable costs of work performed by the non-Federal entity under Federal awards.

75.402 Composition of Costs

The total cost of a Federal award is the sum of the allowable direct and indirect costs.

75.403 Factors Affecting Allowability of Costs

- Must be necessary and reasonable
- Conform to any limitations or exclusions in the cost principles or the federal award
- Be consistent with policies and procedures
- Be accorded consistent treatment
- Be determined in accordance with generally accepted accounting principles
- Not included as a cost or used to meet cost sharing or matching requirements of any other federally-financed program
- Be adequately documented

The regulations also address direct and indirect costs and cost allocation plans. 75.416 speaks to special considerations for States, Local Governments and Indian Tribes and discusses cost allocation plans and indirect cost proposals.

45 CFR Part 75 – Subpart F – Audit Requirements

75.501 Audit Requirements

A non-Federal entity that expends \$750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program specific audit conducted for that year.

75.504 Frequency of Audits

Audits required by this part must be conducted annually with the following exceptions:

An Indian tribe that is required by constitution or statute, in effect on January 1, 1987, to undergo its audits less frequently than annually, is permitted to undergo its audits pursuant to this Part biennially.

Any nonprofit organization that had biennial audits for all biennial periods ending between July 1, 1992 and January 1, 1995 is permitted to undergo its audits pursuant to this Part biennially.

75.512 Report Submission

The audit must be completed and the required data collection form and reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditor's report or nine months after the end of the audit period.

NOTE: The management of an ANA grant requires a working knowledge of the financial assistance rules and regulations and basic cost principles of HHS. HHS rules and regulations are contained in Title 45 of the Code of Federal Regulations (45 CFR). More detailed information on how HHS implements the CFRs is in the Grants Policy Statement (currently under revision), available at: <http://www.acf.hhs.gov/grants-forms> in the middle of the page under Certifications.

Appendix F - Environmental Regulatory Enhancement Example

ENVIRONMENTAL REGULATORY ENHANCEMENT (ERE) EXAMPLES

Sample ERE Project Outcome Tracker

Project Outcome Tracker

Project Goal: Improve the long-term environmental governance capacity and the health and safety of our community through upgrading of community sanitation services.

Objective 1: By the end of Year 1 (timeline), regulations and operating procedures will be developed and implemented to assure that trash removal services are delivered (indicator) to Boyzauhnt tribal members' households (population) twice a week (target) on an ongoing basis.

Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3-Years Post
Implementation of regular sanitation services for the community that operate according to newly established regulations and operating procedures.	Establishment and implementation of regulations and standards	Number of regulations and/or standards established and implemented	0	4 new regulations and/or standards	1 new regulation for a total of 5	1 new regulation for a total of 6.	3 new or revised regs

Outputs: Approved regulations and operation procedures will be developed, regular sanitation service will be provided, operation of services (trash removal and landfill) according to regulations, oversight of and compliance of sanitation services

Sample ERE Project Objective Work Plan (OWP)

Project Title: There Is No Away (TINA) Wooshongawatz Project			Project Year: 1	
Project Goal: Improve the long-term environmental governance capacity and the health and safety of our community through upgrading of community sanitation services.				
Objective: By the end of Year 1 (timeline), regulations and operating procedures will be developed and implemented to assure that trash removal services are delivered (indicator) to Boyzauhnt tribal members’ households (population) twice a week (target) on an ongoing basis.				
Outcome: Implementation of regular sanitation services for the community that operate according to newly established regulations and operating procedures.				
Milestone Activities	Outputs	Project Staff	Start Date	End Date
1. Advertise, hire, and orient new Project Director per tribal personnel policies and procedures.	Accurate records completed and maintained by HR Department regarding Project Director hiring process and orientation.	Tribal Administrator Administrative staff HR Director and staff	9/30/2019	10/31/2019
2. Establish TINA of-fice space and appropriate materials and supplies.	NFS documentation of donated office space. Accounts payable records verifying purchase of supplies.	Tribal Administrator	9/30/2019	10/31/2019
3. Meet with tribal, IHS and BIA Realty Office representatives to discuss project goal and OWP.	Sign-in sheets, minutes of meetings and related correspondence.	Project Director	9/30/2019	10/31/2019
4. Conduct community meeting within reservation to explain the project goal and OWP.	Sign-in sheets, media coverage distributed throughout the community.	Project Director	10/31/2019	11/30/2019
5. Meet with BHA to develop action plan for regular trash collection throughout tribal villages. Containers, routes, schedules, disposal/recycle plans, etc. addressed.	Maps, meeting correspondence, schedules.	Project Director	10/31/2019	11/30/2019

Milestone Activities	Outputs	Project Staff	Start Date	End Date
6. Update tribal media sources including newsletter and website with project goal introduction.	Media publications, website documentation.	Project Director	10/31/2019	11/30/2019
7. Work with Tribal Legal Dept. to develop contract to secure Environmental Regulation and Standards writer.	Meeting minutes, correspondence, draft contract.	Project Director	10/31/2019	11/31/2019
8. Solicit bids for Environmental Regulation contractor to write regulations and standards.	Bid advertisement maintained in project records.	Project Director	10/31/2019	11/31/2019
9. Secure Environmental Regulation contractor to write regulations and standards.	Signed, dated contract maintained in project records.	Project Director	10/31/2019	11/31/2019
10. Meet with IHS, BIA and tribal authorities to identify potential landfill sites.	Meeting minutes maintained in project records.	Project Director, Tribal Administrator	11/31/2019	12/31/2019
11. Conduct quarterly community meetings to update stakeholders of project progress.	Meeting correspondence, feedback and input maintained in project records.	Project Director	11/31/2019	9/1/2020
12. Meet with county representatives to update off-Reservation population of project status.	Meeting correspondence, and minutes maintained in project records.	Project Director	12/1/2019	1/1/2020
13. Monitor contracts, progress of regulations and standards and land-fill site development.	Ongoing progress reports to community via website and newspaper.	Project Director	12/1/2019	7/1/2020

Milestone Activities	Outputs	Project Staff	Start Date	End Date
14. Establish recordkeeping system for tracking project progress including non-federal share.	Hard copy documentation with original signatures of NFS contributions. Outcome Tracking Form.	Project Director	9/30/2019	10/31/2019
15. Attend Post Award Training.	Skills, knowledge, and reference materials obtain to ensure proper project oversight.	Project Director Accountant	11/1/2019	12/30/2019
16. Complete all required ANA reports.	All financial and programmatic reports completed and on file.	Project Director Accountant	1/30/2020	9/29/2020
17. Attend ANA Annual Grantee Meeting.	Knowledge and insights into Best Practices of existing ANA grantees. Networking with other native communities across the country.	Project Director and one other project staff member.	11/1/2019	1/30/2019

Appendix G: Native Language Preservation and Maintenance-EMI

ESTHER MARTINEZ EXAMPLES (EMI) EXAMPLES

Sample EMI Project Outcome Tracker

Project Outcome Tracker

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

Objective 1: By the end of the 36th project month (timeline), 14 project participants between the ages of 18 to 60 years of age (population) will have attended 1800 hours of immersion language instruction with a minimum of 7 participants (50%) (target) increasing their language skills to a medium/ high level proficiency (indicator).

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

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

Sample EMI Language Project Objective Work Plan (OWP)

Project Title: Our Language Is Who We Are			Project Year: 1	
Project Goal: Develop Potawatomi language resources specific to Deer Creek and a cadre of language speakers who are interested in becoming language instructors and leaders for the Deer Creek Potawatomi Community.				
Objective: By the end of the 36th project month (timeline), 14 project participants between the ages of 18 to 60 years of age (population) will have attended 1800 hours of immersion language instruction with a minimum of 7 participants (50%) (target) increasing their language skills to a medium/ high level proficiency (indicator).				
Outcome: Seven (50%) of the Deer Creek members who participate in the Project will have reached medium to high levels of Potawatomi proficiency and become certificated advanced 2nd language speakers of the Deer Creek Potawatomi community.				
Milestone Activities	Outputs	Project Staff	Start Date	End Date
1. Advertise for and hire project director	Project director hired and provided with organizational/ project orientation	Deer Creek Band of Potawatomi Tribal Council	7/01/2019	8/15/2019
2. Create project steering committee comprised of: First Speaker Instructors, Deer Creek Community Members and Partners to oversee implementation and maintain community involvement	15-member steering committee that represents community and partners	Project director	8/30/2019	9/30/2019
3. Identify and recruit First Speaker Instructors	3 First Language Instructors recruited	Project Director Com. Members	9/01/2019	10/15/2019
4. Develop Potawatomi Language resources for oral and written communications such as a dictionary, recorded audio tapes and videos	3 language resources developed and created: 1. Dictionary 2. Audio tapes 3. Videos	Project director and Steering Committee	10/30/2019	2/30/2020
5. Meet with speakers to develop language assessment tools	Language assessment tools and plan developed	Project Director and Language instructors	11/1/2019	12/30/2019
6. Identify and recruit 14 Deer Creek members to be project participants	14 members of the community recruited	Project Director Assistance from Steering Com.	12/1/2019	1/30/2020

Milestone Activities	Outputs	Project Staff	Start Date	End Date
7. Meet with Prairie Band of Potawatomi and Hannahville Potawatomi language programs to review language structure, protocols, and materials developed by them	Review of language protocols and materials for instructional and resource development reference.	Project Director Language Instructors	1/15/2020	2/30/2020
8. Complete primary language assessment of 14 project participants	Primary assessment of participants completed and on file for baseline comparisons.	Language Instructors	3/1/2020	3/30/2020
9. Attend 600 hours of immersion language instruction	Increase in language skills	Language instructors, 14 participants	3/1/2020	5/15/2020
10. Conduct final language assessment and evaluate the 14 project participants	Final scores documented for certification	Project Director and Language Instructors	5/30/2020	6/15/2020
11. Plan for a recognition ceremony for project participants who complete the immersion language courses	14 certificated Potawatomi 2nd Language Speakers	Project Director and 1st Language Instructors	09/1/2020	6/30/2020
12. Attend Post Award Training	Skills, knowledge, and reference materials obtained for proper oversight	Project Director Accountant	10/1/2019	10/30/2019
13. Complete all required ANA reports	All financial and programmatic reports completed on time and on file	Project Director Accountant	1/30/2020	6/30/2020
14. Attend Grantee Meeting	Knowledge of Best Practices, Networking.	Project Director and one staff member	11/1/2019	11/30/2019

Appendix H: Glossary of Terms

Budget Justification: A narrative that provides information to ANA which validates that each expense is necessary and reasonable. The budget justification should align with the line item budget and should explain how the costs in the line item budget were calculated while also providing additional information about each expense.

Community Assessment: A systematic process to acquire an accurate, thorough picture of the strengths and weaknesses of a community. This process is utilized to help identify and prioritize goals, develop a plan for achieving those goals, and allocate funds and resources for undertaking the plan. A community assessment can be conducted to identify community condition(s), define which condition a project will address, and identify resources that can be used in the project to reduce or eliminate the community condition.

Community Involvement: How the community participated in the development of the proposed project and how the community will be involved during the project implementation and after the project is completed. Evidence of community involvement can include, but is not limited to, certified petitions, public meeting minutes, surveys, needs assessments, newsletters, special meetings, public council meetings, public committee meetings, public hearings, and annual meetings with representatives from the community.

Community-Based Projects: Projects designed and developed in the community, by the community. Community-based projects involve tapping into local needs, understanding and building on the strengths of existing institutions and resources, and defining the changes needed to support community action. They reflect the cultural values; collective vision; and long-term governance, social, and economic development goals of Native communities.

Community-Based Strategy: A strategy which relates the proposed project to a long-term community goal, justifies why the proposed project is important to the long-term community goal, and describes how the community was involved in identifying the project as a means to achieve the long-term community goal.

Community Condition: A specific and current community condition that is related to the purpose of the project. Should include enough detail to describe a baseline condition for the project, so that the achievement of project goals and outcomes can be used to show an enhancement in the condition described.

Comprehensive Plan: A document developed by the community that lists the community's long-term goals. The plan should include benchmarks that measure progress towards achieving those goals. Comprehensive plans usually require at least a year to complete and cover a five- to ten-year time span.

Contingency Plan: A plan that identifies detailed actions to be taken in the event a specific challenge arises. The contingency plan should ensure that the project will be successfully completed within the proposed funding time frame. A contingency plan is not designed to prevent challenges from occurring, but rather to address challenges if they arise.

Evaluation: Involves assessing the strengths and weaknesses of programs, policies, personnel, products, and organizations to improve their efficiency and effectiveness. Project evaluation measures the efficiency and effectiveness of a project and determines the level of achievement of the project objectives.

Line Item Budget: The detailed cost presentation for the project being proposed. The line item budget must be reasonable and tied to the project objectives and work plan. It is an estimate of anticipated project expenses.

Long-Term Community Goal: A goal that has been identified by a community through surveys, community meetings, or a strategic plan.

Milestone Activities: The main activities ordered in a sequential manner which become the building blocks to accomplish the objectives. These activities have a definite start and end date. ANA has limited these to a maximum of 25 activities per Objective (per budget period), excluding administrative functions such as attending ANA mandatory meetings and reporting.

Non-Federal Share: The applicant's resources used to support the project and can include cash, donated goods, or donated services. These resources cannot include other federal funds unless the legislation authorizing the funds specifically states that it can be used as NFS for other federally funded awards.

Objectives: Quantify tangible achievements within the proposed project period. Relate to a primary outcome that enhances the current community condition. To fully quantify the deliverable, each objective should include the following 4 components (in no particular order):

- **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 project is intending to focus

Objective Work Plan (OWP): The OWP is a standalone document that identifies all the key elements of the application including 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.

Outcomes: Measurable, beneficial changes that result from the project and are directly tied to the Objectives.

Outcome Tracker: A tool used to identify the outcomes and indicators of each objective and which provides benchmarks for 4 points in time: baseline, end of project year, end of project period, and 3-year post project; also lists project outputs.

Outcome Tracking Strategy: A narrative which explains when and how the project will collect and manage data, and if the applicant organization will use, develop and/or improve a data management system to collect and assess project data.

Outputs: Outputs are tangible products or services that result from actions taken to achieve project objectives.

Project: A set of activities with a start and end date that will accomplish measurable objectives, achieve a project goal and are funded by a budget.

Project Approach or Strategy: The plan of action the project will take to successfully achieve its goal and objectives.

Project Goal: A statement describing what role the project will play in the changing the current community condition. It can be described in the reduction or resolution of a negative condition, or it can describe an expanded capacity to successfully address the condition.

Project Planning: The process used to create a plan of action that will reduce or eliminate a condition that stands between the community and a long-term goal and determine the costs associated with

implementation of that plan.

Project Steering Committee: Consultant committee that includes a cross-section of people, such as: community members, potential beneficiaries, agency leadership, staff and partner organizations that coordinate project planning, oversee project implementation and assist with project evaluation.

Stakeholder: A stakeholder (or interest group) is someone who has something to lose or gain through the outcomes of a project.

Strategic Plan: A plan to realize a priority long-term goal through development and implementation of two or three strategic initiatives in a three to five-year period

Sustainability Plan: A narrative description of how a project and its benefits will continue after grant funding is complete.

Sustainable Project: Ongoing project operation through such strategies as routinization, revenue generation or leveraged resources.

Total Project Cost: In a project budget, the sum of the federal request amount and the Non-federal share.

Appendix I: Abbreviations and Acronyms

ACF	Administration for Children and Families
AOR	Authorized Organizational Representative
CFDA	Catalog of Federal Domestic Assistance
DUNS	Data Universal Numbering System
EMI	Esther Martinez Immersion (Native Languages)
ERE	Environmental Regulatory Enhancement
FOA	Funding Opportunity Announcement
FTE	Full Time Equivalent
HHS	Department of Health and Human Services
IDC	Indirect Costs
NAPA	Native American Programs Act of 1974, as amended
NFS	Non-Federal Share
OWP	Objective Work Plan
P & M	Preservation and Maintenance (Native Languages)
SAM	System for Award Management
SEDS	Social and Economic Development Strategies
SEDS AK	Social and Economic Development Strategies Alaska
T/TA	Training and Technical Assistance

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ANA Help Desk

<http://www.acf.hhs.gov/ana>

Toll free: 1.877.922.9262



Western Region

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Toll free: 1.855.890.5299

Eastern Region

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Toll free: 1.888.221.9686

Pacific Region

<http://www.anapacificbasin.org>

Toll free: 1.844.944.9544

Alaska Region

<http://www.anaalaska.org>

Toll free: 1.800.948.3158