



COUNCIL FOR NATIVE HAWAIIAN ADVANCEMENT

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www.hawaiiancouncil.org

CNHA Federal Grant Training – Proposal Writing

Friday, January 22, 2010 – 9:00 am to 5:00 pm

AGENDA

- 9:00 am** **Welcome & Introductions**
- 9:15 am** **Overview of the Federal Funding Application Process**
Searching for Funding Opportunities using Grants.gov
Understanding Notices of Funding Announcements (NOFA)
Exercise 1: *Review of Administration for Native Americans (ANA) Social and Economic Development (SEDS) Grant Program NOFA*
- 10:15 am** **Break**

Overview of the CNHA Proposal Development Process
Exercise 2: *Development of Project Concept using CNHA Proposal Development Tool*
- 12:00 pm** **Lunch**
- 1:15 pm** **Exercise 2 (continued)**
Exercise 3: *Reviewing Elements of a Successful ANA SEDS proposal*
Proposal Submission using Grants.gov
- 3:15 pm** **Break**
- 3:30 pm** **Quick Finds – Federal and State Programs**
ANA Language Preservation and Maintenance Grant Program
Compassion Capital Targeted Capacity Building Program
Native Hawaiian Education Program
Alaska Native / Native Hawaiian Institutions Assisting Communities Grant Program

Community Development Block Grant
Rural Housing and Economic Development Program
Atherton Family Foundation
Hawai'i Tourism Authority Living Hawaiian Culture Program
- 5:00 pm** **Pau**



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DIVIDER FIVE:	Exercises

DIVIDER ONE: POWERPOINT PRESENTATION

Federal Grant Training & Proposal Writing

Focusing on Federal Resources for Homestead Associations

2nd DHHL Homestead Leadership Conference

Waikiki Beach Marriott Resort and Spa

Presented by CNHA, January 22, 2010



Presentation Topics

- Overview of Federal Funding Application Process
 - Using Grants.gov
 - Reading a Notice of Funding Availability
 - CNHA Proposal Development Process
 - Overview of Successful ANA Application
- Quick Finds – Federal and State Programs
- Questions & Answers



Overview of Federal Funding Application Process

**SEARCHING FOR FUNDING
OPPORTUNITIES USING
GRANTS.GOV**



Using Grants.gov

- Established in 2002 as a central storehouse for information on 1,000 grant programs and \$500 billion in annual awards
- Use Grants.gov to:
 - Search for grant programs and applications; and
 - Apply for grants.



Using Grants.gov

- Use Grants.gov search is organized into four search engines:
 1. Basic Search
 - Keywords, Funding Opportunity Number, and catalog of federal Domestic Assistance Number
 2. Browse by Category
 - Agriculture, Community Development, etc.



Using Grants.gov

- Use Grants.gov search is organized into four search engines:
 3. Browse by Agency
 - Department of Agriculture, Education, etc.
 4. Advanced Search
 - Open or closed opportunities



Using Grants.gov

- Log onto www.grants.gov
- Go to menu on left panel and select “Find Grant Opportunities”
- Search for Grant Opportunities using 1 of 4 search engines (i.e. basic, categories, agencies or advanced)





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Getting Registered with Grants.gov




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 Decide with confidence	D&B DUNS Numbers™ for US Government Contractors & Grantees
Welcome to the D&B Online Webinars Process	
Begin D-U-N-S Request Process About the D&B D-U-N-S Number Frequently Asked Questions (FAQ) D&B, CCR, Grants Contacts D&B's Privacy and Data Policy	Welcome to the D&B D-U-N-S Request Service for US Federal Government Contractors and Grantees Dun & Bradstreet (D&B) provides a D-U-N-S Number, a unique nine digit identification number, for each physical location of your business. D-U-N-S Number assignment is FREE for all businesses required to register with the US Federal government for contracts or grants. Click here to request your D-U-N-S Number via the Web. If one does not exist for your business location, it can be created within 1 business day. Click here to request your D-U-N-S Number by phone. (for U.S., Puerto Rico, and U.S. Virgin Islands Only). For technical difficulties, contact gon@dnb.com

The screenshot shows the Central Contractor Registration (CCR) website. At the top, there is a navigation bar with tabs for Home, About, Services, etc. Below this is a banner image with the CCR logo and the text 'WELCOME TO CENTRAL CONTRACTOR REGISTRATION'. The main content area is divided into two columns. The left column is titled 'Quick Links' and contains links to Home, About, Services, etc. The right column is titled 'Welcome to Central Contractor Registration (CCR)' and contains a paragraph about the CCR system. Below this, there are two main sections: 'Existing CCR Users' and 'New CCR Users'. The 'Existing CCR Users' section includes a login form with fields for 'User ID' and 'Password', and a 'Log In to CCR' button. The 'New CCR Users' section includes a list of user types (e.g., System Identifier Number (SIN) and Taxpayer Identification Number (TIN) and Taxpayer Identification Number (TIN) and Taxpayer Identification Number (TIN)) and a 'Get New Registration' button. At the bottom of the page, there is a footer with the text 'CCR Version 3.0.0' and a link to the 'DUNS / TIN Access' section.


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APPLICANT REGISTRATION
 Please enter your information below. Required fields are denoted with an asterisk (*).

* First Name: * Last Name:
 * EOE:
 * Job Title:
 Address 1:
 Address 2:
 City:
 State: * Zip Code: (Required field) Country: *
 * Telephone: (area code) * Email:
 * Street Coordinates:
 * Street Address:
 * User Name:
 * Password: * Confirm Password:

Warning Notice
 This is a U.S. Government computer system, which may be accessed and used only by authorized Government business by authorized personnel. Unauthorized access or use of this computer system may subject violators to criminal, civil, and/or administrative action.

Information on the computer system may be information, unrecorded, raw, copied, and distributed by or to authorized personnel for official purposes, including internal investigations. Such information includes sensitive data entrusted to agency with confidentiality and privacy requirements. Access to and use of this computer system is by person, whether authorized or unauthorized, constitutes consent to these terms.



Get Registered

Organization Registration



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APPLICANT REGISTRATION

Please review the information below carefully. If you would like to make changes, click the Edit button on the bottom of the page. If the data entered is correct, please click the Submit button on the bottom of the page.

First Name:	Grant
Last Name:	Applicant
DONR:	03US2003
DOB Title:	Organization Member
Address 1:	123 Grant Search Way
Address 2:	
City:	Washington
State:	State of Colorado
Zip Code:	80001
Country:	United States
Telephone:	123-456-7890
Email:	Grant@myemail.com
Second Question:	Where can you find grants from all federal agencies?
Secret Answer:	Grants.gov
User Name:	Grantingapplog

FOR GRAVATERS

ABOUT GRANTS.GOV

HELP

CONTACT US

SITE MAP

WARNING NOTICE

This is a U.S. Government computer system, which may be accessed and used only for authorized Government business by authorized personnel. Unauthorized access or use of this computer system may subject users to criminal, civil, and/or administrative action.

All information on this computer system may be retransmitted, republished, sold, copied, and disclosed by and to unauthorized persons for official purposes, including internal investigations, such information includes sensitive data entrusted to comply with confidentiality and privacy requirements. Access or use of the computer system by any person, whether authorized or unauthorized, constitutes consent to these terms.




Get Registered

Organization Registration

- **Step 4: AOR Authorization**

The E-Business Point of Contact (E-Biz POC) at your organization must login to Grants.gov to confirm you as an (AOR) Please note that there can be more than one AOR for your organization. In some cases the E-Biz POC is also the AOR for an organization. **Time depends on responsiveness of your E-Biz POC.*
- **Step 5: Track AOR Status**

At any time, you can track your AOR status by logging in with your username and password. Login as an Applicant (enter your username & password you obtained in Step 3) using the following link:
http://www07.grants.gov/applicants/applicant_profile.jsp



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Overview of Federal Funding Application Process

**UNDERSTANDING NOTICES OF
FUNDING OPPORTUNITIES**

The logo for the Connecticut State Department of Education (CSDE) is located in the bottom right corner. It features a stylized circular emblem with a spiral design, and the text "CSDE" is written below it.

The Federal Register & NOFA

- The office federal publication announcing rules, proposed rules and Notices of Funding Availability (NOFA)
- Agencies grant announcements through the Federal Register (i.e. Native Hawaiian Education Program) or the NOFA (i.e. Administration for Native Americans)
- Both contain the same information necessary for grant program application



Critical Elements in the NOFA

- Federal Department and Agency awarding the funds
 - There should be a relationship between the Agency and your organization's mission and/or project
- Funding Opportunity Description
 - This is the program description and purpose.
 - It can include priorities, administrative policies and definitions



Critical Elements in the NOFA

- Award Information
 - Funding Instrument Type: Grant
 - Estimated Total Program Funding
 - Expected Number of Awards
 - Ceiling and Floor Amounts of Awards
 - Average Projected Award Amount
 - Length of Project Period



Critical Elements in the NOFA

- Eligibility Information
 - Entities eligible to receive funding are listed in this section
 - See if your organization fits as an eligible entity or see if one of your partner organizations fit and apply together
 - **Cost Sharing – information regarding cost sharing or match funding is found in this section*



Critical Elements in the NOFA

- Application and Submission Information
 - Required forms and content of application submission (i.e. hard copy or electronic copies)
 - Application format (i.e. paper size, line spacing, font size, etc.)
 - Submission Deadline – Date and Time
 - Funding Restrictions
 - Eligibility Certification (i.e. proof of nonprofit status)



Critical Elements in the NOFA

- Application Review Information
 - Funders use **criteria** to tell you what they want to know about your project and how they want it organized.
 - Includes a description of each criteria and maximum points allowed for each
 - Common criterion include: Need; Organizational Capacity; and Budget
 - Tell your story using the criteria outlined!



Critical Elements in the NOFA

- Application Review Information (cont.)
 - Includes Review and Selection Process
- Award Administration Information
 - Information regarding award notices and administrative policy requirements
- Agency Contacts
 - Contact information for individuals that can answer questions regarding the program



Overview of Federal Funding Application Process

EXERCISE 1: REVIEW OF ANA NOFA



Exercise 1: Review of ANA NOFA

- Take 20 minutes to review the FY2009 Administration for Native Americans Social and Economic Development Strategies NOFA (located behind tab five) and respond to NOFA questions on Exercise 1 worksheet.
- *We will review answers and draw for prizes!*

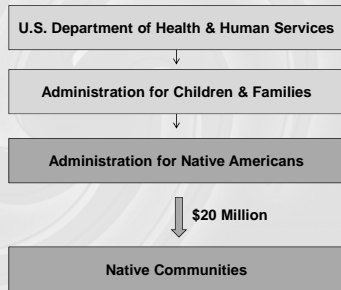


About ANA

- Established in 1974 by the Native American Programs Act
- Purpose:
 - To promote the goal of economic and social self-sufficiency for American Indians, Alaska Natives, Native Hawaiians and other Native American Pacific Islanders
- Administers 220 grants annually
 - 29 Staff and/or contractors



Administration for Native Americans



About ANA

- Focus of Program Goals:
 - Expand community-based, culturally appropriate activities
- Emphasis:
 - Support community-based, locally designed projects
 - Increase number of grants to local community organizations
 - Expand partnerships among locally community organizations



ANA Facts

Only federal agency providing grants, training and technical assistance to all Native Americans including:

- 562 federally recognized Tribes
- Incorporated non-federally recognized Tribes
- American Indian and Alaska Native Organizations
- Native Hawaiian Non-profit Organizations
- Native populations throughout the Pacific basin



ANA Facts

- In FY 2009
 - Demand for \$180 million in funding
 - 376 Applications received
 - \$21 Million funded – 118 Grants Awarded / 31%
 - Average award - \$187,950



Social & Economic Development Strategies (SEDS)

- SEDS Goal:
 - Promote the goal of social and economic self-sufficiency
- Three Inter-related goals:
 - Economic Development
 - Social Development
 - Governance



Economic Development

- Program Areas of Interest: 7
- Projects within Areas of Interest:
 - Increase cooperative enterprise development
 - Develop capacity-building activities that enhance community-based program delivery systems and services
 - Develop community transportation activities
 - Coordinate emergency response services



Social Development

- Definition:
 - The investment in human and social capital for advancing peoples well-being.



Social Development

- Program Areas of Interest: 8
- Projects within Areas of Interest:
 - Improve the delivery of human services
 - Develop and implement culturally and socially appropriate projects to help youth practice personal responsibility
 - Strengthen the bond between fathers and children



Governance

- Definition:
 - Involves assistance to Federally recognized Tribal and Alaska Native Village governments to increase their ability to exercise local control and decision-making over their resources.



Governance

- Program Areas of Interest: 6
 - Projects within Areas of Interest:
 - Projects to enrich and strengthen the management and leadership of Tribal government personnel
 - Projects to develop or amend Tribal constitutions
- *Doesn't apply to Pacific due to lack of Tribal infrastructure*

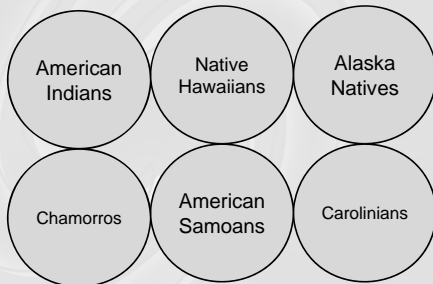


SEDS Snapshot

- CFDA Number: 93.612
 - Use this number to search for FY2011 NOFA via Grants.gov
- Total funding: \$10 Million
- Anticipated number of awards: 50 - 75
- Maximum per budget period: \$500,000
- Minimum per budget period: \$25,000
- Length of project periods: 12, 24 & 36 months
- Non-Federal Share match: 20% to Total Budget Cost
- Anticipated closing deadline: **TBA/March 2010**



Eligible Communities



**Grantee must serve Native peoples*



Eligible Organizations in the Pacific

- Native-serving non-profit organizations
 - Majority of board must be Native
 - Do not need 501 (c) 3 status – only recognized by state
- Native-serving public agencies (Hawaii Only)
 - Majority of board must be Native
- Tribal colleges, universities, and post-secondary institutions
 - Majority of board must be Native



Ineligible Activities

- Activities that support foreseeable litigation against the U.S. government
- Duplicative projects
- Construction
- Core administration
- Purchase of real property
- Projects that don't support ANA's interrelated goals

**A complete list can be found in the Program Announcement*



ADM Program Policies

- 15 Administrative Program Policies
 - 20% Match Requirement
 - Provide Proof of Nonprofit Status
 - Provide a Business Plan for Economic Development projects



Four Disqualification Factors

- Requests exceeding ceiling on individual award;
- Application failing to satisfy deadline requirements;
- Application failing to include current signed resolution approving the application for the entire project period; and
- Application failing to provide majority Native Board proof.



Evaluation Criteria

Criteria	Title	Points
I	Project Summary	3 Points
II	Need for Assistance	18 Points
III	Project Approach	40 Points
IV	Organizational Capacity	17 Points
V	Project Impact / Evaluation	7 Points
VI	Budget and Budget Justification	15 Points
	Total Possible Points	100 Points



Waipa Foundation

- FY2008 - \$343,722 (3-year project)
- To provide and oversee a fully equipped and certified commercial kitchen facility that will allow farmers, families and community members space to process crops and grow small businesses. This will promote a healthy, diverse and sustainable local food economy for the Halele'a-Kilauea communities.



Contact Information

ANA Pacific Region T/TA Provider

ACKCO, Inc.

Toll free: (866)-339-7905

Local: 808-536-236

Fax: 808-536-9049

Email: keone.nunes@ackco.com or
rosia.tavita@ackco.com.



BREAK



OVERVIEW OF CNHA PROPOSAL DEVELOPMENT TOOL



Review of CNHA Proposal Development Tool



Critical Elements of the CNHA Proposal Development Process

- Writing a Need Statement
 - Describes community or organization's goals
 - Describes problems that must be addressed
- Writing a Goal Statement
 - Succinct statement that describes what the applicant plans to achieve
 - Describes the entire project including community needs and outcomes.



Critical Elements of the CNHA Proposal Development Process

- Demonstrate Organizational Capacity
 - Demonstrates that the organization has the capacity to manage and implement the proposed project
 - Describes project staffing
- Outcomes
 - Demonstrate that the organization has the ability to measure and report outcomes – project success.



Critical Elements of the CNHA Proposal Development Process

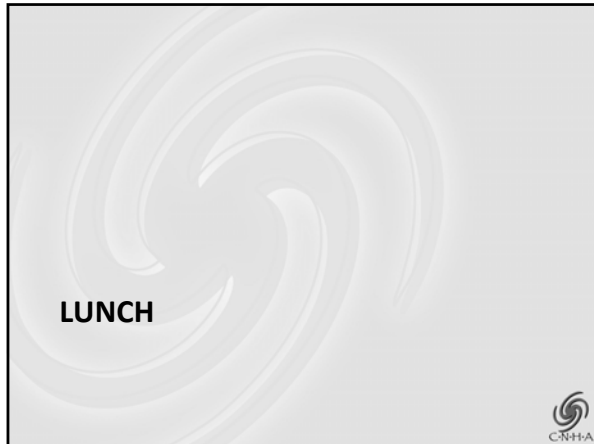
- Describe Project Sustainability
 - Describe how the project will be sustained after project funding ends.
- Budget and Budget Narrative
 - Conduct research and determine items that must be purchased
 - Identify project partners that can contribute
 - Putting together a complete budget narrative



Exercise 2: Development of Project Concept


- The project concept development exercise is located behind tab three. Let's spend some time developing our project concept and then let's use the remaining time to share our concepts with the group.

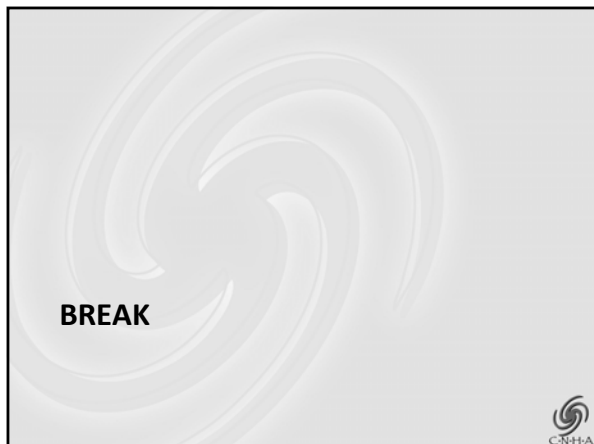




Exercise 3: Reviewing Elements of Successful ANA Proposal

- Today, we are going to review a successful ANA proposal that was submitted by Hawaiian Community Assets (located behind tab four).
- Will review the project abstract/summary, their community needs and their approach section. We will compare against the Criteria outlined in the SEDS NOFA located behind tab two and have a facilitated discussion on items that are strong and/or need improvement.





Quick Finds – Federal and State Programs

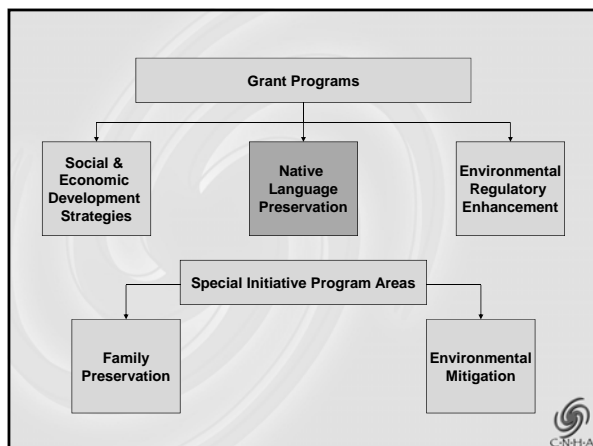
ANA LANGUAGE PRESERVATION & MAINTENANCE



About ANA

- Focus of Program Goals:
 - Expand community-based, culturally appropriate activities
- Emphasis:
 - Support community-based, locally designed projects
 - Increase number of grants to local community organizations
 - Expand partnerships among locally community organizations





Native Language Preservation and Maintenance

- Language Goal:
 - Assist Native Americans in assuring the survival and continuing vitality of their languages
- Grants provided under 4 categories:
 - Category I – Assessment
 - Category II – Project Planning
 - Category III – Project Implementation
 - Category IV – Native Language Immersion Projects



Language Category I – Assessment Snapshot

- CFDA Number: 93.587
 - Use this number to search for FY2010 NOFA via Grants.gov
- Total Funding: \$500,000
- Anticipated Number of Awards: 5 - 10
- Maximum per budget period: \$100,000
- Minimum per budget period: \$50,000
- Length of Project Periods: 12 months
- Non-Federal Share match: 20% to Total Budget Cost
- Anticipated closing deadline: **TBA/March 2010**



Language Category II – Project Planning Snapshot

- CFDA Number: 93.587
 - Use this number to search for FY2010 NOFA via Grants.gov
- Total Funding: \$1 million
- Anticipated Number of Awards: 10 - 20
- Maximum per budget period: \$150,000
- Minimum per budget period: \$50,000
- Length of Project Periods: 12 months
- Non-Federal Share match: 20% to Total Budget Cost
- Anticipated closing deadline: **TBA/March 2010**



Language Category III – Project Implementation Snapshot

- CFDA Number: 93.587
 - Use this number to search for FY2010 NOFA via Grants.gov
- Total Funding: \$1 million
- Anticipated Number of Awards: 10 - 20
- Maximum per budget period: \$150,000
- Minimum per budget period: \$50,000
- Length of Project Periods: 12 months
- Non-Federal Share match: 20% to Total Budget Cost
- Anticipated closing deadline: **TBA/March 2010**



Language Category IV – Native Language Immersion Snapshot

- CFDA Number: 93.587
 - Use this number to search for FY2010 NOFA via Grants.gov
- Total Funding: \$1 million
- Anticipated Number of Awards: 10 - 15
- Maximum per budget period: \$250,000
- Minimum per budget period: \$50,000
- Length of Project Periods: 12, 24 & 36 months
- Non-Federal Share match: 20% to Total Budget Cost
- Anticipated closing deadline: **TBA/March 2010**



Eligible Organizations in the Pacific

- Native-serving non-profit organizations
 - Majority of board must be Native
 - Do not need 501 (c) 3 status – only recognized by state
- Native-serving public agencies (Hawaii Only)
 - Majority of board must be Native
- Tribal colleges, universities, and post-secondary institutions
 - Majority of board must be Native



Ineligible Activities

- Activities that support foreseeable litigation against the U.S. government
- Duplicative projects
- Construction
- Core administration
- Purchase of real property
- Projects that don't support ANA's interrelated goals

**A complete list can be found in the Program Announcement*



Contact Information

ANA Pacific Region T/TA Provider

ACKCO, Inc.

Toll free: (866)-339-7905

Local: 808-536-236

Fax: 808-536-9049

Email: keone.nunes@ackco.com or
rosia.tavita@ackco.com.



Quick Finds – Federal and State Programs

COMPASSION CAPITAL TARGETED CAPACITY BUILDING PROGRAM



About the CCF TCB Program

- Authorized under Title XI of the Social Security Act of 2006
- Awards funds to help build the capacity of faith-based and community organizations that address the needs of distressed communities
- Ensures that grassroots organizations have the tools to facilitate key changes within their organizations



CCF TCB Priority Areas

- Focuses on capacity building among organizations addressing the following programmatic service areas:
 - Help for at-risk youth;
 - Help for homeless;
 - Marriage education and preparation services to help couples choose marriage for themselves develop the skills and knowledge to form and sustain healthy marriages; or
 - Social services to those living in rural communities



CCF TCB Critical Areas of Capacity Building

- Leadership Development
 - i.e. Staff development, etc.
- Organizational Development
 - i.e. Non-profit incorporation, etc.
- Program Development
 - i.e. Curriculum development, etc.



CCF TCB Critical Areas of Capacity Building

- Revenue Development Strategies
 - i.e. Grant Writing training, etc.
- Community Engagement
 - i.e. Community asset mapping, etc.



CCF TCB Program Snapshot

- Total Funding: \$10 Million
- Anticipated Number of Awards: 0 - 200
- Maximum per budget period: \$50,000
- Minimum per budget period: None
- Length of Project Periods: 12 months
- Non-Federal Share match: None
- Anticipated closing deadline: **TBD/April 2010**



CCF TCB Program

- **Who is Eligible?:**
 - Non-profits with 501 (c)(3) IRS Status
 - Non-profits without 501 (c)(3) IRS Status
 - Faith-based and community organizations that meet the statutory eligibility requirements
 - Non-profit private agencies serving Native Hawaiians



CCF TCB Program

- **Application Submission:**

- Prepare application in accordance to the Criteria and Format outlined in the Program Announcement
- Submit applications via:
 - Hardcopy submission (1 original and 2 copies)
 - Electronic submission via Grants.gov



Program Contacts:

CCF National Resource Center
Compassion Capital Fund (CCF)
U.S. Department of Health & Human Services
1.866.CCF.5129
Resource_Center@daremightythings.com



Quick Finds – Federal and State Programs

NATIVE HAWAIIAN EDUCATION PROGRAM



Native Hawaiian Education Act

- Enacted by Congress in 1988
- Established to raise the educational status of Native Hawaiians through supplemental programs and services
- Recognizes the unique status of Native Hawaiians and their history
- Sponsored by Senator Daniel Inouye



NHEA Purposes

1. Authorize and develop innovative educational programs to assist Native Hawaiians (NH);
2. Provide direction and guidance to agencies to focus resources on NH education and provide periodic assessment and data collection;



NHEA Purposes

3. Supplement and expand programs and authorities in the areas of education; and
4. Encourage maximum participation of NH in planning and management of NH education programs.



Native Hawaiian Education Council

- Established a Native Hawaiian Education Council (21 members)
- Purposes
 - Coordinate the educational and related services to make programs available to NH;
 - Assess the extent to which such services and programs meet the needs of NH;
 - Provide direction and guidance to agencies in order to focus and improve the use of resources.
 - Make direct grants to carry out the duties of NHEC



Island Councils

- Seven councils
- Composition of parents, students and community members interested in the education of NH
- Purpose
 - Ensures adequate representation of island and community interests within the NHEC



Native Hawaiian Education Program

- Authorizes grants and contracts to carry out programs that meet the purposes of part 7205
- Priority projects are designed to address:
 - Reading and literacy of students in grades k-3;
 - At-risk children and youth;
 - Needs in fields where NH are underemployed; and
 - Use of Hawaiian language instruction.

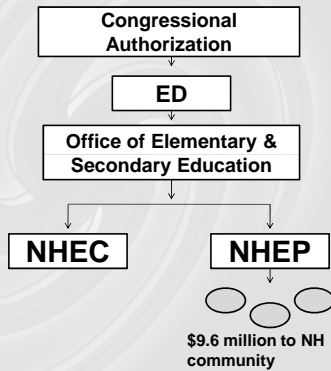


NHEP Purpose

- To develop innovative educational programs to assist Native Hawaiians in reaching national education goals, and to encourage the maximum participation of Native Hawaiians in planning and managing Native Hawaiian education programs.



How Does ED Make Funds Available?



NHEP Snapshot

- CFDA Number: 84.362
 - Use this number to search for FY2010 NOFA via Grants.gov
- Total Funding: \$9.6 million
- Anticipated Number of Awards: 21
- No minimum or maximum funding thresholds
- Length of Project Period: Up to 36 months
- Range of Awards: \$250,000 - \$950,000
- Average Award Size: \$425,000
- Matching Funds: Not Required
- Anticipated closing deadline: **TBA/March 2010**



NHEP Eligibility Requirements

- Native Hawaiian Education Organizations
- Native Hawaiian CBO's
- Public and Private non-profits
- State Education Agencies (SEAS)
- Local Education Agencies (LEAS)
- Institutions of Higher Education
- Consortia of the above
- **MUST** have experience in developing or operating Native Hawaiian programs or programs of instruction in the Native Hawaiian Language



NHEP Eligible Activities

- Development and maintenance of NH early education and care programs for NH children (prenatal to 5);
- Operation of family-based education centers;
- Activities that enhance beginning reading and literacy grades K-3;
- Activities that meet the special needs of NH with disabilities;



NHEP Eligible Activities

- Activities that address the special needs of NH students who are gifted and talented;
- Development of academic and vocational curricula to address the needs of NH children and adults;
- Professional development activities for educators;
- Activities, including program co-location, to enable NH to enter and complete programs of postsecondary education;



NHEP Eligible Activities

- Operation of community-based learning centers that address the needs of NH families and communities through the coordination of programs and services;
 - Preschool, after-school, vocational and adult education, intergenerational programs, etc.
- Research and data collection activities to determine the educational status and needs of NH children and adults.



NHEP Competitive Preference Priorities

- Beginning reading and literacy among students in grades K-3;
- Needs of at-risk children and youth;
- Needs in fields or disciplines in which Native Hawaiians are underemployed;
- Use of Hawaiian language in instruction; and
- Activities and interventions aimed at improving the academic achievement of secondary school students.
- **Meet these priorities – receive additional points on your application!**
- **Additional points will be awarded for first time NHEP grantees (Amount yet to be determined).*



NHEP Selection Criteria

Application Review Information/Criteria	Points
Significance of the Project	5 Points
Need for the Project	5 Points
Quality of the Project Design	30 Points
Quality of Project Personnel	10 Points
Quality of the Management Plan	20 Points
Quality of the Project Evaluation	20 Points
Adequacy of Resources	10 Points
Total	100 Points



Program Contacts:

Joanne Osborne

Office of Elementary and Secondary Education

U.S. Department of Education

202.401.1265

joanne.osborne@ed.gov



Quick Finds – Federal and State Programs

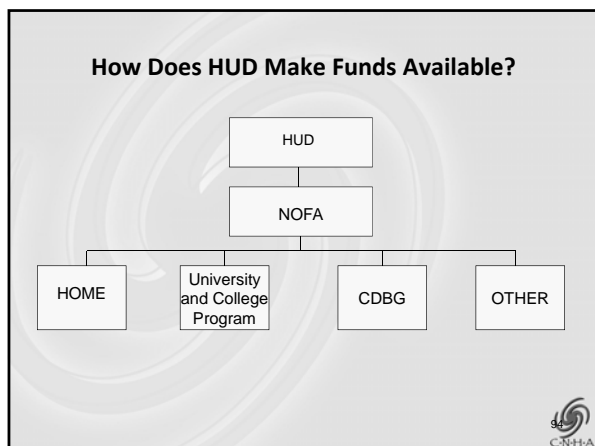
ALASKA NATIVE / NATIVE HAWAIIAN INSTITUTIONS ASSISTING COMMUNITIES GRANT PROGRAM

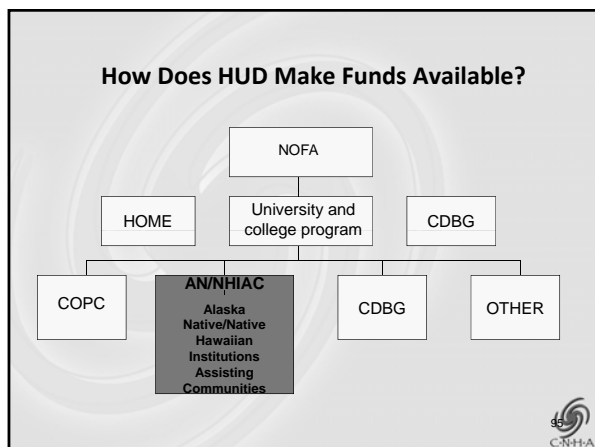


About AN / NHIAC Program

- Established in FY 2000
- To assist Alaska Native/Native Hawaiian Institutions of higher education expand their role and effectiveness in addressing community development needs in their localities”
- Administered by the HUD Office of University Partnerships







AN / NHIAC Snapshot

- CFDA Number: 14.515
 - Use this number to search for FY2010 NOFA via Grants.gov
- Total Funding: \$3 million
- Anticipated Number of Awards: 3
- Maximum: \$800,000
- Length of Project Period: Up to 36 months
- Matching Funds: Not Required
- Anticipated closing deadline: **TBA/June 2010**

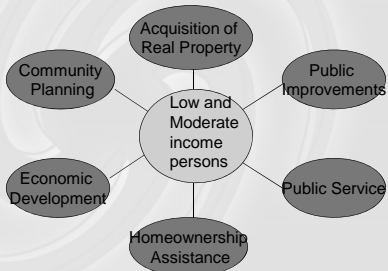
CNHA

**AN/NHIAC
Eligible Applicants**

- Non profit Alaska Natives and Native Hawaiian Institutions of higher education
- Native Hawaiian institution: At least 10% of the undergraduate headcount enrollment must be Native Hawaiian students.
- Must be a 2-year or four-year institution, fully accredited



**Eligible Activities
AN/NHIAC**



**AN/NHIAC
Ineligible Activities**

- New Housing Construction
- General Government Expenses
- Political Activities
- Development and/or expansion of existing curriculum to enhance institution rather than meet community needs
- Construction/renovation/expansion of own facilities



AN/NHIAC Criteria

Capacity of the Applicant and Relevant Experience	25 Points
Need/Extent of the Problem	8 Points
Soundness of Approach	45 Points
Leveraging Resources/Developing Partnerships	10 Points
Achieving Results and Program Evaluation	12 Points
Total	100 Points



AN/NHIAC Environmental Requirements

- HUD to perform
- Results may require you to modify or reject proposed site
- Assist HUD in gathering necessary information
- Compliance with 24 CFR Part 50
- Compliance with Ch. 343 of HRS




Things to Remember

- Immediately establish relationship with a University or college
- No matching requirements-however leveraging resources increases ratings
- Must receive a minimum of 75 points to be considered for funding
- If activity is for acquisition, construction, or rehabilitation it must show proof of site control



Contact Information

Sherone Ivey
Deputy Assistant Secretary
U.S. Department of Housing and Urban
Development
Office of University Partnerships
(202) 402-4200
sherone.e.ivey@hud.gov




Quick Finds – Federal and State Programs

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM



About CDBG

- Established by Title I of the Housing and Community Development Act of 1974
- Administered by the U.S. Department of Housing and Urban Development (HUD)
- Federal Government’s primary program for promoting community revitalization throughout the country
- Congress appropriates funds annually to States (FY08: \$3.5 billion)



About CDBG

- State appropriate fund to each County, which must develop a 5 year plan: The Consolidated Plan (ConPlan)
- County must also submit an Annual Action Plan (AAP) that identifies use of CDBG funds
 - AAP must be part of 5 year plan
- Each County receives an allocation of CDBG funds from HUD
- Activities can be conducted by County or with partners ("Sub-recipients")



Program Objective

- Provide decent housing, a suitable living environment and expand economic opportunities principally for persons of low and moderate income
- Benefit low to moderate-income persons/families
- Prevention or elimination of slums or blight
- Meet community development needs having a particular urgency (serious threat to the health or welfare of the community)



Eligible Activities/Applicants

- Real Property Acquisition
- Public Facilities and Improvements
- Public Services
- Housing Rehabilitation
- Special Development Activities
- Historic Preservation
- Community Development Planning
- Government Entities
- Private Non-profit Organizations
- Community-Based Development Organizations



Eligibility Requirements

- Project must meet:
 - One or more of HUD's National Objectives
 - Must be an eligible activity
 - Must Address a high priority development need in County's ConPlan

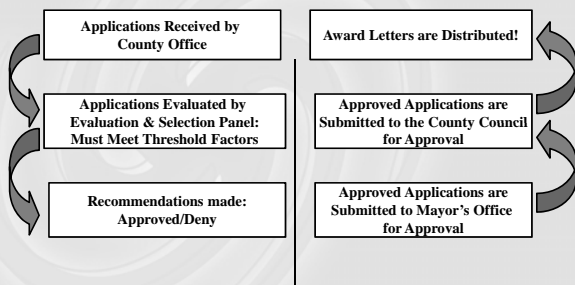


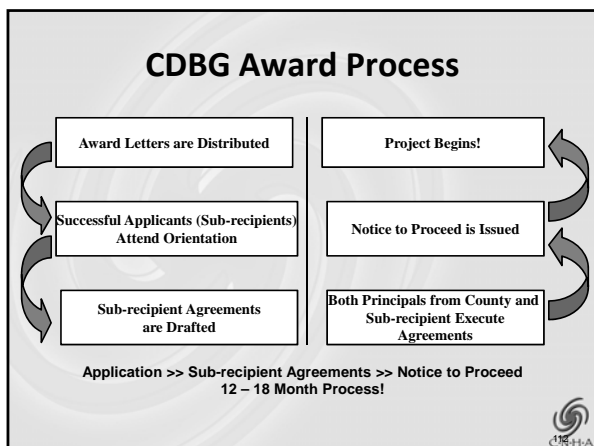
CDBG Program Snapshot

- Total Funds Anticipated: \$8,000,000.00
- Matching Funds Required: None
- Minimum Threshold: None
- Maximum Threshold: None



CDBG Application Process





How to Apply?

- Request a Proposal Application Packet from your County CDBG Office.
- FY 2011 Proposal Application Packets available starting October 2010
- Anticipated Deadline: Fall 2010 / Spring 2011
- Oahu, Maui and Kauai deadlines past – use this information to plan/apply next year!

CDBG Contact Information

COUNTY OF HAWAII:

County of Hawaii
Office of Housing and Community Development
50 Wailuku Drive
Hilo, Hawaii 96720

Contact:
Leah Yanagi or Jeremy McComber
808-961-8379 voice
808-961-8685 fax
ohcdadmin@co.hawaii.hi.us
ohcdplanning@co.hawaii.hi.us


CDBG Contact Information

CITY AND COUNTY OF HONOLULU:

Department of Budget & Financial Services
 Honolulu Hale
 530 S. King Street 2nd Floor
 Honolulu, Hawaii 96813

Contact:
 Eric Stoetzer
 808-768-3933

www.co.honolulu,hi.us/budget/index.htm




CDBG Contact Information

COUNTY OF MAUI:

County of Maui
 Community Development Block Grant Program
 200 S. High Street
 Wailuku, Hawaii 96793

Contact:
 Carol S. Gentz
 808-270-7213 office
 808-270-7159 fax
cdbg@mauicounty.gov



CDBG Contact Information

COUNTY OF KAUAI:

Kauai County Housing Agency
 4444 Rice Street
 Piikoi Building Suite 330
 Lihue, Kauai 96766

Contact:
 Jo Ann Shimamoto, CDBG Coordinator
 808-241-4428 office
 808-241-5118 fax
www.kauai.gov/housing



Quick Finds – Federal and State Programs

RURAL HOUSING AND ECONOMIC DEVELOPMENT PROGRAM



About Rural Housing and Economic Development Program

- Administered by the U.S. Department of Housing and Urban Development (HUD)
- Established by the Independent Agencies Appropriations Act of 1999
- Provides for capacity building at the state and local level for rural housing and economic development and to support innovative housing and economic development activities in rural areas.



RHED Snapshot

- CFDA Number: 14.250
 - Use this number to search for FY2010 NOFA via Grants.gov
- Total Funding: \$17 million
- Maximum: \$300,000
- Length of Project Period: Up to 36 months
- Matching Funds: Not Required
- Anticipated closing deadline: **TBA/May 2010**



Eligible Activities

- Acquisition of land and buildings;
- Demolition, provision of infrastructure, and purchase of materials and construction costs
- Use of local labor markets and job training
- Provision of financial assistance to homeowners, businesses, and developers
- Establishment of CDFIs, lines of credit, revolving loan funds, microenterprises, and small business incubators.



Eligible Applicants

- Local rural non-profits;
- Community development corporations (CDCs);
- Federally recognized Indian tribes;
- State housing finance agencies (HFAs); and
- State community and/or economic development agencies.



Rating Factors

Capacity of the Applicant and Relevant Experience	25 Points
Need/Extent of the Problem	20 Points
Soundness of Approach	21 Points
Leveraging Resources	10 Points
Achieving Results and Program Evaluation	24 Points
Total	100 Points



Contact Information

Linda Streets
Community Planning Specialist
U.S. Department of Housing and Urban
Development
Office of Community Planning and Development
(202) 708-2290 or toll-free at 877-787-2526



Quick Finds – Federal and State Programs

ATHERTON FOUNDATION



About Atherton Foundation

- Established in 1975, in Honolulu
- The Foundation makes grants for programs and projects that benefit the people of Hawaii.
- The Atherton Family Foundation is one of the largest private resources devoted exclusively to the support of charitable activities from Juliette M. Atherton and Frank C. Atherton.



Eligible Activities

- Arts
- Culture
- Humanities
- Community Development
- Education
- Environment
- Health
- Human Services
- Spiritual Development
- Youth Development



Ineligible Applicants/Activities

- Loans
- Endowments
- Lobbying
- Funds for Re-granting
- Conferences
- Festivals
- One-time Events
- Operating Support
- Activities that have already occurred
- Individuals



Eligibility Requirements

- 501 c3 Non Profit Organizations
- The Hawaii Department of Education and its several Complex Areas are eligible under the following circumstances:
 - The Principal has participated in the Principals' Leadership Academy
 - Grant amount is \$5,000 or less, and
 - Foundation has not made a grant to the school previously.



Atherton Foundation Deadlines

Applications postmarked or delivered by the first business day in:	...will be considered at the Board of Directors' meeting in:	...and applicants will receive decision letters in:
December	February	early March
February	April	early May
April	June	early July
August	October	early November
October	December	late December



Snapshot

- Application Deadline: Varies
- Project Term: 1-3 years
- 2008 Total Funds Granted: \$4,425,870
- Matching Funds Required: None
- Minimum Threshold: None
- Maximum Threshold: None



Past Awardees/Projects

Type of Grants	Amount
Arts & Culture	\$770,509
Community Development	\$175,900
Education	\$1,082,115
Environment	\$340,500
Health	\$354,500
Human Services	\$1,276,770
Other	\$1,000
Religion/Spiritual Development	\$183,500
Youth Development	\$241,085
TOTAL	\$4,425,870



How to Apply

- Complete Grant Application Cover Sheet.
- Attach Proposal Narrative with the following information:
 - About the Organization
 - Problem/Opportunity being addressed
 - Activities
 - Expected Results
 - Funding Plan
- Required Documents
 - Anticipated income
 - Anticipated expenses
 - Annual operating budget for the current year
 - Board of Directors List
 - IRS 501(c)(3) determination letter



Contact Information

Atherton Family Foundation
1164 Bishop Street, Suite 800
Honolulu, HI 96813
Phone: 808.566.5537
Email: foundations@hcf-hawaii.org
Website: www.hawaiicommunityfoundation.org



Quick Finds – Federal and State Programs

HAWAI'I TOURISM AUTHORITY LIVING HAWAIIAN CULTURE PROGRAM



About Hawai'i Tourism Authority

- Established in 1998 as the lead agency and advocate for Hawaii's tourism industry
- Mission:
 - To strategically manage Hawaii tourism in a sustainable manner consistent with economic goals, cultural values, preservation of natural resources, community desires, and visitor industry needs



Program Goals & Objectives

- Strengthen the relationship between the visitor industry and the Hawaiian community.
- Strive to malama the culture by creating visitor experiences, activities and marketing programs that are respectful and accurate.
- Support Hawaiian programs and cultural practitioners
- Environmental Sustainability(recycle, buy local, etc.)
- Hawaiian Language Use



Eligible Activities

- Support for Native Hawaiian art and artisans;
- Efforts to revive and preserve the Hawaiian language;
- Lessons on Hawaiian values
- Hawaiian cultural events
- Protection and preservation of heiau and loko i'a
- Cultural workshops



Eligible Requirements

- **Eligible Applicants:** Non- Profit, For-Profit or Gov. Agency
- Project must identify 2 specific Goals and relate to at least one HTA Goal/Objective
- **1 year project** must be initiated between **January 1, 2011-December 31, 2011**
- Multiple proposals for different projects will be considered from Organizations.
- **1:1 Match** Required with **15 % Cash Match** ¹³⁹



HTA LHCP Snapshot

- Application Deadline: **TBA / Oct. 2010**
- Project Term: 12 Months
- 2010 Allocation: \$600,000
- Grant Award Range: \$6,000-\$50,000
- Matching Funds Required: 1:1 Requirement
- Min.- Max. Threshold: \$0-\$100,000



Prior Year Activities

- 2006 Program Round
 - Number of Awards: 14 for a total of \$350,000
- 2007 Program Round
 - Number of Awards: 19 for a total of \$522,150
- 2008 Program Round
 - Number of Awards & Amount: 20 for a total of \$839,042
- 2009 Program Round
 - Number of Awards & Amount: 25



HTA LHCP Awardee

Edith Kanaka'ole Foundation

Ho'oku'i Kaumana: Native Voices Conference

The conference, held in Volcano, Hawai'i, is for the planning of a small but vitally important gathering of kūpuna (elders) from Hawai'i and around the world to address issues of sustainability – culture, language, practices and belief systems of Native Hawaiians and native communities throughout the world.



How to Apply?

- Application Instructions and Checklists are available from Hawai'i Tourism Authority.
- Application Packet includes:
 - 2011 Application Form
 - Proposal Outline
 - Itemized Budget
 - Abstract Form
- All Proposals must be submitted via mail, courier or hand delivery, no electronic versions will be accepted.



Contact Information

Hawai'i Tourism Authority
Kelii Wilson, Hawaiian Cultural Coordinator
Hawai'i Convention Center, First Floor
1801 Kalakaua Avenue Honolulu, Hawai'i 96815
808.973.2281 office
Email: kwilson@hawaiiitourismauthority.org
Website: www.hawaiiitourismauthority.org



Summary of Topics

- Learned a little more about CNHA
- Received useful information regarding the federal funding application process
 - Know more about using Grants.gov
 - Know more about Notices of Funding Availability
 - Learned the CNHA Proposal Development Process
 - Reviewed a Successful ANA Application
- Received useful information on federal and state programs



QUESTIONS & ANSWERS



Mahalo!

CNHA

1050 Queen Street, Suite 200

Honolulu, HI 96814

Phone: 808.596.8155 / Toll-Free 800.709.2642

Fax: 808.596.8156 / Toll-Free 800.710.2642

info@hawaiiancouncil.org

www.hawaiiancouncil.org



DIVIDER TWO: FY2010 ANA SEDS NOFA

**Department of Health & Human Services
Administration for Children and Families**

Program Office: Administration for Native Americans (ANA)

Funding Opportunity Title: Social and Economic Development Strategies - SEDS

Announcement Type: Initial

Funding Opportunity Number: HHS-2009-ACF-ANA-NA-0042

CFDA Number: 93.612

Due Date for Applications: 03/25/2009

Executive Summary:

The Administration for Native Americans (ANA), within the Administration for Children and Families (ACF), announces the availability of Fiscal Year (FY) 2009 funds for new community-based projects under the ANA Social and Economic Development Strategies (SEDS) program. ANA's FY 2009 SEDS goals and program areas of interest are focused on strengthening children, families, and communities through community-based organizations, Tribes, and Village governments. The purpose of ANA is to promote the goal of economic and social self-sufficiency for American Indians, Native Hawaiians, Alaskan Natives, and other Native American Pacific Islanders, including American Samoa Natives.

I. FUNDING OPPORTUNITY DESCRIPTION

Statutory Authority

This program is authorized under Section 803(a) and (d) and 803C of the Native American Programs Act of 1974, as amended, 42 U.S.C. 2991b and 2991b-3 and P.L. 109-394.

Description

The ANA SEDS program supports the fundamental principle that economic development, social development and governance are inter-

related, and that with effective economic, social and governance policies and development strategies, Native American people and communities can achieve self-sufficiency. In order to move toward self-sufficiency, development in one area should be balanced with development in the others. Accordingly, community-based economic, social and governance development programs and activities proposed in response to this announcement must take into consideration the elements necessary to build healthy, self-sufficient communities.

ANA's policy is based on three inter-related goals: (1) Economic Development: to foster the development of stable diversified local economies and economic activities that provide jobs, options and opportunities that promote economic well-being in Native American communities; (2) Social Development: to support local access to, control of, and coordination with, programs and services that safeguard the health, well-being, and culture of Native peoples; and (3) Governance: to assist Tribes and Alaska Native Village governments to build capacity that results in local control and decision-making over their resources.

ACF through ANA supports and fosters strong Native American families and healthy communities under three initiatives: (1) projects that support rural communities; (2) projects that provide prevention and intervention programs for youth and families; and (3) projects that promote healthy relationships to strengthen families in concert with ACF's goals and objectives. Eligible community- and faith-based organizations are invited to submit applications that provide services directly to Native American people.

ANA's program announcements are goal-category specific. ANA will release separate program announcements for funding opportunities under SEDS, for Native Language Preservation and Maintenance, Environmental Regulatory Enhancement and for special initiatives.

This program announcement will emphasize community-based, locally designed projects. This emphasis will increase the number of grants to local community organizations and expand the number of partnerships among locally based non-profit organizations. Although Tribes are limited to three simultaneous ANA grants (one each under SEDS, Language and Environmental programs) at any one time, this clarification allows other community-based organizations to apply for ANA funding, provided the objectives and activities do not duplicate currently funded projects serving the same geographic area.

ANA's FY 2009 program goals and areas of interest are focused on expanding community-based, culturally appropriate economic development, social development and governance activities. ANA is interested in projects designed to grow Native American economies, strengthen Native families, and decrease the high rate of social challenges caused by the lack of community-based business, social, and economic infrastructure. The SEDS program areas of interest are projects that ANA considers supportive to Native American communities. Funding is not restricted to the type listed in this program announcement. In response to this announcement, ANA encourages Native American Tribes and organizational leaders to propose, coordinate and implement community-based projects to meet the needs of its community and develop options and opportunities for future generations.

ANA Administrative Policies: Applicants must comply with the following ANA Administrative Policies:

- An applicant must provide a 20 percent non-Federal match of the approved project costs. Applications originating from American Samoa, Guam, or the Commonwealth of the Northern Mariana Islands are covered under section 501(d) of Public Law (P.L.) 95-134, as amended (48 U.S.C. 1469a), under which the Department of Health and Human Services (HHS) waives any requirement for matching funds under \$200,000 (including in-kind contributions).
- An application from a Tribe, Alaska Native Village or Native American organization must be from the governing body.
- ANA will not accept applications from Tribal components that are Tribally chartered or authorized divisions of a Tribe unless the ANA application includes a Tribal resolution.
- A non-profit organization submitting an application is strongly encouraged to submit proof of its non-profit status at the time of submission.
- If the applicant, other than a Tribe or an Alaska Native Village government, is proposing a project benefiting Native Americans, Alaska Natives, or both, it must provide assurance that its duly elected or appointed board of directors is representative of the community to be served. An applicant's governing board will be considered representative of the community to be served if the applicant demonstrates that a majority of the board individuals

- Applicants must describe how the proposed project objectives and activities relate to a locally determined strategy.
- ANA will review proposed projects to ensure applicants have considered all resources available to the community to support the project.
- Proposed projects must present a strategy to overcome the challenges that hinder movement toward self-sufficiency in the community.
- All funded applications will be required to ensure that they provide a positive statement to give credit to HHS/ACF on all materials developed using HHS/ACF funds. This term of award may be found in the HHS Grants Policy Statement (GPS) at http://www.hhs.gov/grantsnet/docs/HHSGPS_107.doc.
- An applicant can have only one active ANA grant per CFDA number operating at any given time.
- ANA funds short-term projects, not programs. Projects must have definitive goals and objectives that will be achieved by the end of the project period. All projects funded by ANA must be complete, self-sustaining or supported by other than ANA funding at the end of the project period.
- Before funding the second or third year of a multi-year grant, ANA will require verification and support documentation from the grantee that objectives and outcomes proposed in the preceding year were accomplished, and the non-Federal share requirement has been met.
- ANA reviews the quarterly and annual reports of grantees to determine if the grantee is meeting its goals, objectives and activities identified in the Objective Work Plan (OWP).
- Applications from national and regional organizations must clearly demonstrate a need for the project, explain how the project originated, discuss the community-based delivery strategy of the project, identify and describe the intended

beneficiaries, describe and relate the actual project benefits to the community and organization, and describe a community-based delivery system. National and regional organizations must describe their membership, define how the organization operates and demonstrate Native community and/or Tribal government support for the project. The type of community to be served will determine the type of documentation necessary to support the project.

- Applicants proposing an Economic Development project must address the project's viability. A business plan, if applicable, must be included to describe the project's feasibility, cash flow, and approach for the implementation and marketing of the business.

ANA Definitions: Program specific terms and concepts are defined and must be used as a guide in writing and submitting the proposed project. The funding for allowable projects in this program announcement is based on the following definitions:

Authorized Representative: The person or person(s) authorized by Tribal or Organizational resolution to execute documents and other actions required by outside agencies.

Budget Period: The interval of time into which a project period is divided for budgetary and funding purposes, and for which a grant is made. A budget period usually lasts one year (12 months) in a multi-year project period.

Community: A group of people residing in the same geographic area that can apply their own cultural and socio-economic values in implementing ANA's program objectives and goals. In discussing the applicant's community, the following information must be provided: (1) a description of the population segment within the community to be served or impacted; (2) the size of the community; (3) a geographic description or location, including the boundaries of the community; (4) demographic data on the target population; and (5) the relationship of the community to any larger group or Tribe. See *Section IV.2* for the complete required project description.

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.

Completed Project: A project funded by ANA is finished, self-sustaining, or funded by other than ANA funds, and the results and outcomes of the funded project goal are achieved by the end of the project period.

Consortium-Tribal / Village: A group of Tribes or Villages that join together either for long-term purposes or for the purpose of an ANA project.

Construction: The initial building of a facility.

Contingency Plan: A plan that identifies specific actions to be taken in the event a specific challenge arises. The purpose of a contingency plan is to reduce the negative impacts on the project. The contingency plan should ensure that the project will be successfully completed within the proposed funding timeframe. A contingency plan is not to pre-empt challenges, but rather to address challenges if they arise.

Core Administration: Salaries and other expenses for those functions that support the applicant's organization as a whole or for purposes unrelated to the actual management or implementation of the ANA project.

Economic Development: Involves the promotion of the physical, commercial, technological, industrial, and/or agricultural capacities necessary for a sustainable local community. Economic development includes activities and actions that develop sustainable, stable, and diversified private sector local economies; for example, initiatives that support employment options, business opportunities, development and formation of a community's economic infrastructure, laws and policies that result in the creation of businesses and employment options, and opportunities that provide for the foundation of healthy communities and strong families.

Equipment: An article of nonexpendable, tangible personal property, having a useful life of more than one year and an acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000.

Governance: Involves assistance to Tribal and Alaska Native Village governments to increase their ability to exercise local control and decision-making over their resources.

Governing Body: A body: (1) consisting of duly elected or designated representatives, (2) appointed by duly elected official, or (3) selected in accordance with traditional Tribal means. The body must have authority to provide service to, and to enter into contracts, agreements and grants under this part on behalf of the organization or individuals who elected, designated, appointed or selected them in accordance with traditional Tribal means.

Impact: The change in the physical, economic, social, financial, governmental, institutional, behavioral, Native language or cultural conditions in a community as a result of the ANA-funded project.

Impact Evaluation: Site visits conducted by ANA to provide grantees the opportunity to share, through qualitative and quantitative information, how the project goal and objectives were accomplished and how the identified community was impacted by the ANA-funded project.

Impact Indicators: Measurement descriptions used to verify the impact or the achievement of the project goal. Indicators must be quantifiable and documented. Impact indicators include target numbers and tracking systems. ANA requires three impact indicators per project. Impact indicators are separate from the results and benefits section of the OWP.

In-kind Contributions: In-kind contributions are the value of goods and/or services that benefit a Federally assisted project. In-kind contributions are provided without charge to a recipient (or sub-recipient or cost-type contractor under a grant). Any proposed in-kind match must meet the applicable requirements found in 45 C.F.R. Part 74 and Part 92.

Letter of Commitment: A letter documenting the commitment to provide cash or in-kind contributions to meet the match requirement. The letter of commitment may be from the applicant or a third-party. The letter of commitment must state the dollar amount (if applicable), the length of time the commitment will be honored, and the conditions under which the organization will support the ANA project. If a dollar amount is included, the amount must be based on market and historical rates charged and paid. The in-kind contributions to be committed may be human, natural, physical, or financial, and may include other Federal and non-Federal resources.

Leveraged Resources: The non-ANA resources, as expressed as a dollar figure, acquired during the project period that support the project and exceed the 20 percent match required for ANA grants.

Such resources may include any natural, financial and physical resources available within the Tribe, organization, or community to assist in the successful completion of the project. An example would be an organization that agrees to provide a supportive action, product, service, human or financial contribution that will add to the potential success of the project.

Minor Renovation or Alteration: Work required to change the interior arrangements or other physical characteristics of an existing facility, or install equipment so that it may be more effectively used for the project. Minor alteration and renovation may include work referred to as improvements, conversion, rehabilitation, remodeling, or modernization, but is distinguished from construction and major renovations. A minor alteration and/or renovation must be incidental and essential for the project ("incidental" meaning the total alteration and renovation budget must not exceed the lesser of \$150,000 or 25 percent of total direct costs approved for the entire project period).

Multi-purpose Organization: A community-based corporation whose charter specifies that the community designates the Board of Directors and/or officers of the organization through an elective procedure and that the organization functions in several different areas of concern to the members of the local Native American community. These areas are specified in the by-laws and/or policies adopted by the organization. They may include, but need not be limited to, economic, artistic, cultural, and recreational activities, and the delivery of human services such as day care, education, and training.

Multi-year Project Periods under ANA Awards: ANA offers awards for two or three-year project periods which encompass a single theme and require more than 12 months and up to 24 or 36 months to complete. A multi-year project affords the applicant an opportunity to develop and address more complex and in-depth strategies that cannot be completed in one year. A multi-year project is a series of related objectives with activities presented in chronological order over a two- or three-year period.

Objective(s): Specific outcomes or results to be achieved within the proposed project period that are specified in the OWP. Completion of objectives must result in specific, measurable outcomes that would benefit the community and directly contribute to the achievement of the stated project goals. These measurable outcomes are documented in the results and benefits section of the OWP. Applicants should relate their proposed project objectives to outcomes that support the community's long-range goals. Each objective should be Specific,

Measurable, Achievable, Results-oriented and Time-bound (SMART). Objectives are the foundation for the OWPs. A project cannot have more than three objectives per project period. Objectives may last more than one budget period for multi-year projects.

Objective Work Plan (OWP): The ANA form that documents the project plan the applicant will use to achieve the objectives and produce the results and benefits expected for each objective. The OWP provides a project goal statement, objectives and detailed activities proposed for the project and how, when, where, and by whom the activities will be carried out. ANA will require separate OWPs per objective for each budget period of the project. The form is found at <http://www.acf.hhs.gov/programs/ana/programs/forms.html>.

Partnerships: Agreements between two or more parties that will support the development and implementation of the proposed project. Partnerships include other community-based organizations or associations, Tribes, Federal and State agencies, and private or non-profit organizations.

Project Goal: The specific result or purpose expected from the project. The project goal specifies what will be accomplished over the entire project period. The project goal relates to the community goal and is achieved through the project objectives and activities. The project goal should directly relate to the statement of need.

Project Period: The total time for which the recipient's project or program is approved for support, including any extension, subject to the availability of funds, satisfactory progress, and a determination by HHS/ACF that continued funding is in the best interest of the U.S. Government.

Real Property: Land, including land improvements, structures, and appurtenances thereto, excluding movable machinery and equipment.

Resolution: Applicants are required to include a current signed and dated Resolution (a formal decision voted on by the official governing body) in support of the project for the entire project period. Tribally chartered or authorized divisions must submit a Resolution from the Tribe's official governing body if the division falls under the jurisdiction of the Tribe. The Resolution must indicate who is authorized to sign documents and negotiate on behalf of the Tribe or organization. The Resolution must indicate that the community was involved in the project planning process, and indicate the specific dollar amount of any eligible matching funds (if applicable).

Results and Benefits: Measurement descriptions used to track the progress of accomplishing an individual objective. The results and benefits must directly relate to the objective and the activities outlined in the OWP and include target numbers used to track the project's quarterly progress.

Self-Sufficiency: The ability to generate non-Federal resources to meet a community's needs in a sustainable manner. A community's progress toward self-sufficiency is based on its efforts to plan, organize, and direct resources in a comprehensive manner that is consistent with its established long-range goals. For a community to be self-sufficient, it must have local access to, control of, and coordination of services and programs that safeguard the health, well-being and culture of the people that reside and work in the community.

Social Development: Investment in human and social capital for advancing the well-being of members of the Native American community served. Social development is the action taken to support the health, education, culture, and employment options that expand an individual's capabilities and opportunities, and that promote social inclusion and combat social ills.

Statement of Need: A clear, concise and precise description of the nature, scope, and severity of a problem. A statement of need typically identifies the specific physical, economic, social, financial, governmental, institutional, behavioral, Native language or cultural challenges of the community. The statement of need is the problem that the proposed project will address.

Sustainable Project: A sustainable project is an ongoing program or service that can be maintained without additional ANA funds.

Total Approved Project Costs: The sum of the Federal request plus the non-Federal share.

Purpose

To promote the goal of social and economic self-sufficiency for Native Americans.

Economic Development: Involves the promotion of the physical, commercial, technological, industrial, and/or agricultural components necessary for a sustainable local community. Applicants are encouraged to develop sustainable projects to support sustainable, stable and diversified private sector local economies. Program areas of interest include:

- Projects to strengthen an organization's capacity to deliver business technical assistance, workshops, and financial literacy programs that create, expand and retain public and private sector community-based businesses.
- Projects to increase cooperative enterprise development activities, and technical capacity of youth to establish and operate cooperative businesses with the goal of teaching financial, management and long-term employment skills.
- Projects to plan and coordinate emergency response services within the community and with State and local governments to protect against acts of nature and other catastrophic events such as fire, floods and environmental catastrophes.
- Projects to implement initiatives that are based on a feasibility study that assessed the economic potential of energy resources in their community, including renewable energy sources such as: bio-energy, geothermal, hydrogen, hydropower, ocean, solar, wind or other methods appropriate to the Tribe and geographical location.
- Projects to develop community transportation activities that support the needs of the elderly, the disabled and the local workforce.
- Projects to develop organizational and management capacity-building activities that enhance community-based program delivery systems and services.
- Projects to develop and implement community-based activities that increase international tourism and trade activities for Native American products, services, and communities. Business sectors of interest include: the export of Native American packaged foods; arts and crafts; literature and music; manufactured products; agricultural and organic products; and value-added product assembly or processing that includes agriculture and aquaculture.
- Projects to develop and enhance subsistence activities that retain, or re-establish Native traditional foods and/or by-products of natural resources for local and commercial markets.

- Projects to develop and/or strengthen the local economy through enhanced commercial trade in areas such as agriculture, aquaculture, lumber, and traditional arts and crafts.

Social Development: The investment in human and social capital for advancing people's well-being. Applicants are encouraged to develop and implement culturally appropriate projects to enhance Tribal, community, and Village activities. Applicants are encouraged to be creative in their efforts to integrate elders into these projects to support traditional values and methods. Social development projects under this area support families, elders, parents, youth and children, and individuals with disabilities. Program areas of interest include:

- Projects to improve the delivery of human services.
- Projects to develop and implement community volunteer projects.
- Projects to address problematic periods and goal setting for independent young adults.
- Projects to develop and implement comprehensive culturally and socially appropriate projects to help youth practice personal responsibility; reach a balance in their lives by learning how to set and meet short- and long-term goals; and to practice healthy lifestyles with the goal of decreasing gang activity, school dropout rates and juvenile delinquency.
- Projects to develop, coordinate, and implement training for Native Americans with disabilities in order to join the workforce, obtain information and technical assistance to apply for disability benefits, gain access to workplace facilities, and receive reasonable accommodations necessary to perform job functions.

Governance: Involves assistance to Tribal and Alaska Native Village governments to increase their ability to exercise local control and decision-making over their resources. ANA encourages applications for the development of laws and policies that support community-based social, economic and governance activities. Governance projects under this area may be used for leadership and management training or to assist eligible applicants in the development of laws, regulations, codes, policies, and practices that support and promote community-based activities. A listing of eligible applicants may be found in *Section III.1*. Applicants are reminded that all projects under *Governance* must comply with the "Certification Regarding Lobbying,"

as noted in *Section IV.2* of this Program Announcement, and 45 C.F.R. Part 93. Program areas of interest include:

- Projects to enact laws that support and enforce business and investment transactions, contracts, and property rights. For example, develop and implement Uniform Commercial Codes (business codes) and Tax Codes.
- Projects to enact laws, ordinances, and policies, to develop, expand and/or enhance utility and communications infrastructures.
- Projects to enrich and strengthen the management and leadership skills of senior Tribal government personnel and senior management personnel of Tribally owned companies.
- Projects to establish and implement technology management information systems to assist with the effective and efficient administration of Tribal government programs.
- Projects to develop or amend Tribal constitutions, government procedures and functions, by-laws or codes, and council or executive branch duties in order to improve the regulatory, judicial and/or administrative infrastructure of Tribal and Village governments.
- Projects to develop, enact, and implement codes and ordinances for family welfare.

II. AWARD INFORMATION

Funding Instrument Type:	Grant
Estimated Total Program Funding:	\$14,000,000
Expected Number of Awards:	80
Ceiling on Amount of Individual Awards:	\$500,000 per budget period
Floor on Amount of Individual Awards:	\$25,000 per budget period

Average Projected Award Amount: \$250,000 per budget period

Length of Project Periods: 12-month project and budget period
24-month project with two 12-month budget periods
36-month project with three 12-month budget periods

Awards under this announcement are subject to the availability of funds.

Please see *Section IV.5* for any restrictions on the use of funds for awards made under this announcement.

III. ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligible applicants include Federally recognized Indian Tribes; consortia of Indian Tribes; incorporated non-Federally recognized Tribes; incorporated non-profit multi-purpose community-based Indian organizations; Urban Indian Centers; national or regional incorporated non-profit Native American organizations with Native American community-specific objectives; Alaska Native Village, as defined in the Alaska Native Claims Settlement Act and/or non-profit Village consortia; incorporated non-profit Alaska Native multi-purpose community-based organizations; non-profit Alaska Native Regional Corporations/Associations in Alaska with Village-specific projects; non-profit Native organizations in Alaska with Village-specific projects; public and non-profit private agencies serving Native Hawaiians; public and non-profit private agencies serving Native peoples from Guam, American Samoa, or the Commonwealth of the Northern Mariana Islands (the populations served may be located on these islands or in the United States); Tribally controlled Community Colleges, Tribally controlled Post-Secondary Vocational Institutions, and colleges and universities located in Hawaii, Guam, American Samoa or the Commonwealth of the Northern Mariana Islands, which serve Native Pacific Islanders; and non-profit Alaska Native community entities or Tribal governing bodies (Indian Reorganization Act or Traditional Councils) as recognized by the Bureau of Indian Affairs.

Foreign entities are not eligible under this announcement.

Faith-based and community organizations are eligible to apply under this announcement.

Please see "Eligibility Certification" found in *Section IV.2* for any required documentation supporting eligibility.

2. Cost Sharing or Matching: Yes

Grantees are required to meet a non-Federal share of the project costs, in accordance with 42 U.S.C. 2991b(b).

Grantees must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (Federal) share and the non-Federal share. The non-Federal share may be met by cash or in-kind contributions, although applicants are encouraged to meet their match requirements through cash contributions. For example, in order to meet the match requirements, a project requesting \$125,000, in ACF (Federal) funds must provide a non-Federal share of the approved total project cost of at least \$25,000, which is 20 percent of total approved project cost of \$125,000. Grantees will be held accountable for commitments of non-Federal resources even if they exceed the amount of the required match. Failure to provide the required amount will result in the disallowance of Federal funds. A lack of supporting documentation at the time of application will not exclude the application from competitive review.

Applicants may submit a non-Federal share waiver request for all or part of the match requirement. Requests must be submitted in accordance with 45 CFR 1336.50(b)(3) of the Native American Programs regulations.

3. Other:

Please see *Section IV.2* for information on application submission.

Disqualification Factors

Applications with requests that exceed the ceiling on the amount of individual awards referenced in *Section II*. Award Information will be deemed non-responsive and will not be considered for funding under this announcement.

Any application that fails to satisfy the deadline requirements referenced in *Section IV.3.*, Submission Dates and Times, will be deemed non-responsive and will not be considered for funding under this announcement.

Applications, including Tribally authorized components and divisions, must include a Resolution (a formal decision voted on by the official governing body) approving the application. The Resolution must be current, signed, dated and cover the entire project period. Applications that do not include a complete Resolution will be considered non-responsive and the application will not be considered for competition.

If the applicant is not a Federally recognized Tribe or Alaska Native Village government, applications that do not include proof that a majority of the governing board individuals are representative of the community to be served will be considered non-responsive and will not be considered for competition.

IV. APPLICATION AND SUBMISSION INFORMATION

1. Address to Request Application Package:

Administration for Children and Families
Administration for Native Americans
ANA Applicant Help Desk
370 L'Enfant Promenade SW.
Aerospace Building, 2nd Floor -West
Washington, DC 20447
Phone: 877-922-9262
Email: ana@acf.hhs.gov
URL: www.acf.hhs.gov/programs/ana

For hearing or speech impaired callers, contact the Federal Relay Service at 1-800-877-8339 (TTY (Text Telephone) / ASCII (American Standard Code For Information Interchange)).

2. Content and Form of Application Submission:

This section provides information on the required form and content of application submissions. Applicants are required to submit one original and two copies of all application materials if applying in hard-copy. The original signature of the Authorized Organization Representative (AOR) is required only on the original. Information on the required format, Standard Forms (SFs) and other forms, D-U-N-S Requirement, Project Description, Certifications, Assurances, Electronic Submission of applications, and Hard Copy submission of applications is available in this section. A Checklist of required application elements is available for applicants' use in *Section VIII* of this announcement.

Please refer to *Section I*, Funding Opportunity Description, to review general ANA Administrative Policies and *Section IV* for Funding Restrictions.

Application Submission: ANA will only accept one application per eligible entity. A complete application consists of all Required Forms (Federal and ANA), a Project Narrative (a comprehensive response to the ANA evaluation criteria), a Budget Narrative, and Other Attachments. Applicants may not exceed 40 pages in their Project Narrative. A Project Narrative that exceeds this page restriction will not have excess pages copied for competition. Other Attachments (required and optional) are considered support documentation and should be kept to a minimum.

The ANA evaluation criteria is to be presented in the following order: Criterion One-Project Summary; Criterion Two-Need for Assistance; Criterion Three-Project Approach; Criterion Four-Organizational Capacity; Criterion Five-Project Impact/Evaluation; and Criterion Six-Budget and Budget Justification/Cost Effectiveness.

For applicants with an annual expenditure of \$500,000 or more of Federal funds, please include the most recent certified signed audit letter for the organization (See "Organizational Capacity (12 points)" in *Section V.1*).

ANA Application Format: The paper size shall be 8.5 x 11 inches, line spacing shall be a space and a half (1.5 line spacing), printed only on one side, and have no less than a half-inch margin on all sides of the paper. The font size shall be 12-point and the font type shall be Times New Roman. These requirements apply only to the project narrative section.

Acceptable electronic formats for the application attachments (narratives, charts, etc) should use the following standard technologies, i.e., Microsoft (Word and Excel), Word Perfect, Adobe PDF, Jpeg and Gif.

Non-Federal Reviewers

Since ACF will be using non-Federal reviewers in the review process, applicants have the option of omitting from the application copies (not the original) specific salary rates or amounts for individuals specified in the application budget as well as Social Security Numbers, if otherwise required for individuals. The copies may include summary salary information.

If applicants are submitting their application electronically, ACF will omit the same specific salary rate information from copies made for use during the review and selection process.

Forms

Applicants seeking financial assistance under this announcement must file the appropriate Standard Forms (SFs) as described in this section. All applicants must submit an SF-424, Application for Federal Assistance. For non-construction programs, applicants must also submit an SF-424A, Budget Information and an SF-424B, Assurances. For construction programs, applicants must also submit SF-424C, Budget Information and SF-424D, Assurances. All required Standard Forms are available at:

http://www.acf.hhs.gov/grants/grants_resources.html.

Non-profit private organizations (not including private universities) are encouraged to submit the *"Survey on Ensuring Equal Opportunity for Applicants"* with their applications. Applicants using a hard copy application, place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. Applicants applying electronically, please submit this survey along with your application. The Survey may be found at http://www.acf.hhs.gov/grants/grants_resources.html.

Applicants must submit the ANA Project Abstract Form (OMB No. 0980-0204, expiration date 12/31/2009). The ANA Project Abstract provides crucial project information in a concise format and is used by the independent review panel, ANA staff and the Commissioner during all phases of the review project. The project summary section of the abstract focuses on the specific purpose of the proposal. The summary must include a brief statement of need, the project goal, project objectives and impact indicators. Form may be found at <http://www.acf.hhs.gov/programs/ana/programs/forms.html>

Applicants must submit the ANA Objective Work Plan (OWP) Form (OMB No. 0980-0204, expiration date 12/31/2009). Applicants cannot exceed three objectives per project period. Form may be found at <http://www.acf.hhs.gov/programs/ana/programs/forms.html>

Applicants must submit the ANA Grant Application Data Summary (GADS) Form (OMB No. 0970-0328, expiration date 12/31/2009). Form may be found at <http://www.acf.hhs.gov/programs/ana/programs/forms.html>

D-U-N-S Requirement

All applicants must have a D&B Data Universal Numbering System (D-U-N-S) number. A D-U-N-S number is required whether an applicant is submitting a paper application or using the government-wide electronic portal, Grants.gov. A D-U-N-S number is required for every application for a new award or renewal/continuation of an award, including applications or plans under formula, entitlement, and block grant programs. A D-U-N-S number may be acquired at no cost by calling the dedicated toll-free D-U-N-S number request line at 1-866-705-5711 or you may request a number online at <http://www.dnb.com>.

PROJECT DESCRIPTION

Part I THE PROJECT DESCRIPTION OVERVIEW

PURPOSE

The project description provides the majority of information by which an application is evaluated and ranked in competition with other applications for available assistance. The project description should be concise and complete. It should address the activity for which Federal funds are being requested. Supporting documents should be included where they can present information clearly and succinctly. In preparing the project description, information that is responsive to each of the requested evaluation criteria must be provided. Awarding offices use this and other information in making their funding recommendations. It is important, therefore, that this information be included in the application in a manner that is clear and complete.

GENERAL EXPECTATIONS AND INSTRUCTIONS

ACF is particularly interested in specific project descriptions that focus on outcomes and convey strategies for achieving intended performance. Project descriptions are evaluated on the basis of substance and measurable outcomes, not length. Extensive exhibits are not required. Cross-referencing should be used rather than repetition. Supporting information concerning activities that will not be directly funded by the grant or information that does not directly pertain to an integral part of the grant-funded activity should be placed in an appendix.

Part II GENERAL INSTRUCTIONS FOR PREPARING A FULL PROJECT DESCRIPTION

INTRODUCTION

Applicants that are required to submit a full project description shall prepare the project description statement in accordance with the following instructions while being aware of the specified evaluation criteria. The text options give a broad overview of what the project description should include while the evaluation criteria identify the measures that will be used to evaluate applications.

TABLE OF CONTENTS

List the contents of the application including corresponding page numbers.

PROJECT SUMMARY/ABSTRACT

Provide a summary of the project description (one page or less) with reference to the funding request.

OBJECTIVES AND NEED FOR ASSISTANCE

Clearly identify the physical, economic, social, financial, institutional, and/or other problem(s) requiring a solution. The need for assistance must be demonstrated and the principal and subordinate objectives of the project must be clearly stated; supporting documentation, such as letters of support and testimonials from concerned interests other than the applicant, may be included. Any relevant data based on planning studies should be included or referred to in the endnotes/footnotes. Incorporate demographic data and participant/beneficiary information, as needed. In developing the project description, the applicant may volunteer or be requested to provide information on the total range of projects currently being conducted and supported (or to be initiated), some of which may be outside the scope of the program announcement.

RESULTS OR BENEFITS EXPECTED

Identify the results and benefits to be derived.

For example, applicants are encouraged to describe the qualitative and quantitative data collected, how this data will measure progress towards the stated results or benefits, and how impact indicators can be monitored, evaluated and verified.

APPROACH

Outline a plan of action that describes the scope and detail of how the proposed work will be accomplished. Account for all functions or activities identified in the application. Cite factors that might accelerate or decelerate the work and state your reason for taking the proposed

approach rather than others. Describe any unusual features of the project such as design or technological innovations, reductions in cost or time, or extraordinary social and community involvement.

Include in the approach a Sustainability Plan, Contingency Plan, and OWP.

Provide quantitative monthly or quarterly projections of the accomplishments to be achieved for each function or activity in such terms as the number of people to be served and the number of activities accomplished.

When accomplishments cannot be quantified by activity or function, list them in chronological order to show the schedule of accomplishments and their target dates.

If any data is to be collected, maintained, and/or disseminated, clearance may be required from OMB. This clearance pertains to any "collection of information that is conducted or sponsored by ACF."

Provide a list of organizations, cooperating entities, consultants, or other key individuals who will work on the project along with a short description of the nature of their effort or contribution.

EVALUATION

Provide a narrative addressing how the conduct of the project and the results of the project will be evaluated. In addressing the evaluation of results, state how you will determine the extent to which the project has achieved its stated objectives and the extent to which the accomplishment of objectives can be attributed to the project. Discuss the criteria to be used to evaluate results, and explain the methodology that will be used to determine if the needs identified and discussed are being met and if the project results and benefits are being achieved. With respect to the conduct of the project, define the procedures to be employed to determine whether the project is being conducted in a manner consistent with the work plan presented and discuss the impact of the project's various activities that address the project's effectiveness.

GEOGRAPHIC LOCATION

Describe the precise location of the project and boundaries of the area to be served by the proposed project. Maps or other graphic aids may be attached.

ADDITIONAL INFORMATION

The following are requests for additional information that must be included in the application:

ELIGIBILITY CERTIFICATION

Applicants must provide the following as certification of their eligibility under this program announcement. Please provide:

A Resolution as identified in Section III.3 and in "Definitions" in Section I. If the applicant is not a Federally recognized Tribe of Alaska Native Village government, applicants must submit proof that a majority of the governing board of individuals are representative of the community as described in Section III.3.

Proof of Non-Profit Status

Non-profit organizations applying for funding are required to submit proof of their non-profit status. Proof of non-profit status is any one of the following:

- A reference to the applicant organization's listing in the IRS's most recent list of tax-exempt organizations described in the IRS Code.
- A copy of a currently valid IRS tax-exemption certificate.
- A statement from a State taxing body, State attorney general, or other appropriate State official certifying that the applicant organization has non-profit status and that none of the net earnings accrue to any private shareholders or individuals.
- A certified copy of the organization's certificate of incorporation or similar document that clearly establishes non-profit status.
- Any of the items in the subparagraphs immediately above for a State or national parent organization and a statement signed by the parent organization that the applicant organization is a local non-profit affiliate.

When applying electronically, proof of non-profit status may be submitted as an attachment; however, proof of non-profit status must be submitted prior to award.

STAFF AND POSITION DATA

Provide a biographical sketch and job description for each key person appointed. Job descriptions for each vacant key position

should be included as well. As new key staff is appointed, biographical sketches will also be required.

PLAN FOR PROJECT CONTINUANCE BEYOND GRANT SUPPORT

Provide a plan for securing resources and continuing project activities after Federal assistance has ended.

BUSINESS PLAN

When Federal grant funds will be used to make an equity investment, provide a business plan. The business plan shall include an executive summary; description of the industry; description of the product to be sold; market research; marketing plan; operational plan; and an assessment of risks and assumptions.

ORGANIZATIONAL PROFILES

Provide information on the applicant organization(s) and cooperating partners, such as: organizational charts; financial statements; audit reports or statements from Certified Public Accountants/Licensed Public Accountants; Employer Identification Number(s); contact persons and telephone numbers; names of bond carriers; child care licenses and other documentation of professional accreditation; information on compliance with Federal/State/local government standards; documentation of experience in the program area; and, other pertinent information.

THIRD-PARTY AGREEMENTS

Provide written and signed agreements between grantees and subgrantees, or subcontractors, or other cooperating entities.

These agreements must detail the scope of work to be performed, work schedules, remuneration, and other terms and conditions that structure or define the relationship.

LETTERS OF SUPPORT

Provide statements from community, public, and commercial leaders that support the project proposed for funding. All submissions should be included in the application package or by the application deadline.

BUDGET AND BUDGET JUSTIFICATION

Provide a budget with line-item detail and detailed calculations for each budget object class identified on the Budget Information Form (SF-424A or SF-424C). Detailed calculations must include estimation methods, quantities, unit costs, and other similar quantitative detail

sufficient for the calculation to be duplicated. If matching is a requirement, include a breakout by the funding sources identified in Block 15 of the SF-424.

Provide a narrative budget justification that describes how the categorical costs are derived. Discuss the necessity, reasonableness, and allocation of the proposed costs.

GENERAL

Use the following guidelines for preparing the budget and budget justification. Both Federal and non-Federal resources (when required) shall be detailed and justified in the budget and budget narrative justification. "Federal resources" refers only to the ACF grant funds for which you are applying. "Non-Federal resources" are all other non-ACF Federal and non-Federal resources. It is suggested that budget amounts and computations be presented in a columnar format: first column, object class categories; second column, Federal budget; next column(s), non-Federal budget(s); and last column, total budget. The budget justification should be in a narrative form.

PERSONNEL

Description: Costs of employee salaries and wages.

Justification: Identify the project director or principal investigator, if known at the time of application. For each staff person, provide: the title; time commitment to the project in months; time commitment to the project as a percentage or full-time equivalent; annual salary; grant salary; wage rates; etc. Do not include the costs of consultants, personnel costs of delegate agencies, or of specific project(s) and/or businesses to be financed by the applicant.

FRINGE BENEFITS

Description: Costs of employee fringe benefits unless treated as part of an approved indirect cost rate.

Justification: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, FICA, retirement insurance, taxes, etc.

TRAVEL

Description: Costs of project-related travel by employees of the applicant organization. (This item does not include costs of consultant travel).

Justification: For each trip show: the total number of traveler(s); travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used; and other transportation costs and subsistence allowances. If appropriate for this project, travel costs for key staff to attend ACF-sponsored workshops should be detailed in the budget.

EQUIPMENT

Description: "Equipment" means an article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation, shall be included in or excluded from acquisition cost in accordance with the organization's regular written accounting practices.)

Justification: For each type of equipment requested provide: a description of the equipment; the cost per unit; the number of units; the total cost; and a plan for use on the project; as well as use and/or disposal of the equipment after the project ends. An applicant organization that uses its own definition for equipment should provide a copy of its policy, or section of its policy, that includes the equipment definition.

SUPPLIES

Description: Costs of all tangible personal property other than that included under the Equipment category.

Justification: Specify general categories of supplies and their costs. Show computations and provide other information that supports the amount requested.

CONTRACTUAL

Description: Costs of all contracts for services and goods except for those that belong under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contracts with secondary recipient organizations, including delegate agencies and specific project(s) and/or businesses to be financed by the applicant.

Justification: Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Recipients and subrecipients, other than States that are required to use 45 CFR Part 92 procedures, must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold fixed at 41 USC 403(11), currently set at \$100,000.

Recipients might be required to make available to ACF pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc.

Note: Whenever the applicant intends to delegate part of the project to another agency, the applicant must provide a detailed budget and budget narrative for each delegate agency, by agency title, along with the required supporting information referred to in these instructions.

OTHER

Enter the total of all other costs. Such costs, where applicable and appropriate, may include but are not limited to: insurance; food; medical and dental costs (noncontractual); professional services costs; space and equipment rentals; printing and publication; computer use; training costs, such as tuition and stipends; staff development costs; and administrative costs.

Justification: Provide computations, a narrative description and a justification for each cost under this category.

INDIRECT CHARGES

Description: Total amount of indirect costs. This category should be used only when the applicant currently has an indirect cost rate approved by the Department of Health and Human Services (HHS) or another cognizant Federal agency.

Justification: An applicant that will charge indirect costs to the grant must enclose a copy of the current rate agreement. If the applicant organization is in the process of initially developing or renegotiating a rate, upon notification that an award will be made, it should immediately develop a tentative indirect cost rate proposal based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates, and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost

proposals may also request indirect costs. When an indirect cost rate is requested, those costs included in the indirect cost pool should not be charged as direct costs to the grant. Also, if the applicant is requesting a rate that is less than what is allowed under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed.

PROGRAM INCOME

Description: The estimated amount of income, if any, expected to be generated from this project.

Justification: Describe the nature, source and anticipated use of program income in the budget or refer to the pages in the application that contain this information.

NON-FEDERAL RESOURCES

Description: Amounts of non-Federal resources that will be used to support the project as identified in Block 18 of the SF-424.

Justification: The firm commitment of these resources must be documented and submitted with the application so that the applicant is given credit in the review process. A detailed budget must be prepared for each funding source.

(As required by the **Paperwork Reduction Act of 1995, P.L. 104-13**, the public reporting burden for the Project Description is estimated to average 40 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection information. The Project Description information collection is approved under OMB control number 0970-0139, which expires 4/30/2010.)

Certifications

Applicants must furnish, prior to award, an executed copy of the Certification Regarding Lobbying. Applicants must sign and return the certification with their application. If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the applicant shall complete and submit Standard Form (SF)-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. The Certification Regarding Lobbying

may be found at:

http://www.acf.hhs.gov/grants/grants_resources.html.

When required for programs that involve human subjects, the Protection of Human Subjects Assurance Identification/IRB Certification/Declaration of Exemption form must be submitted. All forms may be reproduced for use in submitting applications. Applicants must sign and return the appropriate standard forms with their application. The Protection of Human Subjects Assurance Identification/IRB Certification/Declaration of Exemption (Common Rule) form may be found at:

http://www.acf.hhs.gov/grants/grants_resources.html.

As required by the Departments of Labor, Health and Human Services, and Education and Related Agencies Appropriation Act, 2008 (Public Law 110-161, Division G, Title V, section 523), as a prospective financial assistance recipient entering into a grant or cooperative agreement of more than \$5,000,000, all applicants must sign and return the, "Certification of Filing and Payment of Federal Taxes," with their applications. A copy of the, "Certification of Filing and Payment of Federal Taxes," may be found at

http://www.acf.hhs.gov/grants/grants_resources.html.

Applicants must understand that they will be held accountable for the Maintenance of Effort certification. By signing and submitting the application, applicants are providing the necessary certification and acknowledge that a signed certification will be required prior to award.

Assurances

By signing and submitting the application, applicants are making the appropriate certification of their compliance with all Federal statutes relating to nondiscrimination.

The Pro-Children Act of 1994, 20 U.S.C. 7183, imposes restrictions on smoking in facilities where federally funded children's services are provided. HHS grants are subject to these requirements only if they meet the Act's specified coverage. The Act specifies that smoking is prohibited in any indoor facility (owned, leased, or contracted for) used for the routine or regular provision of kindergarten, elementary, or secondary education or library services to children under the age of 18. In addition, smoking is prohibited in any indoor facility or portion of a facility (owned, leased, or contracted for) used for the routine or regular provision of federally funded health care, day care, or early childhood development, including Head Start services to children under the age of 18. The statutory prohibition also applies if such facilities

are constructed, operated, or maintained with Federal funds. The statute does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, portions of facilities used for inpatient drug or alcohol treatment, or facilities where WIC coupons are redeemed. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per violation and/or the imposition of an administrative compliance order on the responsible entity. Additional information may be found in the HHS Grants Policy Statement at: http://www.acf.hhs.gov/grants/grants_related.html.

Electronic Submission

Applicants to ACF may submit their applications in either electronic or paper (hard copy) format. To submit an application electronically, applicants must use the <http://www.Grants.gov> site. ACF will not accept applications via facsimile or email.

IMPORTANT NOTE: Before submitting an application electronically, applicants must complete the organization registration process as well as obtain and register "electronic signature credentials" for the Authorized Organization Representative (AOR). Applicants also must be registered in the Central Contractor Registry (CCR). **CCR registration must be updated annually. Applicants will not be able to upload an application to Grants.gov without current CCR registration and electronic signature credentials for the AOR. This process may take more than five business days, so it is important to start this process early, well in advance of the application deadline.**

Be sure to complete all Grants.gov registration processes listed on the Organization Registration Checklist at http://www.acf.hhs.gov/grants/registration_checklist.html.

Applicants will be able to download a copy of the application package, complete it off-line, and then upload and submit the application via the Grants.gov site.

If planning to submit an application electronically via <http://www.Grants.gov>:

- **It is strongly recommended that applicants do not wait until the application due date to begin the application process through Grants.gov.** Applicants are encouraged to submit their applications well before the closing date and time so

that, if difficulties are encountered, there will still be sufficient time to submit a hard copy via express mail.

- **In order to address any difficulties that may be encountered during the submission process, it may be to an applicant's advantage to submit their applications 24 hours ahead of the closing date and time.**
- Applicants are encouraged to check the Grants.gov webpage for announcements concerning system issues and updates that may affect the submission of applications.
- Checklists and registration brochures are maintained at the Grants.gov website to assist applicants in the registration process and may be found at:
http://www.grants.gov/applicants/get_registered.jsp
- If any difficulties are encountered in using Grants.gov, contact the Grants.gov Contact Center at: 1-800-518-4726, or by email at support@grants.gov, to report the problem and obtain assistance. **Remember to retain your service ticket number for reference whenever you have any interaction with the Grants.gov Contact Center.**
- Electronic submission is voluntary, but strongly encouraged. Applicants will not receive additional point value for submitting an application in electronic format, nor will ACF penalize any applicant that submits an application in hard copy.
- Applicants may access the electronic application and downloadable application package for this program announcement by using the FIND function at <http://www.Grants.gov>.
- Applicants may submit all required documents electronically, including all information typically included on the SF-424s, narratives, charts, etc.
- Electronic formats for the application attachments, such as narratives, charts, etc., should use standard software formats, e.g., Microsoft (Word and Excel), Word Perfect, Adobe PDF, JPEG, and GIF, etc..
- Though applying electronically, the application must still comply with any page limitation requirements described in this program announcement.

- When submitting an application via Grants.gov, applicants must comply with all due dates **AND** times referenced in *Section IV.3. Submission Dates and Times* of this program announcement.
- Applicants that must demonstrate proof of non-profit status may submit proof at the time of application by attaching the documentation to the electronic application, if they wish to do so. Proof of non-profit status, and any other required documentation, may be scanned and attached as an "Other Attachment." Assurances, certifications, and/or proof of non-profit status that are not submitted electronically at the time of application, are required to be submitted to ACF by the time of award and in hard copy. Acceptable types of proof of non-profit status are stated earlier in this section of the program announcement under "Eligibility Certification."
- It is **strongly recommended** that the applicant retain a printed hard copy of the application in case a hard copy must be submitted to ACF.

After the application is submitted electronically, the applicant will receive two emails from Grants.gov:

- An automatic acknowledgement of the application's submission that will provide a Grants.gov tracking number.
- An acknowledgement that the submitted application package has passed or failed a series of checks and validations.

ACF will retrieve the electronically submitted application from Grants.gov. Applicants will receive an email notification from ACF acknowledging that ACF has received the application.

ACF may request that the applicant provide original signatures on forms at a later date.

The Grants.gov website complies with Section 508 of the Rehabilitation Act of 1973. Grants.gov webpages are designed to work with assistive technologies such as screen readers. If an applicant uses assistive technology and is unable to access any material on the site, contact the Grants.gov Contact Center at support@grants.gov for assistance.

Hard Copy Submission of Applications

Applicants that are submitting their application in paper format should submit one original and two copies of the complete application with all attachments, unless directed otherwise. The original and each of the two copies must include all required forms, certifications, assurances, and appendices, be signed by the Authorized Organization Representative (AOR), and be unbound. The original copy of the application must have original signature(s). See Section IV.6 of this announcement for address information for application submissions.

Please refer to *Section VIII* for a checklist of application requirements, their location and due dates that applicants may use in developing and organizing application materials.

Please refer to *Section IV.3* for details concerning acknowledgement of received applications.

3. Submission Dates and Times:

Due Date for Applications: 03/25/2009

Explanation of Due Dates

The due date for receipt of applications is referenced above. Applications received after 4:30 p.m., eastern time, on the due date will be classified as late and will not be considered in the current competition.

Applicants are responsible for ensuring that applications are mailed or hand-delivered or submitted electronically well in advance of the application due date and time.

Mail

Applications that are submitted by mail must be received no later than 4:30 p.m., eastern time, on the due date referenced above at the address listed in *Section IV.6*.

Hand Delivery

Applications hand carried by applicants, applicant couriers, other representatives of the applicant, or by overnight/express mail couriers must be received on or before the due date referenced above, between the hours of 8:00 a.m. and 4:30 p.m., eastern time, at the address referenced in *Section IV.6*, between Monday and Friday (excluding Federal holidays).

Electronic Submission

Applications submitted electronically via Grants.gov must be submitted no later than 4:30 p.m., eastern time, on the due date referenced above.

ACF cannot accommodate transmission of applications by facsimile or email.

Late Applications

Applications that do not meet the requirements above are considered late applications. ACF shall notify each late applicant that its application will not be considered in the current competition.

ANY APPLICATION RECEIVED AFTER 4:30 P.M., EASTERN TIME, ON THE DUE DATE WILL NOT BE CONSIDERED FOR COMPETITION.

Extension of Deadlines

ACF may extend application deadlines when circumstances such as acts of God (floods, hurricanes, etc.) occur; when there are widespread disruptions of mail service; or in other rare cases. A determination to extend or waive deadline requirements rests with the Chief Grants Management Officer.

Acknowledgement of Received Application

ACF will not provide acknowledgement of receipt of hard copy application packages submitted via mail, courier services, or by hand delivery. Applicants who submit their application packages electronically via <http://www.Grants.gov> will receive two email acknowledgements from that website:

- An automatic acknowledgement of the application's submission that will provide a Grants.gov tracking number.
- An acknowledgement that the submitted application package has passed or failed a series of checks and validations.

4. Intergovernmental Review of Federal Programs:

This program is not subject to Executive Order 12372, "Intergovernmental Review of Federal Programs," or 45 CFR Part 100, "Intergovernmental Review of Department of Health and Human Services Programs and Activities". No action is required of applicants under this announcement with regard to the Executive Order.

5. Funding Restrictions:

Costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions, are unallowable under this grant award.

Grant awards will not allow reimbursement of pre-award costs.

Construction is not an allowable activity or expenditure under this grant award.

Purchase of real property is not an allowable activity or expenditure under this grant award.

ANA Does Not Fund:

- Activity in support of any foreseeable litigation against the United States Government that is unallowable under the Office of Management and Budget (OMB) Circulars A-87 and A-122.
- Projects that allow any one community or region to receive a disproportionate share of the funds available for award. When making decisions on grant awards, ANA will assess and consider whether the community or region is already receiving funding for a SEDS, Native language or Environmental project from ANA.
- Applicants that submit a project that is essentially identical or similar in whole or in part to previously funded projects.
- Projects that are essentially identical or similar in whole or in part to previously funded projects in the same community.
- Projects that would require funding on an indefinite or recurring basis. This determination will be made after an applicant is deemed eligible for ANA funding as set forth in 45 CFR 1336, Subpart C, but before funding decisions are complete.
- Projects in which a grantee would provide training and/or technical assistance (T/TA) to other Tribes or Native American organizations that are otherwise eligible to apply for ANA funding. However, ANA will fund T/TA requested by a grantee for its own use or for its members' use (as in the case of a consortium), when T/TA is necessary to carry out the project objectives.

- The purchase of real property or construction activities that are not authorized by the Native American Programs Act of 1974, as amended.
- Core Administration (see "Definitions" in *Section I.*) functions, or other activities, that essentially support only the applicant's ongoing administrative functions and are not related to the proposed project. Under Alaska SEDS projects, ANA will consider funding core administrative capacity-building projects at the Village government level if the Village does not have governing systems in place.
- Projects originated and designed by consultants who provide a major role for themselves and are not members of the applicant organization, Tribe, or Village.
- Projects that do not further the three inter-related ANA goals of economic development, social development and cultural preservation or are unlikely to be successful based on the proposed project approach and implementation strategy.
- Major renovations and alterations are not authorized under the Native American Programs Act of 1974, as amended. Minor alterations, as defined in this announcement, may be allowable.
- Projects that request funds for feasibility studies, business plans, marketing plans or written materials, such as manuals, that are not an essential part of the applicant's SEDS long-range development plan.
- Projects that seek to revive Native languages that do not have any living speakers.
- The support of ongoing social service delivery programs or the expansion, or continuation, of existing social service delivery programs.
- Activities by a consortium of Tribes that duplicate activities for which a consortium member Tribe also receives funding from ANA.
- Projects that contain contingency activities (such as Federal or State agency approval, securing project site, or pending court case decision) that impede or indefinitely delay the ongoing progress of the project. Applicants must demonstrate the project planning considered potential contingency activities and

6. Other Submission Requirements:

Submit applications to one of the following addresses:

Submission by Mail

Tim Chappelle
U.S. Department of Health and Human Services
Administration for Children and Families
Office of Grants Management - [Identify Funding Opportunity Number]
370 L'Enfant Promenade, SW.
Aerospace Building, 6th Floor-East
Washington, DC 20447

Hand Delivery

Tim Chappelle
U.S. Department of Health and Human Services
Administration for Children and Families
Office of Grants Management - [Identify Funding Opportunity Number]
ACF Mail Room - Second Floor Loading Dock
901 D Street, S.W.
Washington, DC 20024

Electronic Submission

See *Section IV.2* for application requirements and for guidance when submitting applications electronically via <http://www.Grants.gov>.

For all submissions, see *Section IV.3* for information on due dates.

V. APPLICATION REVIEW INFORMATION

1. CRITERIA:

Applications will be reviewed and scored to the extent that they address the following criteria descriptions.

PROJECT SUMMARY/ABSTRACT - 3 points

Project Summary: This criterion will be evaluated to the extent the ANA Project Abstract form is present and properly completed. The

Project Abstract provides crucial project information in a concise format and is used by the independent review panel, ANA staff and the Commissioner during all phases of the review process. The project summary section of the abstract focuses on the specific purpose of the proposal. The summary must include a brief statement of need, the project goal, project objectives and impact indicators. The Abstract must clearly indicate the Priority Area under which the applicant is submitting the application for funding consideration.

OBJECTIVES AND NEED FOR ASSISTANCE - 18 points

Need for Assistance: This criterion will be evaluated to the extent the applicant describes the community to be served by the project, identifies the community goal(s), defines the need, describes community involvement and relates the project goal to the community goal(s).

Identification of Community (2 points): Provide appropriate background information on the community to be served, including: geographic location of the project, where the project will be administered and a description of the community to be served by the project. A description of the community can include, but is not limited to, the following: (1) a description of the population segment within the community to be served or impacted; (2) the size of the community; (3) a geographic description or location, including the boundaries of the community; (4) demographic data on the target population; and (5) the relationship of the community to any larger group or Tribe.

Applicants from national and regional Native organizations must describe their organizational membership. Explain how the organization serves and impacts Native communities.

Community Goals (2 points): Provide information on the community's long-range goals. Information can include, but is not limited to, materials such as excerpts from a community strategic plan or the mission statement of a non-profit organization.

Statement of Need (3 points): A statement of need is a clear, concise and precise description of the nature, scope, and severity of a problem. Create a statement of need that identifies the specific physical, economic, social, financial, governmental, institutional, Native language or cultural challenges of the applicant to be addressed by the proposed project.

Community Involvement (6 points): Describe in detail how the community to be served was involved in the planning process and the origins of the project idea. Describe the community participation in writing the project proposal. Demonstrate and document community and/or Tribal government support for the project. Discuss the relationship of any non-ANA-funded activities supportive of the project. Documented support is a critical element of this evaluation criterion and includes, but is not limited to, materials such as letters of support, testimonials and community meeting minutes. Documented support should include the date and topic of the meeting and a summary of the meeting outcome.

Project Goal (5 points): Introduce the project goal and briefly state the project objective(s). The project goal is the specific result or purpose expected to be accomplished over the entire project period. The project goal should directly relate to the statement of need and an identified community goal.

APPROACH - 40 points

Project Approach: This criterion will be evaluated to the extent the applicant includes a narrative that addresses the project strategy, the challenges and contingency plan, the sustainability plan, and the ANA OWP form.

Project Strategy (10 points): Present a narrative on the project strategy and implementation plan (Objective Work Plan - see below) for the entire project period. Be clear and concise. Provide a clear relationship between the proposed project goal and the project objectives. Discuss how the project objectives will support and assist the achievement of the project goal. Discuss how the project goal will support and assist the achievement of the community's long-range goals. Discuss how the current proposed project differs from previously ANA-funded projects, which may be similar in nature to the current proposed project.

If relevant to the project, applicants must provide a Business Plan as an attachment.

Project Challenges and Contingency Planning (5 points): Based on ANA's project funding history and information gathered from project impact evaluations, ANA has determined that all projects encounter challenges and therefore need to have a contingency plan should a significant challenge arise. Challenges can arise because applicants make assumptions about critical events, conditions and/or decisions outside of the control of project management. The applicant needs to

identify challenges that may arise during the project's initial start up and throughout the project period. Consider such challenges as difficulty hiring and retaining key staff, difficulty recruiting community members and/or volunteers for project activities, difficulty recruiting target audience (e.g., students, children, elders), difficulty securing agreed-upon support from partners to provide services/funding, planning shortfalls, possible disruption of the project timeline due to Tribal elections and difficulty securing permits or licensing from government entities. Identify potential challenges and explain the contingency plans (see "Definitions" in *Section I*) that will be implemented to overcome those challenges. The contingency plan should ensure that the project will be successfully completed within the proposed funding timeframe. A contingency plan is not to pre-empt challenges, but rather to address challenges if they arise.

Sustainability Plan (5 points): Establish whether the project will be completed, self-sustaining, or funded by other than ANA funds at the end of the project period. If the project is to be completed, explain why the project does not need to continue. For projects that are expected to continue after ANA funding has expired, present the vision showing how this project will be sustained. For example, explain how a self-sustaining project will generate sufficient funds to continue.

Objective Work Plan (20 points): The ANA Objective Work Plan (OWP) form is the blueprint for the project. The OWP provides detailed descriptions of the project goal, the project objectives, supporting activities and the results and benefits to be expected. It provides the what, how, when, where and by whom of the project. As such, it is a stand-alone document that should provide sufficient information for an application reviewer, ANA staff, or a project manager to understand the project and how it will be implemented. The OWP is the basis for reporting on the project.

A project cannot exceed three objectives per project period. Complete an ANA OWP form for each objective per budget period. If submitting an electronic application some objectives will require more than one form. In addition, some objectives may last more than one budget period. Ensure that the objective is correctly stated in the OWP, the project narrative and on the ANA Abstract form.

The objective statement should contain the following basic elements: what will be accomplished during the project period and when it will be accomplished. Each objective should be Specific, Measurable, Achievable, Results-oriented and Time-bound (SMART).

For each objective, list activities that provide a road map to achieve the objective. Each activity is a step in the logical progression of the project. Include specific and significant activities (e.g., hiring staff, developing first draft), ongoing activities (e.g., meetings and classes), the submission of required ANA reports and attendance at ANA post-award training. Especially useful are activities that show progress and/or results on a quarterly basis. Explain how the activities outlined in the OWP will lead to the successful achievement of the project objectives and goal.

Identify the position responsible for the completion of each activity by identifying the title(s) of the salaried project staff person(s). Identify time periods that are realistic to complete each activity. Use elapsed times from the start of the project (e.g., month 1, month 2) rather than absolute dates. September 30 is the start date for each budget period. Identify the non-salary personnel hours, including non-salaried contributors (paid or in-kind) to the project. List hours according to who is providing them (e.g., Committee person - 10 hours; ABC Consultant - 5 hours). Provide supporting documentation for the hours listed in this column.

The preceding instructions are recommended for the OWP form found on the ANA website www.acf.hhs.gov/programs/ana/, which can be added as an attachment to an application on www.grants.gov. This form allows for an unlimited number of activities and characters so applicants can adequately communicate the project plan. For applicants using the form in www.grants.gov, note that each objective is limited to eight activities and each section has a limitation of 180 characters, which may not allow the applicant enough space to adequately communicate the project plan. Furthermore, those applicants that use www.grants.gov must use absolute dates for time frame and can identify the source of the non-salaried personnel hours in the narrative. Therefore, it is recommended that applicants use the OWP available on the ANA website and attach the completed OWP to the www.grants.gov submission.

The results and benefits section of the OWP is used to track the grantee's quarterly progress of accomplishing an individual objective and should be broken down by quarter. The results and benefits must directly relate to the activities that support the accomplishment of an objective in the OWP. The results and benefits are used to monitor the project's quarterly progress and must include target numbers. The criteria for evaluating the results and benefits expected are of the applicant's choosing and need to be documented and verifiable.

ORGANIZATIONAL PROFILES - 17 points

Organizational Capacity: This criterion will be evaluated to the extent the applicant demonstrates their organizational capacity and ability to staff and implement the proposed project.

Organizational Capacity (12 points): Provide information on the management structure of the applicant, such as personnel and financial policies. Describe the administrative structure of the applicant and the systems to track the funding and progress of the project. Demonstrate the applicant's capacity and ability to administer and implement a project of the proposed scope. Include an organizational chart that indicates where the ANA project will fit in the existing administrative structure.

List all sources of Federal funding the applicant currently oversees. Include information on the funding agency, purpose of the funding and amount. Provide the most recent certified signed audit letter for the organization. If the applicant has audit exceptions, these issues should be discussed within this criterion, detailing any steps taken to overcome the exceptions.

Applicants are required to affirm that they will credit ANA and reference the ANA-funded project on any audio, video, and/or printed materials developed in whole or in part with ANA funds.

A consortium applicant must identify the consortium membership and describe their roles and responsibilities. One member of the consortium must be the recipient of the ANA funds. A consortium applicant must be an eligible entity as defined by this program announcement and the ANA regulations. Include documentation signed by the membership supporting the ANA application. ANA will not fund activities by a consortium of Tribes that duplicate activities for which member Tribes also receive funding from ANA. Include a copy of the consortia legal agreement or memoranda of agreement.

List all of the applicant's partners that will be providing support to the project's implementation. Include information on the current organizational relationship between the applicant and partner. The experience and expertise of these partners must align with the activities stated in the OWP that they will be supporting. This information should state the nature, amount and conditions under which another agency, organization or individual will support a project funded by ANA.

Project Staffing Plan (5 points): Provide staffing and position data that includes a proposed staffing pattern for the project. Describe the process and general timeframe to hire staff (such as advertising or recruiting from within the community). Explain how the current and future staff will manage the proposed project. Full project position descriptions are required to be submitted as an attachment. Brief biographies and/or resumes of identified key positions or individuals will be included as an attachment. Project positions discussed in this section must match the positions identified in the OWP and in the itemized budget. Note: Applicants are strongly encouraged to give preference to qualified Native Americans, in accordance with applicable laws, in hiring project staff and in contracting services under an approved ANA grant.

RESULTS OR BENEFITS EXPECTED - 7 points

Project Impact/Evaluation: This criterion will be evaluated to the extent the applicant addresses the relationship between the project goal and the impact indicators.

ANA conducts on-site community impact evaluations during the last quarter of the project period. Impact evaluations provide grantees the opportunity to share, through qualitative and quantitative information, how the project goal and objectives were accomplished and how the identified community was impacted by the ANA-funded project. This information is then submitted in an annual report to Congress.

Impact Indicators (7 points): Impact indicators are measurement descriptions used to verify the achievement of the project goal and are separate and distinct from the results and benefits section of the OWP. ANA uses impact indicators to determine if a grantee has achieved the expected project goal. Impact is defined as the change in physical, economic, social, financial, governmental, institutional, behavioral, Native language or cultural conditions as a result of the project.

Each applicant must submit three impact indicators. Two of the three project indicators are standard and required across all ANA programs and the third is directly related to the project goal. The required, standard ANA impact indicators are: (1) the number of partnerships formed; and (2) the amount of leveraged resources (see "Definitions" in *Section I*). The third required impact indicator is used to track the success of the project in achieving the project goal and is developed by the applicant. Discuss how this impact indicator relates to the project goal. For each impact indicator submitted, provide a system to track the indicator and a target number. Explain the rationale used to

choose the target number. Impact indicators are tracked throughout the grant and are reported on quarterly.

BUDGET AND BUDGET JUSTIFICATION - 15 points

Budget and Budget Justification/Cost Effectiveness: This criterion will be evaluated to the extent the applicant provides information on the Federal funds request, applicant match requirement and reasonableness of costs. ANA requires applicants to submit an itemized budget for the costs associated with the successful accomplishment of the project objectives and goal. The budget must include estimated costs, a budget justification and information on cost effectiveness.

Budget (5 points): Submit itemized budgets that list the Federal request and applicant match requirement. An itemized budget must be submitted for each budget period. These budgets should align with each Object Class Category listed under Section B-Budget Categories of the "Budget Information-Non Construction Programs" on the SF-424A form. These sections are explained in *Section IV.2* of this program announcement.

The following is important to consider when preparing the budget: personnel costs should reflect the time needed to hire staff - if key personnel need to be hired and the hiring process is two months, then calculate the salary based on ten months, rather than twelve; include travel expenses for the chief financial officer and project director to attend a regional ANA post-award training; include local travel (e.g., mileage for local meetings) in the Other budget category, not in the Travel budget category.

Budget Justification/Cost Effectiveness (10 points): Submit justification narratives that support and align with the Federal and applicant match requirement. A budget justification narrative must be submitted for each budget period. The justification should identify how the calculations for each of the line items were developed and explain how they are important to the project. Include the necessary details to facilitate the determination of allowable costs and the relevance of these costs to the proposed project.

Demonstrate cost effectiveness of the budget by explaining why this project and associated costs are an effective use of ANA resources. Indicate how the proposed budget aligns with regional costs and why funding is necessary to resolve the statement of need. Identify source or include documentation of price quotations, where possible.

Identify the source of the required applicant match and provide documentation in the form of letters of commitment (see "Definitions" in *Section I*).

Submit a copy of the current Indirect Cost Rate Agreement (see Uniform Project Description definitions) in order to charge or otherwise seek credit for indirect costs. The agreement must have all costs broken down by category so ANA reviewers can be certain that no budgeted line items are included in the indirect cost pool. Applicants that do not submit a current Indirect Cost Rate Agreement may not be able to claim the allowable cost, may have the grant award amount reduced, or may experience a delay in the grant award.

For business development projects, demonstrate that the expected return on the ANA funds used to develop the project will provide a reasonable operating income and investment return within a specified time period. If a profit-making venture is being proposed, profits must be reinvested in the business in order to decrease or eliminate ANA's future participation. Such revenue must be reported as general program income. A decision will be made at the time of the grant award regarding appropriate use of program income (see 45 CFR Part 74 and Part 92).

2. Review and Selection Process:

No grant award will be made under this announcement on the basis of an incomplete application.

Initial ACF Screening: Each application will be screened to determine whether it was received by the closing date and time and whether the requested amount exceeds the stated ceiling. Late applications or those exceeding the funding limit will be returned to the applicants with a notation that they were unacceptable and will not be reviewed.

Initial ANA Screening: Each application submitted under an ANA program announcement will undergo a pre-review screening for the following eligibility requirements: (1) the applicant has submitted a current dated and signed resolution from the governing body; and (2) if the applicant is not a Tribe or Alaska Native Village government, the applicant has submitted proof that a majority of the board of directors is representative of the community to be served. An application that does not meet one of the above elements will be determined to be incomplete and excluded from the competitive review process.

Applicants, with incomplete applications, will be notified by mail within 30 business days from the closing date of this program announcement. ANA staff cannot respond to requests for information regarding funding

decisions prior to the official applicant notification. After the Commissioner of ANA has made decisions on all applications, unsuccessful applicants will be notified in writing within 90 days. The notification will include the reviewer comments. Applicants are not ranked based on general financial need. Applicants, who are initially excluded from competition because of ineligibility, may appeal the agency's decision. Applicants may also appeal an ANA decision that an applicant's proposed activities are ineligible for funding consideration. The appeals process is stated 45 C.F.R. Part 1336.35.

Competitive Review Process: Applications that pass the initial ACF and ANA screening process will be analyzed, evaluated and rated by an independent review panel on the basis of the ANA evaluation criteria. The evaluation criteria were designed to analyze and assess the quality of a proposed community-based project, the likelihood of its success, and the ability of ANA to monitor and evaluate community impact and long-term results. The evaluation criteria and analysis of how the proposal has addressed the criteria are wholly considered in judging the overall quality of an application. Applications will be evaluated in accordance with the program announcement criteria and ANA's program areas of interest. A determination will be made as to whether the project is an effective use of Federal funds.

Application Review Criteria: ANA's six evaluation criteria categories are: Project Summary; Need for Assistance; Project Approach; Organizational Capacity; Project Impact/Evaluation; and Budget and Budget Justification/Cost Effectiveness.

Application Consideration: The Commissioner's funding decision is based on an analysis of the application by the review panel, panel review scores and recommendations; an analysis by ANA staff; a review of ANA administrative policies and funding restrictions; a review of previous ANA grantee past performance; comments from State and Federal agencies having contract and grant performance-related information; other interested parties and geographic distribution. The Commissioner makes grant awards consistent with the purpose of the Native American Programs Act, all relevant statutory and regulatory requirements, this program announcement, and the availability of appropriated funds. The Commissioner reserves the right to award more, or less, than the funds described 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 approved award.

Please refer to *Section IV.2* of this announcement for information on non-Federal reviewers in the review process.

Approved but Unfunded Applications

Applications that are approved but unfunded may be held over for funding in the next funding cycle, pending the availability of funds, for a period not to exceed one year.

3. Anticipated Announcement and Award Dates:

Not Applicable.

VI. AWARD ADMINISTRATION INFORMATION

1. Award Notices:

Successful applicants will be notified through the issuance of a Notice of Award (NoA) document that sets forth the amount of funds granted, the terms and conditions of the grant, the effective date of the grant, the budget period for which initial support will be given, the non-Federal share to be provided (if applicable), and the total project period for which support is contemplated. The NoA will be signed by the Grants Officer and transmitted via postal mail.

Following the finalization of funding decisions, organizations whose applications will not be funded will be notified by letter, signed by the Program Office head.

2. Administrative and National Policy Requirements:

Grantees are subject to the administrative requirements in 45 CFR Part 74 (for non-governmental entities) or 45 CFR Part 92 (for governmental entities).

Direct Federal grants, sub-award funds, or contracts under this ACF program shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization. Therefore, organizations must take steps to separate, in time or location, their inherently religious activities from the services funded under this program. Regulations pertaining to the Equal Treatment for Faith-Based Organizations, which includes the prohibition against Federal funding of inherently religious activities, can be found at the HHS web site at: <http://www.hhs.gov/fbc/waisgate21.pdf>.

A faith-based organization receiving HHS funds retains its independence from Federal, State, and local governments, and may

continue to carry out its mission, including the definition, practice, and expression of its religious beliefs. For example, a faith-based organization may use space in its facilities to provide secular programs or services funded with Federal funds without removing religious art, icons, scriptures, or other religious symbols. In addition, a faith-based organization that receives Federal funds retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents in accordance with all program requirements, statutes, and other applicable requirements governing the conduct of HHS funded activities.

Faith-based and community organizations may reference the "Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government" at:

<http://www.whitehouse.gov/government/fbci/guidance/index.html>.

HHS Grants Policy Statement

The HHS Grants Policy Statement (GPS) is the Department of Health and Human Services new single policy guide for discretionary grants and cooperative agreements. Unlike previous HHS policy documents, the GPS is intended to be shared with and used by grantees. It became effective October 1, 2006 and is applicable to all Operating Divisions (OPDIVS), such as the Administration for Children and Families (ACF), except the National Institutes of Health (NIH). The GPS covers basic grants processes, standard terms and conditions, and points of contact, as well as important OPDIV-specific requirements. Appendices include a glossary of terms and a list of standard abbreviations for ease of reference. The GPS may be accessed at http://www.acf.hhs.gov/grants/grants_related.html.

3. Reporting Requirements:

Grantees will be required to submit performance progress and financial reports periodically throughout the project period. Frequency of reporting is listed later in this section.

Beginning with FY 2009 awards, most ACF grantees will begin using the a Standard Form (SF) for required performance progress reporting (PPR). The SF-PPR is a standard government-wide performance progress reporting format consisting of a series of forms implemented by Federal agencies to collect performance information from award recipients. Most ACF grantees will begin using the standard format implemented through ACF's Office of Grants Management (OGM),

entitled the "ACF-OGM-SF-PPR." Use of the ACF-OGM-SF-PPR will begin for new awards and continuation awards made by ACF in FY 2009. At a minimum, grantees will be required to submit the ACF-OGM-SF-PPR, which consists of the ACF-OGM-SF-PPR Coversheet and the ACF-OGM-SF-PPR Appendix B Program Indicators.

ACF Programs that utilize other SF-PPR reporting formats, or other reporting forms or formats that differ from the new ACF-OGM-SF-PPR, have listed those forms or formats below. Grant award documents will inform grantees of the appropriate performance progress report form or format to use beginning in FY 2009.

Grantees will continue to use the Financial Status Report (FSR) SF-269 (long form) for required financial reporting.

The SF-269 (long form) and the ACF-OGM-SF-PPR may be found at http://www.acf.hhs.gov/grants/grants_resources.html. Grantees should consult their award documents to determine the appropriate performance progress report format required under their award.

Performance progress and financial reports are due 30 days after the end of the reporting period. Final program performance and financial reports are due 90 days after the close of the project period.

Final reports may be submitted in hard copy to the Grants Management Office Contact listed in Section VII. of this announcement.

Program Progress Reports: Quarterly
Financial Reports: Quarterly

The ANA required program progress report is the Objective Progress Report (OPR) (OMB No. 0980-204, expiration date 12/31/2009).

The ANA required financial report is the SF-269 long form.

VII. AGENCY CONTACTS

Program Office Contact:

Administration for Children and Families
Administration for Native Americans
ANA Applicant Help Desk

370 L'Enfant Promenade, SW.
Aerospace Building, 2nd Floor -West
Washington, DC 20447
Phone: 877-922-9262
Email: ana@acf.hhs.gov

For hearing or speech impaired callers, contact the Federal Relay Service at 1-800-877-8339 (TTY (Text Telephone) / ASCII (American Standard Code For Information Interchange)).

Grants Management Office Contact:

Tim Chappelle
Administration for Children and Families
Office of Grants Management
370 L'Enfant Promenade, SW.
Aerospace Building, 6th Floor - East
Washington, DC 20447
Phone: 202-401-4855
Email: tichappelle@acf.hhs.gov

For hearing or speech impaired callers, contact the Federal Relay Service at 1-800-877-8339 (TTY (Text Telephone) / ASCII (American Standard Code For Information Interchange)).

VIII. OTHER INFORMATION

Checklist

You may use the checklist below as a guide when preparing your application package.

	What to Submit	Where Found	When to Submit
<input type="checkbox"/>	SF-424	Referenced in Section IV.2 under "Forms" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By application due date found in Overview and Section IV.3.

<input type="checkbox"/>	SF-424A	Referenced in Section IV.2 under "Forms" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By application due date found in Overview and Section IV.3.
<input type="checkbox"/>	Table of Contents	Referenced in Section IV.2 of the announcement.	By application due date found in Overview and Section IV.3.
<input type="checkbox"/>	SF-424B	Referenced in Section IV.2 under "Forms" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By application due date found in Overview and Section IV.3.
<input type="checkbox"/>	Resolution	Found in Sections I and III. To be submitted by all applicants. See "Definitions" in Section I.	By application due date.
<input type="checkbox"/>	Proof of Non-Profit Status	Referenced in Section IV.2 of the announcement under "Eligibility Certification."	By date of award.
<input type="checkbox"/>	Governing Board Membership Documentation	Found in Sections I and III.	By application due date.
<input type="checkbox"/>	Certification Regarding Maintenance of Effort	Found in Section IV.2 of the announcement under "Certifications" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By date of award.

<input type="checkbox"/>	SF-LLL	"Disclosure Form to Report Lobbying" is referenced in Section IV.2 under "Certifications" and found at http://www.acf.hhs.gov/grants/grants_resources.html Submission of this form is required if any funds have been paid, or will be paid, to any person for influencing, or attempting to influence, an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan.	By application due date found in Overview and Section IV.3.
<input type="checkbox"/>	Certification Regarding Lobbying	Referenced in Section IV.2 of the announcement under "Certifications" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By date of award.
<input type="checkbox"/>	Grant Application Data Summary (GADS) Form	Found in Section IV.2 of the announcement under "Forms" and found at http://www.acf.hhs.gov/programs/ana	By application due date.
<input type="checkbox"/>	Auditor Letter	Found in Sections IV.2 and V.	By application due date.
<input type="checkbox"/>	Indirect Cost Agreement	Found in Section V.	By application due date.
<input type="checkbox"/>	Non-Federal Share Waiver Request	Found in Section IV.2.	By application due date.
<input type="checkbox"/>	Letters of Support	Referenced in Section IV.2 of the announcement under "Project Description."	By application due date found in Overview and Section IV.3.
<input type="checkbox"/>	Documentation of Non-	Referenced in Section IV.2 of the announcement	By application

	Federal Resources	under "Project Description."	n due date found in Overview and Section IV.3.
<input type="checkbox"/>	Third-Party Agreements	Referenced in Section IV.2 of the announcement under "Project Description."	By application due date found in Overview and Section IV.3.
<input type="checkbox"/>	ANA Project Abstract Form	Found in Sections IV.2 and V. Form may be found at http://www.acf.hhs.gov/programs/ana/programs/forms.html	By application due date.
<input type="checkbox"/>	Project Narrative	Found in Sections IV.2 and V.	By application due date.
<input type="checkbox"/>	ANA Objective Work Plan (OWP) Form	Found in Sections IV.2 and V. Form may be found at http://www.acf.hhs.gov/programs/ana/programs/forms.html	By application due date.
<input type="checkbox"/>	Budget and Budget Justification	Referenced in Section IV.2 of the announcement.	By application due date found in Overview and Section IV.3.
<input type="checkbox"/>	Other Attachments	Found in Section V. Supplemental support documentation including but not limited to: job descriptions, resumes, maps, organizational chart, etc.	By application due date.

Date: 11/24/2008

Quanah Crossland Stamps
Commissioner
Administration for Native Americans

**DIVIDER THREE: HCA SEDS
ANA APPLICATION ELEMENTS**

Project Abstract Summary

Program Announcement (CFDA)

93.612

*** Program Announcement (Funding Opportunity Number)**

HHS-2007-ACF-ANA-NA-0003

*** Closing Date**

03/26/2007

*** Applicant Name**

Hawaiian Community Assets

*** Length of Proposed Project**

36

Application Control No.**Federal Share Requested (for each year)***** Federal Share 1st Year**

\$ 408,684

*** Federal Share 2nd Year**

\$ 349,000

*** Federal Share 3rd Year**

\$ 351,574

*** Federal Share 4th Year**

\$ 0

*** Federal Share 5th Year**

\$ 0

Non-Federal Share Requested (for each year)*** Non-Federal Share 1st Year**

\$ 102,260

*** Non-Federal Share 2nd Year**

\$ 87,250

*** Non-Federal Share 3rd Year**

\$ 87,961

*** Non-Federal Share 4rd Year**

\$ 0

*** Non-Federal Share 5th Year**

\$ 0

*** Project Title**

Brokering Mortgages to Support Financial Literacy Enhancement Project

Project Abstract Summary

* Project Summary

Founded in 2000, Hawaiian Community Assets (HCA) is a Native Hawaiian-controlled nonprofit organization providing homeownership education and individual case management services.

The Native Hawaiian people are the indigenous people of Hawaii, and this project seeks to address the needs of those Native Hawaiians who qualify for, but have not received, a residential lease award from the State of Hawaii Department of Hawaiian Home Lands (DHHL), which administers a 200,000 + acre public trust created by the Hawaiian Homes Commission Act passed by Congress in 1920 to return Native Hawaiians with 50% or more blood quantum to the land. In the 82 years since its inception, only 5,941 awards have been made. In 2003, the waitlist of eligible applicants climbed to 20,416. That same year, DHHL committed to issuing approximately 6,000 lease awards in 5 years.

In order to secure a Hawaiian Home Land lease, an applicant must be financially ready to qualify for a mortgage loan when the individual award is made, but according to a recent survey, more than 50% of those individuals waiting on the list cannot qualify for a loan. Homebuyer education and credit counseling is absolutely needed to assist these people to successfully achieve the dream of homeownership.

The Brokering Mortgages to Support Financial Literacy Enhancement Project's goal to prepare 1,125 families for homeownership through the provision of financial literacy and foreclosure prevention training, serve 900 families with individual counseling services, and prepare 190 youth, ages 14-21, with age appropriate financial literacy training in their community directly advances the community's long-range goals and ANA's SEDS goal of economic development by ensuring that the least able to qualify for mortgage loans can achieve homeownership on Hawaiian Home Lands.

HCA's efforts to instill sound financial management skills in the youth will ensure that the people who will be applying for Hawaiian Home Lands in the next 2-5 years will develop good money-management skills that will ensure they are ready to purchase a home when their name comes up on the waitlist the first time. By enhancing its internal infrastructure and increasing the marketability of its brokerage services to a wider customer base, HCA strengthens the sustainability of these services beyond the project period.

HCA's approach to this project is to simultaneously meet the anticipated demand for services while enhancing its internal case management efficiencies and infrastructure, and growing its ability to broker an increased number "off-Home Land" loans to sustain the increased demand for services after the project's end. By successfully completing these objectives, HCA will achieve this project's goal and position itself to continue to advance the community's long-range goals of returning Native Hawaiians to the land. HCA's nine objectives fall into three basic categories; Uninterrupted provision of homebuyer education and financial literacy training, and individual credit counseling with ongoing case management services; Improve HCA's ability to efficiently and effectively provide sustainable services across remote sites by enhancing the curriculum, installing appropriate office computers and a network server and; standardize forms and case management processes for efficient client management; and expand HCA's share of the mortgage lending market to generate sufficient revenue to meet the demand for training and counseling services.

This project will greatly enhance HCA's ability to achieve sustainability for its work, and benefit the community of Native Hawaiians waiting for a lease from the Department of Hawaiian Home Lands.

* Estimated number of people to be served as a result of the award of this grant.

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Introduction & Project Summary/Project Abstract

Please refer to the Project Abstract for a brief summary of the objectives, strategy, and community and organizational impacts of the *Brokering Mortgages to Support Financial Literacy Enhancement Project*.

The project's goal is to prepare 1,125 families for homeownership through the provision of financial literacy and foreclosure prevention training, serving 900 families with individual counseling services, and prepare 190 youth, ages 14-21, with age appropriate financial literacy training in their community. Hawaiian Community Assets will strengthen the sustainability of these services beyond the project period by enhancing its internal infrastructure and increasing the marketability of its brokerage services to a wider customer base.

Hawaiian Community Assets (HCA) is a Native Hawaiian-controlled nonprofit organization born out of the Native Hawaiian community's desire to bring the necessary resources to achieve homeownership into our communities, and ensure maximum accessibility by conveying information critical to homeownership in a culturally relevant and appropriate way. Blossom Feiteira, one of HCA's founders, has served as the President of Hui Kako'o 'Aina Ho'opulapula (Hui) for over a decade. Hui is the Native Hawaiian organization that represents the interests and concerns of Native Hawaiians still on the list waiting for a lease award on Hawaiian Home Lands, the community this project seeks to serve. Ms. Feiteira's knowledge of the concerns and desires of this special community helped to shape the mission and service offerings of HCA.

Since its founding in 2000, HCA has been focused on providing quality, culturally relevant, useful financial literacy and homeownership training, with one-on-one case management services to help Native Hawaiians become financially ready for homeownership on Hawaiian Home Lands. In its efforts to assist Native Hawaiians secure a home and understand and care for this critical asset, HCA quickly understood that it must also generate sufficient revenue to sustain its ability to provide these much needed services at low to no cost to the clients, and find lending products that could be used on Hawaiian Home Lands held in trust by the State of Hawaii. Creating a mortgage brokering program to compliment and sustain its homeownership training services was a natural fit.

Residing throughout the State of Hawaii, Native Hawaiians are the indigenous peoples of Hawaii, and make up 239,655 of the state's 1,211,537 residents—approximately 19.8% of the state's population, according to the 2000 Census. Statistically, Native Hawaiians rank among the poorest, most ill-educated people with the highest rates of diabetes, heart disease and other life threatening health issues in the state. According to the Office of Hawaiian Affairs Data Book 2006, which can be accessed at www.oha.org under publications, Native

Hawaiians represented 32% of the people served by the Temporary Aid to Needy Families (TANF) program, and while the statewide average unemployment rate in 2000 was 4%, it was 7% among Native Hawaiians.

As Hawaii's first peoples, Native Hawaiians have lived in these islands since time immemorial. Hawaii is the most remote location on earth, located in the middle of the Pacific Ocean, 2,551 miles southwest of Los Angeles, California, 2,782 miles south of Anchorage, Alaska, and 3,862 miles east of Japan. At contact with Western civilization in 1778 and the arrival of Captain James Cook, the Native Hawaiian population was estimated at 800,000. Native Hawaiians had a highly evolved agrarian society, with the most sophisticated irrigation system ever seen by members of Cook's crew.

The next 115 years exposed Native Hawaiians saw the erosion of their way of life and the decimation of their population as the outside world brought foreign diseases, like gonorrhea, syphilis and leprosy, and foreign notions, like private land tenure, taxation and restrictive voting, to Hawaii's shores. In 1893 and in contravention of 5 treaties of friendship with the Hawaiian Kingdom, the United States landed Marines docked in Pearl Harbor to surround Iolani Palace and aid in the illegal overthrow and suppression of the Native government. By this time, the Native Hawaiian population had declined to a mere 40,000, while the foreign population had grown to 50,000. In 1900, Hawaii was annexed to the United States to satisfy the interest of American sugar plantation owners in Hawaii and Native Hawaiians continued to be marginalized from in their own homelands.

In 1920, the Territory of Hawaii's Congressional Delegate, Prince Jonah Kuhio Kalaniana'ole, former heir to the throne before the overthrow, ensured that Congress recognized the absolute dire condition of his Native Hawaiian people as a result of being pushed from the land and passed the Hawaiian Homes Commission Act (the Act) into law. Modeled after the Native Allotment Act of 1906, the HHCA set aside over 200,000 acres of trust land scattered throughout the state to be issued in long term leases to Native Hawaiian adults of 50% or more blood quantum.

Because the Native government was destroyed in the illegal overthrow, Native Hawaiians do not have a recognized Native government, and therefore much of the federal trust obligation to Native Hawaiians is carried out by state agencies, nonprofit organizations and private trusts. As such, coordinating Native Hawaiian community input can be challenging. Since statehood in 1959, The State of Hawaii has managed the Hawaiian Home Lands Program, created in the Act, through the Department of Hawaiian Home Lands (DHHL) as a

public trust. The community this project seeks to serve is the Native Hawaiian people eligible to receive Hawaiian Home Lands residing throughout the state of Hawaii.

As will be described more fully in the next section, the implementation of the Act has been a dismal failure, achieving an average of 79 lease awards a year since its inception. A longstanding goal of the Native Hawaiian community has been to maximize the program established by the Act, and return Native Hawaiians to the land in meaningful ways. According to a well-researched article with citations posted at <http://www.alternative-hawaii.com/overpop.htm> entitled “The Price of Paradise,” in 2005, the most affordable price for a 4 bedroom house in a middle income neighborhood in Hawaii is \$737,625, nearly double the national average of \$401,767. Native Hawaiians, as a result, have continued to be priced out of Hawaii, creating an out-migration of significant proportions, and a continued downward spiral of Native Hawaiian socio-economics. Nearly 40% of all Native Hawaiians live outside of Hawaii.

There is also great concern for the future of Native Hawaiians, as 38.5% of our population is below 18 years of age (Native Hawaiian Data Book 2006) and their ability to master the skills necessary to pull ourselves out of poverty and other social ills is critical to the continued survival of our people, our culture and our way of life. An analysis of Native Hawaiian performance at key standardized educational testing intervals at grades 3, 5, 8 and 10 reveals that the proportion of Native Hawaiians achieving “average” performance in the SAT-9 Math test is equal to the state’s other populations, however, the proportion of Native Hawaiians achieving “below average” performance is 10-13 percent higher than others in the state. Conversely, this also means that the proportion of Native Hawaiians achieving “above average” performance is 10-13 percent lower than others in the state. In recent years, the Native Hawaiian community has mobilized around the issue of Native Hawaiian education, and in 2000, began establishing the first of 12 Native Hawaiian charter schools to incorporate Native Hawaiian culture into the curricula to encourage greater Native Hawaiian student achievements. There is wide consensus that if we are to overcome our present socio-economic circumstances, we must educate our youth to make sound choices.

The need for this project is critical. After 82 years of failure to meet the housing needs of Native Hawaiians, the Department of Hawaiian Home Lands in 2005 initiated new programming designed to offer out 6,000 lease awards in 5 years—the single largest push to get Native Hawaiians off the waitlist and onto the land in the history of the Hawaiian Home Lands program. In the next 3 years, the Department of Hawaiian Home Lands will be ready to issue 3,700 residential leases to reach its goal.

As will be discussed more extensively in the next section, it is absolutely critical that Native Hawaiian families be financially ready to qualify for mortgage loans to purchase the homes, or they will not receive an award, but 52.2% of those on the waitlist cannot qualify for a mortgage loan today. 56.2% of those on the waitlist fall below HUD's 80% AMI income standards, and for them and many others, homeownership on Hawaiian Home Lands, where the average house price for a 4 bedroom home is \$225,000, is their only opportunity at affordable housing in a state where the average price for the same house off Home Lands is \$500,000 more. This unique community must have access to homebuyer education, financial literacy training and individual credit counseling services to become financially ready for upcoming homeownership opportunities, and HCA has a demonstrated track record of counseling families who had little hope of qualifying for mortgage loans to make the necessary changes to become homeowners.

Need for Assistance

The Hawaiian Homes Commission Act (HHCA) authorizes leasing the lands to eligible Native Hawaiians for three purposes: residential, agricultural and pastoral use. There are currently 32 Hawaiian Home Land communities throughout the state. While the land is leased to individuals for \$1 a year for 99 years, Native Hawaiians awarded these leases are responsible for the costs of the house. In the 82 years between 1920 and 2002, the Hawaiian Home Lands Program only issued 5,941 leases to eligible Native Hawaiians; an average of 79 awards made each year. Since the mid-1970s, the Department of Hawaiian Home Lands (DHHL) has had a list of over 19,000 people waiting for residential awards. According to the Native Hawaiian Data Book 2006, the number of people waiting for a residential award in 2003 climbed to 20,416.

Concern over and frustration with this vital program's administration has been at the forefront of the Native Hawaiian community's agenda since its inception. Native Hawaiians have raised concerns over this program, and its failure to get Native Hawaiians off the waitlist and onto the land in most any available forum—in community meetings with DHHL, hearings with Hawaii's Congressional Delegation, representatives from the Departments of Justice and Interior and even in meetings with the Hawaii Advisory Committee to the U.S. Commission on Civil Rights. Native Hawaiians have consistently pushed for the Hawaiian Homes Commission Act to be fully implemented and achieve its intended purpose of returning Native Hawaiians to the land.

Evidence that this priority has permeated every level of Hawaiian community consciousness can be found in the fact that there are countless popular songs by Native Hawaiian musicians that communicate an overwhelming desire to return to the land and for the United States to make good on the promise of the Hawaiian Homes

Commission Act. The news article “Family awarded home, thanks to HOAP” published in the Honolulu Advertiser on February 20, 2007 illustrating this fact is included as Attachment 6.

The Native Hawaiian community’s persistent activism in raising awareness about this program have resulted in two reports from the Hawaii Advisory Committee to the U.S. Commission on Civil Rights, a joint report from the U.S. Departments of Interior and Justice, federal and state legislation to dedicate resources to provide funding support, and a prioritization of this issue for every major candidate running for elective office in Hawaii in 2002.

In 2002, the state of Hawaii elected Governor Linda Lingle, who campaigned on the premise that if elected, her administration would expedite the award of Hawaiian Home Land leases like no other administration before her, promising to generate 6,000 lease awards in 5 years. In 2003, DHHL Chairman Micah Kane commissioned a survey of the people on the waitlist to seek community input about how best to achieve this ambitious goal, and determine the financial readiness of the applicants for homeownership. The results were stunning.

According to the Department of Hawaiian Home Lands Applicant Survey Report, 2003, published in the Native Hawaiian Data Book 2006, 55.6% of all waitlisted applicants indicated that purchasing a “Turn Key” house would be their first choice in receiving a lease award. Unfortunately, the survey also indicated that 52.2% could not qualify for standard financing necessary to purchase or build a home on Hawaiian Home Lands, and that 56.2% of the applicants fell below 80% of the HUD Median Income Guidelines.

For DHHL, the challenge of issuing 6,000 homestead awards in 5 years just became more complicated. During the survey process, applicants called for programming that would not only increase the number of lease awards offered, but complementary programming that would assist them in being financially ready to accept the awards when offered. DHHL began to work with the Native Hawaiian community and organizations to devise creative solutions to respond to the community’s call to action.

Out of those discussions came two new programs to address the need to issue more lease offerings, and to assist people on the waiting list to access services designed to increase their homeowner readiness. The first was the Undivided Interest Program, launched in September 2005, wherein DHHL issues a large number lease awards to a large and undivided track of land scheduled for development within 5 years, then when the housing development was completed, issues individual leases to specific parcels within the development.

This program is a serious departure from DHHL's prior practice of developing lands, then issuing awards once the houses were built. Under the old process, applicants had essentially 30-45 days notice of the need to secure a mortgage loan in order to accept a lease award, and if they could not qualify for a loan, they were passed up for the next applicant on the list that could. The Undivided Interest Program created an opportunity for waitlisted applicants to plan for homeownership in a meaningful way, and provided them enough time to remedy any issues that may prove an obstacle to acquiring a loan.

The second program launched in June 2005 by DHHL was the Home Ownership Assistance Program (HOAP), an innovative approach to connecting applicants needing homebuyer education, financial literacy training and individual credit counseling to the three service providers throughout the community already providing those services. Hawaiian Community Assets was DHHL's first provider partner in implementing HOAP, and the only Native Hawaiian-controlled service provider with a statewide presence. Designed to provide *incentives* for service providers to reach out and serve DHHL's applicants, HOAP was not built to cover the entire cost of serving them. As such, HOAP makes small payments to service providers when DHHL applicants achieve certain milestones in the path to homeownership. The milestones and payment amounts are as follows:

Client Milestone	Average Months to Achieve	HOAP Incentive Amount
Financial Assessment / Individual Case Plan	1 month	\$125
Loan Prequalification	18-24 months	\$175
Mortgage Loan Closing	36 months	\$225

DHHL required all awardees of an Undivided Interest Lease to complete a homebuyer education and financial literacy training course, and obtain a Financial Assessment and follow any recommended action steps in the Case Plan in order to receive their individual award once the development is completed.

Prior to the development of HOAP and the Undivided Interest Program, HCA served approximately 100 families a year with homebuyer education and individual counseling services. Though many saw the value of HCA's services, and thought they "should" get their finances in order, the simple truth is that because DHHL had such a dismal track record of making lease awards available, many families had given up hope. At first, DHHL was met with skepticism as it began holding community meetings statewide to notify Native Hawaiians about its two new programs, and its development plans.

Since 2003, DHHL has issued 1,050 standard lease awards and 1,251 undivided interest awards, bringing the total number of awards made to approximately 2,300. In the past 18 months, HCA has become the leading

provider for HOAP clients, serving 74% of the overall demand for services. With an average class size of 23 participants, HCA has conducted 65 homebuyer education and financial literacy training sessions in that time, training 1,374 people. Additionally, in 18 months, 1,502 families have completed financial assessments and case plans with HCA, and 339 of them have already pre-qualified for a mortgage loan, and 88 families have closed on a mortgage loan and moved into their new home. These mortgage loan closings are 18 months earlier than the typical case timeline. HCA anticipates another 350 families to pre-qualify for a mortgage loan in the next 6 months, and move into their new homes within a year after that.

The demand for HCA's services has never been greater. HCA is currently providing ongoing services to approximately 1,200 open individual credit counseling cases, and has a waitlist for its homebuyer education and financial literacy training of approximately 180 people. According to an article in the Honolulu Advertiser on February 11, 2007 included as Attachment 7, 3,700 additional undivided interest awards are expected to be made by the end of 2008, with people actually moving in to their new homes over the next 5 years. If HCA continues to serve over 70% of the clients referred to services through HOAP, the anticipated demand for our services during this project is likely to be over 2,500 clients.

As a result of the success of DHHL's Undivided Interest Program and Home Ownership Assistance Program, HCA was forced to rapidly increase its capacity to serve 15 times more clients than it had served prior. HCA has spent the past 18 months focused on meeting the client demand for services, and has not had the resources to dedicate to improving internal efficiencies required to meet the greatly expanded demand for services, and grow its share of the mortgage lending market to generate sufficient revenue to support its training and counseling costs. Without the resources to invest in these two critical areas, it is questionable if HCA will be able to afford to meet the current and future demand for services. As the provider that has handled 74% of the referrals through HOAP, HCA's active participation in getting DHHL applicants financially ready for upcoming homeownership opportunities is critical. Without HCA, it is unlikely that the 52% of people on the waitlist that are currently unable to qualify for a loan will become financially ready in time to accept their lease awards, thereby thwarting community's long-range goal of returning Native Hawaiians to the land.

Due to the lack of tribal infrastructure or contiguous geographical boundaries, the Native Hawaiian community can have some difficulty in conducting formal and structured community planning on projects, particularly when the project will have a statewide impact. Community service organizations like HCA often utilize project planning methods that recognize community input from a variety of sources—relying on the minutes and results of other agencies' meetings and surveys, discussions among community leaders, and articles in the news media

to determine the will of the community. Whenever new programs are launched, careful attention is paid to the community's feedback in order adjust them to be in tune with the community's goals, sentiments and values. The planning for this project has happened in just this way—by listening to community input through various channels and applying lessons learned about the best ways to provide homeownership services to our community.

As has been voiced in numerous community meetings across the state, one of the Native Hawaiian community's long range goals is to ensure that every person eligible to receive Hawaiian Home Lands does so within 5 years of their application date. Another community long-range goal is to ensure that Native Hawaiians can afford to stay in Hawaii, or return to Hawaii if they have had to leave for economic reasons.

The ***Brokering Mortgages to Support Financial Literacy Enhancement Project***'s goal to prepare 1,125 families for homeownership through the provision of financial literacy and foreclosure prevention training, serve 900 families with individual counseling services, and prepare 180 youth, ages 14-21, with age appropriate financial literacy training in their community directly advances the community's long-range goals and ANA's SEDS goal of economic development by ensuring that the least able to qualify for mortgage loans can achieve homeownership on Hawaiian Home Lands. HCA's efforts to instill sound financial management skills in the youth will ensure that the people who will be applying for Hawaiian Home Lands in the next 2-5 years will develop good money-management skills that will ensure they are ready to purchase a home when their name comes up on the waitlist the first time. By enhancing its internal infrastructure and increasing the marketability of its brokerage services to a wider customer base, HCA strengthens the sustainability of these services beyond the project period.

HCA is headquartered in Honolulu, on the island of O'ahu, but has offices in Nanakuli, Oahu and on each of the major neighbor islands in Lihue, Kauai, Paukukalo, Maui, and Hilo, Hawaii. The project will be administered from the Honolulu office and implemented in Native Hawaiian communities throughout the state of Hawaii.

Project Approach

The ***Brokering Mortgages to Support Financial Literacy Enhancement Project***'s goal is to prepare 1,125 families for homeownership through the provision of financial literacy and foreclosure prevention training, serving 900 families with individual counseling services, and prepare 180 youth, ages 14-21, with age appropriate financial literacy training in their community. Hawaiian Community Assets will strengthen the

sustainability of these services beyond the project period by enhancing its internal infrastructure and increasing the marketability of its brokerage services to a wider customer base.

HCA's approach to this project is to simultaneously meet the anticipated demand for services while enhancing its internal case management efficiencies and infrastructure, and growing its ability to broker an increased number "off-Home Land" loans to sustain the increased demand for services after the project's end. By successfully completing these objectives, HCA will achieve this project's goal and position itself to continue to advance the community's long-range goals of returning Native Hawaiians to the land. Over the course of three years, nine objectives lead to the successful completion of the project's goal. The objectives fall into three basic categories, as follows:

- **Uninterrupted Service Provision:** Provide quality homebuyer education and financial literacy training, and individual credit counseling with ongoing case management services to ensure Native Hawaiian applicants for Hawaiian Home Lands have the necessary information and support to improve credit scores, lower their debt to income ratio by paying down outstanding debt and saving money for a down payment.
- **Appropriately Tooled Employees:** Improve HCA's ability to efficiently and effectively provide sustainable services across remote sites by creating culturally relevant, age appropriate curriculum enhancements; improve employee tools and standardize processes by establishing a formal network server system, a client management database and a complete set of standardized forms and uniform client files to manage client cases; and ensure all employees are properly trained and certified.
- **Expand HCA's Share of Market:** Improve the marketing of HCA's services, with particular focus on expanding the available markets for HCA's mortgage lending brokerage to generate sufficient revenue to meet the demand for training and counseling services.

Accomplishing the objectives in these three categories ensures the clients with continued access to quality training services while growing HCA's capacity to serve more people and reduce dependency on grant resources with the revenue generated from brokering mortgage loans. Following are the objectives for Year 1 of the project:

1. **Upgrade Curriculum & Infrastructure:** Within the first 6 months, HCA will create a culturally appropriate curricula to supplement its NeighborWorks "Realizing the American Dream"

homeownership and financial literacy curriculum, with a focus on foreclosure prevention / home retention and unique issues pertaining to homeownership on Hawaiian Home Lands. HCA will also implement a client management database, acquire a central server and necessary computers to increase efficiency and standardization in working with clients and doing customer follow-up.

2. Client Homeownership Preparation: By the end of 12 months, HCA will prepare 375 families for homeownership by providing financial literacy training and one-on-one counseling services for 300 families to assist them in becoming qualified to secure a mortgage loan by initiating and following up on a case plan designed to raise their credit scores, pay down outstanding debt and save money for a down payment on a house.
3. Services Marketing and Outreach: Within 12 months, HCA will assess its marketing strategy for its homeownership training, one-on-one counseling and mortgage brokering services and devise and implement a targeted marketing strategy that includes materials and website development, direct mailings, targeted advertising and standard messaging to increase awareness of available products and solicit additional business for its mortgage lending services.

Year 2 objectives are as follows:

1. Client Homeownership Preparation: By the end of 12 months, HCA will market its services and prepare 375 families for homeownership by providing financial literacy training and one-on-one counseling services for 300 families to assist them in becoming qualified to secure a mortgage loan by initiating and following up on a case plan designed to raise their credit scores, pay down outstanding debt and save money for a down payment on a house.
2. Improved Mortgage Lending Brokerage: Within 12 months, HCA will assess the range of available mortgage loan products available to its client base, identify the gaps in its own offerings, secure the ability to offer at least two additional conventional mortgage loan products and the HUD 184A guaranteed loan.
3. Youth Education and Outreach: Within 6 months, HCA will develop a financial literacy curriculum targeted at youth ages 14 to 21, that encourages saving, long term planning, sound money management skills, and helps youth understand the credit scores, financial management, and the power and dangers of

managing credit accounts. By the end of the year, HCA will have successfully piloted its curriculum to a youth focus group and made revisions based on group feedback. HCA will establish partnerships with 5 Hawaiian Homestead associations in Hawaiian Home Land communities in preparation of conducting 12 workshops in Year 3.

Year 3 objectives are as follows:

1. Client Services: By the end of 12 months, HCA will market its services and prepare 375 families for homeownership by providing financial literacy training and one-on-one counseling services for 300 families to assist them in becoming qualified to secure a mortgage loan by initiating and following up on a case plan designed to raise their credit scores, pay down outstanding debt and save money for a down payment on a house.
2. Youth Education and Outreach: HCA will partner with homestead associations and other community based organizations in Hawaiian Home Land communities to offer 12 youth financial literacy training sessions, reaching a minimum of 180 youth.
3. Mortgage Lending Outreach: By the end of 12 months, HCA will secure one agreement with a residential developer to serve as a lead lender on a 125-unit development and increase public awareness of HCA's mortgage brokerage service through advertising, consistent messaging, and direct mailing of materials.

Please review the Objective Work Plans attached to this proposal for a detailed breakdown of each of the above referenced objectives.

Leveraged Resources & Supportive Activities

HCA anticipates being awarded a contract to administer an Individual Development Account program funded by DHHL in the next month. The program first year of funding will serve 30 Native Hawaiian families whose income is below 80% of the area median income, and provide a 3:1 match towards every dollar the program participant puts away for down payment assistance, with a maximum matching amount of \$7,500. HCA anticipates that at least 24 of the successful awardees will be clients who initiated their financial assessment and case plan under this project, resulting in \$240,000 of leveraged resources towards the broadening the impact of the project. HOAP will serve as a conduit for potential clients to the project, and the DHHL staff may be

Project Impact / Evaluation

Impact Indicator 1: Number of Partnerships Formed

Target Numbers: 16

Relevance of Impact Indicator to Project: Partnerships are a fundamental element of this project. Each objective requires the use and/or establishment of partnerships to broaden the reach and impact of the project.

Method to Track Impact Indicator: The Community Services Manager will manage all partnerships formed with the homestead associations for delivery of the youth financial literacy program. The lending manager will manage the partnerships formed with banks resulting in brokerage agreements.. The Executive Director will manage any partnerships formed with residential developers. The partnerships will all be documented by executed agreements. The partnerships formed will be reported on monthly and quarterly activity reports to the Executive Director. HCA will report to ANA quarterly.

Method to Determine Success: HCA will measure it's success by quantifying the number of successful partnerships formed under this project. Each partnership formed will be documented with an agreement for recordation purposes.

Relationship to Project Goal, Objectives and Outcomes: To successfully meet the project goal of providing homebuyer training to 1125 clients, case management services to 900 clients, and 1805 youth with financial literacy, HCA must form community partnerships to recruit participants and expand services.

The project outcomes include:

- 1) increased access to homeownership resources through 54 homebuyer education workshops.
- 2) increased case management service for 900 families and homebuyer education training for 1125 families
- 3) increased access to financial literacy training for 180 youth through 12 workshops; and
- 4) increased capacity to market to various target audiences (youth, families, lenders, and developers).
- 5) increased visibility of Hawaiian Community Assets' lending program.

Impact Indicator 2: Amount of Dollars Leveraged Beyond NFS Match

Target Numbers: \$125,000

Relevance of Impact Indicator to Project: The dollars leveraged directly by HCA will come directly from mortgage fees. Loan revenues will contribute to the organizations goal of self sustenance. HCA will look for increased loan revenues to assist in leveraging funds.

Method to Track Impact Indicator: HCA's accounting system will be utilized to track loan revenue earned above and beyond any match funds or the ANA grant.

Method to Determine Success: HCA has targeted to earn \$125,000 in leverage funding. However, we will consider our leverage successful if we can earn \$100,000 above and beyond the non federal match.

Relationship to Project Goal, Objectives and Outcomes: The project goals and objectives are directly related to the dollars leveraged because revenue earned through the brokerage activities are funds used to support HCA's community services component

Impact Indicator 3: Number of Infrastructures and Administrative Systems, Including Policies and Procedures Developed and Implemented

Target Numbers:5

Relevance of Impact Indicator to Project: Policies, procedures and forms are the backbone of building the capacity for the high demand for services. Administrative Systems, including policies and procedures increase efficiency.

Method to Track Impact Indicator: HCA will track this impact by the considering the systems, forms and processes it develops to deliver its youth program and also by increased efficiencies at with the implementation of a data base system.

Method to Determine Success: The number of clients in our new data base,

Relationship to Project Goal, Objectives and Outcomes:

Impact Indicator 4: Number of People to Successfully Complete a Workshop/Training

Target Numbers: 1125

Relevance of Impact Indicator to Project: The number of people successfully completing a workshop directly impacts the project because we have set a specific goal of 1125. Many families need long term assistance in preparing to purchase a home but homebuyer education is the first step. The more families we can educate will result in a higher number of successful homebuyers.

Method to Track Impact Indicator: HCA has tracking systems, sign in sheets and a HUD reporting system to track the number of people who go through our homebuyer education classes.

Method to Determine Success: The number of families who graduate from the class will determine HCA's success. HCA will consider the program success full if it serves 925 families with homebuyer education.

Relationship to Project Goal, Objectives and Outcomes: Again, this indicator is directly related to the program objective and outcomes. The program is quantified by the 1125 families HCA is looking to serve.

Impact Indicator 5: Number of Children, Youth, Families or Elders Assisted or Participating

Target Numbers: 180

Relevance of Impact Indicator to Project: This is a relevant indicator because HCA is addressing a youth financial literacy component and serves families working towards achieving the goal of homeownership.

Method to Track Impact Indicator: HCA collects demographic information from all program participants and will be able to track the children, youth families and elders assisted.

Method to Determine Success: HCA's will compute statistics from demographics collected and will determine its success by serving 160 youth with financial literacy services.

Relationship to Project Goal, Objectives and Outcomes: Homeownership goals are about families and this indicator would quantify the number of families HCA is assisting in achieving the goal of homeownership.

The value of this project is that it will increase the number of successful homeowners through education and individualized services. The long term impact to the participants and the community are that services provided by HCA encourage health neighborhoods. Homeownership is not only about a sense of pride and accomplishment but about asset building for long term success.

Budget and Budget Justification / Cost Effectiveness

Please refer to the Budget and Budget Justification included as a separate document in this proposal. HCA does not have a negotiated indirect cost rate, and therefore has included any such costs in the direct line-item budget.

Each year, HCA generates approximately \$125,000 after expenses in revenue from its mortgage brokerage each year to support its homebuyer education and counseling services. HCA will utilize this revenue and other sources to fund the non-Federal share of this project. A commitment to provide the require non-Federal share of this project can be found in the resolution from the board authorizing this application, attached as Attachment 1. Although HCA does not anticipate generating any program income, any program income generated will be reinvested into the program to meet additional demand for services and improve program efficiencies.

Cost Effectiveness: In preparing the budget for this proposal, HCA took great care in trying to maximize ANA's funds by searching for low-cost solutions for high-yield purchases. HCA has partnered with several

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year:

1

* Funding Agency Goal:

Economic Development

* Objective:

1: Upgrade Curriculum & Infrastructure: In the first 6 months, develop administrative infrastructure, create culturally appropriate curriculum companion, implement a client management database, implement enhanced client management system, and conduct employee training.

* Results or Benefits Expected:

1st Qtr: 1)4 project staff hired; 2) 1 curriculum companion developed. 2nd qtr: 1)2 three-day training sessions held; 2) 9 employees trained; 3)1 client management database populated; and 4)1 enhanced client management system implemented.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Develop administrative infrastructure which includes: organizing project management systems, purchasing supplies and hiring four project staff.	Executive Director Community Services Manager	10/01/2007	12/31/2007	0
New hires attend NeighborWorks Institute Training for Homeownership Counseling certification	Community Services Specialists	11/01/2007	12/31/2007	0
Build and implement comprehensive client management database to manage new client files from assessment to loan closing.	Community Services Specialist	10/01/2007	12/31/2007	0
Assess strengths and weaknesses of existing case management systems, and design an enhanced standardized system to be implemented at all sites across the state.	Community Services Manager Community Lending Manager	10/01/2007	12/31/2007	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Coordinate and deliver two three-day training sessions to train all employees on the proper use of the new curriculum companion, client management database and enhanced case management systems.	Community Services Manager Community Services Specialist	12/31/2007	03/31/2008	0
Populate and actively use the new client management database with client information better tack and serve families.	Community Services Specialist Administrative Assistant	12/31/2007	03/31/2008	0
Implement the enhanced standardized case management systems at all HCA sites across the state.	Community Services Specialist	12/31/2007	03/31/2008	0
Provide ongoing administrative support.	Administrative Assistant	10/01/2007	09/30/2008	0

* Criteria for Evaluating Results or Benefits Expected:

By the end of 2nd quarter, HCA will be successful if: 1) 100% of the administrative infrastructure is set-up; 2) 50% of the project staff is hired; 3) one curriculum companion is developed; 4) 2 training sessions are completed; 5) 2 of the employees receive training and certification; 6) new client management database is populated; and 7) 100% are using enhanced systems.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year:

1

* Funding Agency Goal:

Economic Development

* Objective:

2: Client Homeownership Preparation In 12 months, HCA will: 1) market its services; 2) prepare 375 families for homeownership through financial literacy and homebuyer education training; and 3) initiate case plans for 300 families to raise credit scores, pay down debt and save for down payment on a home.

* Results or Benefits Expected:

By the end of the 2nd quarter: 1)150 case plans will be completed. By the end of the 4th quarter: 1) 375 will have completed homebuyer education workshops; 2) 18 workshops will be held; 3) 300 client plans will be initiated.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Initiate client plans for 300 families designed to raise credit scores, pay down debt and save money for a down payment.	Community Services Specialist	10/01/2007	09/30/2008	0
Provide periodic counseling of clients to ensure case plan compliance.	Community Services Specialist	10/01/2007	09/30/2008	0
Coordinate 18 homebuyer education workshops throughout the state.	Community Services Specialist	10/01/2007	09/30/2008	0
Advertise and conduct 18 homebuyer education workshops throughout the state.	Community Services Specialist	10/01/2007	09/30/2008	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Conduct ongoing administrative support to project staff.	Administrative Assistant	10/01/2007	09/30/2008	0

*** Criteria for Evaluating Results or Benefits Expected:**

By the end of 4th quarter, year one, HCA will be successful if: 1) 325 participate in homebuyer education workshops; 4) 15 workshops are held; 5) 240 client plans are initiated; and 6) 90% of all clients with case plans are counseled at least every 3 months.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year: * Funding Agency Goal:

1

Economic Development

* Objective:

Objective 3: Services Marketing and Outreach: In 12 months: 1) assess marketing strategy for homeownership training, one-on-one counseling, and mortgage brokering services; 2) devise marketing strategy; and 3) implement a targeted marketing strategy that includes materials and website development, direct mailings, targeted advertising and standard messaging.

* Results or Benefits Expected:

By end of the 1st qtr., enhanced marketing strategy developed By 2nd qtr, messaging, branding themes, and graphics developed. By 3rd qtr., 6 marketing materials will be developed. By end of 4th qtr., print and publish material.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
1. Review and assess strengths and weaknesses of existing marketing materials: website, direct mailing, print advertising, etc.	Executive Director Community Services Manager Lending Manager	10/01/2007	12/31/2007	0
2. Develop enhanced marketing strategy which incorporates recommendations presented for marketing materials.	Community Services Manager Community Lending Manager	10/01/2007	12/31/2007	0
3. Develop messaging, select branding themes, and select graphic images for marketing materials.	Community Services Manager Executive Director Lending Manager	10/01/2007	12/31/2007	0
4. Lay out and design of materials which could include: print advertisements, direct-mailers, tri-fold brochures, and a website design.	Big D Productions	10/01/2007	03/31/2008	215

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
5. Review and edit materials which could include: print advertisements, direct-mailers, tri-fold brochures, and a website design.	Executive Director	10/01/2007	06/30/2008	0
6. Finalize new marketing materials developed.	Executive Director	10/01/2007	06/30/2008	0
7. Coordinate printing of new marketing materials which could include: print advertisements, direct-mailers, and tri-fold brochures.	Community Services Specialist	03/01/2008	06/30/2008	0
8. Conduct ongoing administrative support to project staff.	Administrative Assistant	10/01/2007	09/30/2008	0

* Criteria for Evaluating Results or Benefits Expected:

By the end of 4th quarter, HCA will be successful if: 1) one enhanced marketing strategy is developed; 2) 100% of messaging, branding themes and graphics are developed; 3) 67% or four marketing materials are developed; and 4) 67% or four marketing materials are printed and/or published.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year: * Funding Agency Goal:

2

Economic Development

* Objective:

1: Client Homeownership Preparation: In 12 months, HCA will: 1) market its services; 2) prepare 375 families for homeownership through homebuyer education training.3) Create case plans for 300 families to raise scores, pay down debt and save for down payment on a home, and 4)pre-qualify 220 families for mortgages

* Results or Benefits Expected:

2nd quarter:1)150 client plans will be completed. 4th quarter: 1) 375 will participate in homebuyer education workshops; 2) 18 workshops will be held; 3) 300 client plans will be initiated; and 4) pre-qualify 220 clients for mortgages.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Implement new marketing strategies and distribute/publish new marketing material	Community Services Manager Community Lending Manager	10/01/2008	09/30/2009	0
375 families to participate in the home buyer education training workshops	Community Services Specialist	10/01/2008	09/30/2009	0
Create client case plans for 300 families to determine assist in debt reduction, credit repair and saving for down payment/closing costs.	Community Services Specialist	10/01/2008	09/30/2009	0
Coordinate 18 homebuyer education workshops throughout the state.	Community Services Specialist	10/01/2008	09/30/2009	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Conduct 18 homebuyer education workshops throughout the state.	Community Services Specialist	10/01/2008	09/30/2009	0
Periodic case management of families to ensure compliance with client plan goals.	Community Services Specialist	10/01/2008	09/30/2009	0
Provide ongoing administrative support to project staff.	Administrative Assistant	10/01/2008	09/30/2009	0

* Criteria for Evaluating Results or Benefits Expected:

By the end of 4th quarter, year 2, HCA will be successful if: 1)325 families participate in homebuyer education workshops; 2) 15 workshops are held; 3)240 client plans are initiated; and 6) 220 clients pre-qualify for a mortgage.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year: * Funding Agency Goal:

2

Economic Development

* Objective:

Objective 2: Improved Mortgage Lending Brokerage: In 12 months, HCA will: 1) assess the range of available mortgage loan products available to its client base, 2) identify the gaps in its own offerings, and 3) build capacity to secure at least two additional conventional mortgage loan products and the 184A.

* Results or Benefits Expected:

1 qtr. Identify 3 loan products. 2nd qtr, develop strategies to secure 3 loan products. 3rd qtr, implement strategy to secure 3 loan products. 4th qtr, 2 new partnerships 1 staff retreat and 9 marketing materials updated/printed/published.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Evaluate needs of client base and assess range of mortgage loan products available to client base.	Executive Director Community Lending Manager	10/01/2008	12/31/2008	0
Identify gaps in existing mortgage loan products and identify three mortgage loan products with conventional and unconventional lenders that HCA should secure to better serve client base.	Community Lending Manager	10/01/2008	12/31/2008	0
Develop strategy to secure mortgage loan products and assemble financial documentation to implement strategy.	Executive Director Community Lending Manager	12/31/2008	06/30/2009	0
Implement strategy to secure mortgage loan products and negotiate partnership agreements.	Community Lending Manager	12/31/2008	06/30/2009	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Travel to Minnesota to negotiate partnership agreement with Community Development Bank (HUD insured) 184A mortgage loan product.	Executive Director Community Lending Manager	03/01/2009	06/30/2009	0
Execute partnership agreements with at least one conventional lender.	Community Lending Manager	06/30/2009	09/30/2009	0
Update marketing materials to include new mortgage loan products and deploy marketing strategy to client base.	Big D Productions Community Services Specialist	06/30/2009	09/30/2009	130
Conduct two-day staff retreat to update all employees on the new mortgage loan products.	Community Lending Manager	06/30/2009	09/30/2009	0

* Criteria for Evaluating Results or Benefits Expected:

By the end of 4th quarter, year 2, HCA will be successful if: 1) at least three additional mortgage loan products are identified; 2) at least one conventional and the HUD 184A mortgage loan product is secured; 3) at least two mortgage lending partnerships are secured; and 4) six marketing material pieces are updated/printed/published.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year: * Funding Agency Goal:

2

Economic Development

* Objective:

3: Youth Education and Outreach: In 6 months, HCA will: 1) develop a financial literacy curriculum targeted at youth ages 14 to 21, that encourages saving, long term planning, sound money management skills, and helps youth understand the credit scores, financial management, and the power and dangers of managing credit accounts. HCA will partner with five homestead associations and other community-based organizations in Hawaiian Home Land communities.

* Results or Benefits Expected:

2nd quarter financial literacy curriculum for youth developed. 3rd qtr, 1 session piloting new curriculum completed. 4th qtr 1) 1 financial literacy curriculum finalized; 2) 5 partnerships formed with community-based organizations.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Research and develop culturally-appropriate homeownership and financial literacy curriculum targeting youth ages 14-21.	Community Services Manager Community Services Specialist	10/01/2008	12/31/2008	0
Review and edit homeownership and financial literacy curriculum.	Executive Director Community Services Manager	10/01/2008	12/31/2008	0
Coordinate and conduct one training session with at least 10 youth that reside on or near Hawaiian Homestead communities to pilot the curriculum.	Community Services Specialist	12/31/2008	03/31/2009	0
Compile results of training surveys, and evaluate results and comments to determine if curriculum needs revisions.	Community Services Specialist	03/31/2009	06/30/2009	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Edit and finalize homeownership and financial literacy curriculum for delivery in year three.	Community Services Specialist	06/30/2009	09/30/2009	0
Establish five partnerships with community-based organizations in Hawaiian Homes Land communities.	Community Services Manager	06/30/2009	09/30/2009	0
Develop marketing material that targets youth ages 14-21.	Community Services Specialist	06/30/2009	09/30/2009	0
Conduct ongoing support to project staff.	Administrative Assistant	10/01/2008	09/30/2009	0

* Criteria for Evaluating Results or Benefits Expected:

By the end of 4th quarter, year 2, HCA will be successful if: 1) one financial literacy curriculum targeting you is developed and finalized; 2) one training session piloting the new curriculum is completed; and 3) 60% or three partnerships will be formed with other community-based organizations.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year: * Funding Agency Goal:

3

Economic Development

* Objective:

Objective 1: Client Services and Mortgage Brokerage: In 12 months, HCA will: 1)market its services; 2)prepare 375 families for homeownership through homebuyer education training. 3)initiate and follow-up on case plans developed for 300 families to raise scores, pay down debt and save for down payment on a home; and 4) pre-qualify 260 families for mortgages.

* Results or Benefits Expected:

2nd qtr: 1)150 case plans completed. 4th quarter: 1) 375 participated in homebuyer education workshops; 2) 18 workshops held; 3) 300 client initiated; and 4) 260 families will be pre-qualified for mortgages

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Implement marketing strategies and distribute/publish updated marketing materials to promote comprehensive approach to homeownership.	Community Services Manager Community Lending Manager	10/01/2009	09/30/2010	0
Train 375 families through homebuyer education workshops.	Community Services Specialist	10/01/2009	09/30/2010	0
Create 300 client plans to assist families with debt reduction, credit repair and saving for down payment/closing costs	Community Services Manager Community Services Specialist	10/01/2009	09/30/2010	0
Periodic case management with families to ensure compliance with case plan.	Community Services Specialist	10/01/2009	09/30/2010	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Coordinate 18 homebuyer education workshops throughout the state.	Community Services Specialist	10/01/2009	09/30/2010	0
Conduct 18 homebuyer education workshops throughout the state.	Community Services Manager	10/01/2009	09/30/2010	0
Provide ongoing administrative support to project staff.	Administrative Assistant	10/01/2009	09/30/2010	0

* Criteria for Evaluating Results or Benefits Expected:

By the end of 4th quarter, year 3, HCA will be successful if: 1)320 families participate in homebuyer education workshops; 2)15 workshops are held; 5)240 client plans are initiated; and 4) 260 clients pre-qualify for a mortgage.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year: * Funding Agency Goal:

3

Economic Development

* Objective:

Objective 2: Youth Education and Outreach: In 12 months, HCA will conduct 12 youth financial literacy training sessions, reaching a minimum of 180 youth, in partnership with Hawaiian Homestead associations and other community-based organizations in Hawaiian Home Land communities.

* Results or Benefits Expected:

1st quarter, 180 youth will be recruited to complete financial literacy training. 3rd quarter, 12 workshops will be coordinated and completed; and 2)180 youth will participate in financial literacy training.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Coordinate printing and distribution of marketing materials targeting youth ages 14-21.	Community Services Specialist	10/01/2009	12/31/2009	0
Recruit 180+ to participate in financial literacy workshops..	Community Services Specialist	10/01/2009	12/31/2009	0
Coordinate 12 financial literacy trainings throughout the state.	Community Services Specialist	01/01/2010	03/31/2010	0
Conduct 12 financial literacy training throughout the state.	Community Services Manager	01/01/2010	06/30/2010	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Assist participating youth to establish a savings account.	Community Services Manager	01/01/2010	03/30/2010	0
Compile results of training surveys, evaluate results and develop training reports for each training session.	Community Services Specialist	03/31/2010	06/30/2010	0
Provide ongoing administrative support to project staff.	Administrative Assistant	10/01/2009	09/30/2010	0

* Criteria for Evaluating Results or Benefits Expected:

By the end of 4th quarter, year 3, HCA will be successful if: 1) 100% or 180 youth participate in financial literacy trainings, and 2) 9 financial literacy youth trainings are complete.

Objective Work Plan

Project:

Brokering Mortgages to Support Financial Literacy Enhancement Project

* Year: * Funding Agency Goal:

3

Economic Development

* Objective:

Mortgage Lending Outreach: By the end of 12 months, HCA will secure one agreement with a residential developer to serve as a lead lender on a 125-unit development and increase public awareness of HCA's mortgage brokerage service through advertising, consistent messaging, and direct mailing of materials.

* Results or Benefits Expected:

2nd quarter: 1) HCA Briefing done for distribution 2) Briefing Kits delivered to 10 residential developers. 3d quarter, 5 meetings completed. 4th quarter, negotiate one partnership agreement with a residential developer.

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Develop Briefing Kit on HCA, its strengths and capabilities, achievements, and goals.	Executive Director Lending Manager	10/01/2010	01/01/2011	0
Review, Edit and Finalize Briefing Kit for lay-out and design.	Lending Manager	01/01/2011	04/01/2011	0
Design and lay-out Briefing Kit for distribution to 10 residential community developers. Develop necessary ads / media for public awareness efforts	Big D Productions	10/01/2010	04/30/2011	130
Coordinate meetings with residential community developers, real estate agents, and realtors.	Administrative Assistant	05/01/2011	05/30/2011	0

Objective Work Plan

* Activities	* Position Responsible	* Time Period Begin	* Time Period End	* Non-Salary Personnel Hours
Meet with 10 residential community developers to seek opportunities to become a lead lender on a 125-unit residential development.	Executive Director Lending Manager	05/30/2011	09/30/2011	0
Conduct follow-up phone calls and maintain relationship with 10 developers.	Community Services Specialists	06/01/2011	09/30/2011	0
Negotiate partnership agreement with interested developer.	Executive Director	05/30/2011	09/30/2011	0
Provide ongoing administrative support.	Administrative Assistant	10/01/2010	09/30/2011	0

* Criteria for Evaluating Results or Benefits Expected:

2nd quarter: 1) HCA Briefing done for distribution 2) Briefing Kits delivered to 10 residential developers. 3d quarter, 5 meetings completed. 4th quarter, negotiate one partnership agreement with a residential developer.

**DIVIDER FOUR: QUICK FINDS
PROGRAM SUMMARIES**

Administration for Native Americans

ANA

Program Summaries

The Administration for Native Americans (ANA) is a federal agency housed within the Administration for Children and Families, U.S. Department of Health & Human Services. ANA was established by the Native American Programs Act in 1974 to promote the goal of economic social self-sufficiency for American Indians, Native Hawaiians, Alaskan Natives, and other Native American Pacific Islanders, including American Samoa Natives. ANA provides community-based project funding through three (3) competitive discretionary grant programs to eligible Tribes and non-profit Native American organizations.

ANA announced the availability of FY 09 financial assistance for eligible Pacific applicants for the following Program Areas and Special Initiatives. The Program Announcements which include closing deadlines are available via the web at <http://www.grants.gov> or <http://www.acf.hhs.gov/grants/index.html>. Entities applying from the Pacific Region are eligible to apply for the following ANA Grant Programs:

1. Social and Economic Development Strategies (SEDS) – CFDA # 93.612

Available financial assistance for projects assisting Tribes, Alaska Native Village governments and Native non-profit organizations for social and economic development and governance activities that foster self-sufficiency in Native communities.

- Project Period: 12 months to 36 months
- Thresholds: \$25,000 to \$500,000
- FY 2011 Closing Deadline: TBD / March 2010

2. Native Language Preservation and Maintenance – CFDA # 93.587

Available financial assistance for Tribes, Alaska Native Village governments and Native non-profit organizations in assuring the survival and continuing vitality of Native languages.

Category I: Language Assessment

- Project Period: 12 months only
- Thresholds: \$50,000 to \$100,000 per budget period
- FY 2011 Closing Deadline: TBD / March 2010

Category II: Project Planning

- Project Period: 12 months to 24 months
- Thresholds: \$50,000 to 150,000 per 12-month budget period
- FY 2011 Closing Deadline: TBD / March 2010

Category III: Project Implementation

- Project Period: 12 months to 36 months
- Thresholds: \$50,000 to \$200,000 per 12-month budget period
- FY 2011 Closing Deadline: TBD / March 2010

Category IV: Language Immersion Projects

- Project Period: 36 months only
- Thresholds: \$50,000 to \$250,000 per 12, 24 & 36-month budget periods
- FY 2011 Closing Deadline: TBD / March 2010



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Who is Eligible?

The following entities are eligible to apply for ANA funding the Pacific Region:

- Public and nonprofit private agencies serving Native Hawaiians. (The populations served may be located on these islands or on the continental United States.);
- Public and nonprofit private agencies serving native peoples from Guam, American Samoa or the Commonwealth of the Northern Mariana Islands. (The populations served may be located on these islands or in the United States.); and
- Tribally-controlled community colleges, tribally-controlled post secondary vocational institutions, colleges and universities located in Hawaii, Guam, American Samoa or the Commonwealth of the Northern Mariana Islands which serve Native American Pacific Islanders.

How do you apply?

Visit the ANA website or Grants.gov to receive the FY 2009 Program Announcement and download the Application Package. Complete the Application Package and submit to ANA by their published “received by” due date. ANA will accept applications by:

- Hardcopy Submission via mail or courier services
- Electronic Submission via Grants.gov

Contact Information:

Administration for Children and Families

Administration for Native Americans

ANA Applicant Help Desk

Aerospace Building, 2nd Floor-West

370 L'Enfant Promenade, SW.

Washington, D.C. 20447

Toll Free Phone: 877.922.9262

E-mail: ana@acf.hhs.gov

Website: www.acf.hhs.gov/grants/index.html

Administration for Children & Families (ACF)
Compassion Capital Fund – Targeted Capacity Building Program

Program Summary

The purpose of the Compassion Capital Fund (CCF) Targeted Capacity Building program is to help build the capacity of grassroots faith-based and community organizations that address the needs of distressed communities. The CCF Targeted Capacity Building program funds capacity building activities that produce measurable effects resulting in more sustainable organizations. Capacity building activities ensure that grassroots organizations have the tools to facilitate key changes within their organizations. By addressing issues that are critical to the long-term viability of organizations, non-profits are better prepared and positioned to understand and meet the needs of the communities they serve.

CCF Targeted Capacity Building grants will be awarded to grassroots faith-based and community organizations serving distressed communities. These grassroots organizations must use the funds in one of the four social service priority areas of need (e.g., at-risk youth, homelessness, healthy marriage, or rural communities) toward their organization's capacity building in at least one of five critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, 4) revenue development strategies, and 5) community engagement.

Who's Eligible?

The following entities are eligible to apply for the CCF Targeted Capacity Building program funding from Hawaii:

- Non-profits with 501(c)(3) IRS status (other than institutions of higher education)
- Non-profits without 501(c)(3) IRS status (other than institutions of higher education)

How Do You Apply?

ACF will accept applications by:

- Hardcopy Submission via mail or courier services
- Electronic Submission via <http://www.Grants.gov>

To submit an application electronically, please use the <http://www.Grants.gov> site, to download a copy of the application package, complete it off-line, and then upload and submit the application via the <http://www.Grants.gov> site. Complete the Application Package and submit to ACF by their published “received by” due date.

Contact Information

Barbara Ziegler-Johnson
Administration for Children and Families
Office of Community Services Operation Center
Compassion Capital Fund Demonstration Program
1515 Wilson Boulevard, Suite 100
Arlington, VA 22209
Phone: 800-281-9519



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U.S. Department of Education Native Hawaiian Education Program

Program Summary

In 1988, Senator Inouye sponsored and secured the enactment of the Native Hawaiian Education Act, a law to raise the educational status of Native Hawaiians through supplemental programs and services. The Act was amended in 1994 and expanded. This measure represents Senator Inouye's commitment to education Hawaii's children.

Education provides young people with the tools necessary to gaining meaningful employment and supporting themselves and their families. The Native Hawaiian Education Act is currently pending reauthorization to expand its reach and funding base.

The Act recognizes the unique status of Native Hawaiians and their history, including the overthrow of the Kingdom of Hawaii, the decline in the Native Hawaiian population after the arrival of other peoples, and the special relationship between the United States and the Native Hawaiians. The Act specifically states, "Congress does not extend services to Native Hawaiians because of their race, but because of their unique status as the indigenous people of a once sovereign nation as to whom the United States has established a trust relationship." The Act authorizes funding for programs to develop innovative educational programs to assist Native Hawaiians in reaching national education goals, and to encourage the maximum participation of Native Hawaiians in planning and managing Native Hawaiian education programs. The monies are distributed via competitive grant awards that are administered by the U.S. Department of Education.

Available Federal Funds FY 2011: \$9.6 million

Project Period: Maximum of 36 Months

CFDA Number: 11.427

Eligible Applicants

- Native Hawaiian Education Organizations
- Native Hawaiian CBO's
- Public and Private non-profits
- State Education Agencies (SEAS)
- Local Education Agencies (LEAS)
- Institutions of Higher Education

Eligible Activities

- Early Education and Care Programs
- Family-based Education Centers
- Beginning Reading and Literacy Programs
- Address needs of the Gifted and Talented
- Special Education
- Professional Development
- Enter and complete postsecondary Education

Application Process

- Register with Grants.gov
- Download Application
- Complete Application
- Submit Application via Grants.gov



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**U.S. Department of Housing and Urban Development
Alaska Native/Native Hawaiian Institutions Assisting Communities**

PROGRAM SUMMARIES

Office of University Partnerships (OUP) initiated the Alaska Native/Native Hawaiian Institutions Assisting Communities (AN/NHIAC) program in FY00. This funding will help institutions of higher education expand their role and effectiveness in addressing community development needs in their localities—including neighborhood revitalization, housing, and economic development—principally for low- and moderate-income persons.

Eligible Applicants

Accredited Alaska Native/Native Hawaiian Institutions (ANI/NHIs) of higher education that provide 2- and 4-year degrees. For an institution to qualify as an ANI, at least 20 percent of the undergraduate headcount enrollment must be Alaska Native students. To qualify as a NHI, an institution must have an undergraduate headcount enrollment of at least 10 percent Native Hawaiians.

Eligible Activities

- Economic development activities that facilitate and provide technical or financial assistance to establish, stabilize, and expand microenterprises.
- Activities designed to promote training and employment opportunities.
- Public service activities (for example, employment, crime prevention, childcare, health, drug abuse, education, and so forth) that can help to stabilize a neighborhood.
- Acquisition, construction, reconstruction, rehabilitation, or installation of public facilities and improvements.
- Acquisition of real property.
- Clearance and demolition.

Activities carried out by AN/NHIAC grantees must meet at least one Community Development Block Grant (CDBG) program national objective. Therefore, programs must benefit low- or moderate-income individuals; aid in the prevention of slums or blight; or meet other community development needs that have a particular urgency, either because they pose a threat to the health and welfare of the community or because other financial resources are not available to address them. For more information on the Alaska Native/Native Hawaiian Institutions Assisting Communities, please contact:

Contact Information:

Sherone Ivey, Deputy Assistant Secretary
U.S. Department of Housing and Urban Development
Office of University Partnerships
451 Seventh Street, SW, Room 8106
Washington, DC 20410



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U.S. Department of Housing & Urban Development Community Development Block Grant Program

Program Summary

The Community Development Block Grant (CDBG) program was established by Title I of the Housing of Community Development Act of 1974. Effective since January 1, 1974, it is one of the oldest programs of the U.S. Department of Housing and Urban Development (HUD). As the Federal Government's primary program for promoting community revitalization throughout the country, CDBG funds are usually awarded in the form of grants and loans.

CDBG funds are granted to the Counties, as units of general local government, to assist the County in addressing high priority community development needs, as identified by our community, which will *primarily benefit low- and moderate-income persons and families*. CDBG funds may also be used to *aid in the prevention or elimination of slums or blight*, or may include activities which are *designed to meet other community development needs having a particular urgency* because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs. Proposed activities seeking CDBG funding must meet one of the italicized National Objectives above, and fall within the Eligible Activities listed below.

Eligible Activities

The range of eligible activities that may be undertaken with CDBG funds are stipulated in the CDBG Rules and Regulations (Title 24 CFR 570 Subpart C). In general, these activities include, but are not limited to:

- Real Property Acquisition
- Public Facilities and Improvements
- Public Services
- Housing Rehabilitation
- Removal of Architectural Barriers
- Special Development Activities
- Historic Preservation
- Community Development Planning

Eligible Applicants

A list of Eligible Applicants for the CDBG program is listed below:

- Government Entities
- Private Non-profit Organizations
- Community-Based Development Organizations

How to Apply?

The County establishes an Open Application Period annually wherein a Request for Proposals will be published for 30 days announcing the specific opening and closing dates which are anticipated during each Fall. Contact your local CDBG office and request a Proposal Application Packet.



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Contact Information

For more information on the CDBG Program, contact your County Government.

County of Hawaii

Stephen J. Arnett/ Susan Akiama
Office of Housing and Community Development
50 Wailuku Dr.
Hilo, HI 96720
Phone: 808.961.8379
Fax: 808.961.8685
ohcdcdbg@co.hawaii.hi.us

City & County of Honolulu

Ms. Holly Kawano
Department of Budget & Financial Services
Honolulu Hale
530 S. King Street 2nd Floor Honolulu, Hawaii 96813
Phone: 808.768.3930
hkawano@honolulu.gov
www.co.honolulu,hi.us/budget/index.htm

County of Kauai

Jo Shimamoto, CDBG Coordinator
Kauai Housing Agency
4444 Rice Street, Suite 330
Lihue, HI 96766
Phone: 808.241.4428
Fax: 808.241.5118
www.kauai.gov/housing

County of Maui

Carol S. Gentz
Community Development Block Grant Program
200 S. High Street Wailuku, Hawaii 96793
Phone: 808.270.7213
Fax: 808.270.7159
cdbg@mauicounty.gov
www.mauicounty.gov/mayor/community

U.S. Department of Housing and Urban Development Rural Housing and Economic Development Program Program Summary

The U.S. Department of Housing and Urban Development's (HUD) was established to increase homeownership, support community development and increase access to affordable housing free from discrimination. To fulfill this mission, HUD will embrace high standards of ethics, management and accountability and forge new partnerships--particularly with faith-based and community organizations--that leverage resources and improve HUD's ability to be effective on the community level.

HUD's Rural Housing and Economic Development (RHED) Program provides for capacity building at the state and local level for rural housing and economic development and to support innovative housing and economic development activities in rural areas. Funds made available under this program are awarded competitively on an annual basis through a selection process conducted by HUD.

Available Federal Funds FY 2010: \$17 million

Project Period: Maximum of 36 Months

CFDA Number: 14.250

Eligible Applicants

- Local rural non-profits
- Community development corporations (CDCs)
- Federally recognized Indian tribes
- State housing finance agencies (HFAs)
- State community and/or economic development agencies

Eligible Activities

- Preparation of plans and architectural drawings
- Acquisition of land and buildings
- Demolition, provision of infrastructure, and purchase of materials and construction costs
- Use of local labor markets and job training and counseling for beneficiaries
- Homeownership and financial counseling
- Application of innovative construction methods
- Provision of financial assistance to homeowners, businesses, and developers
- Establishment of CDFIs, lines of credit, revolving loan funds, microenterprises, and small business incubators.

Application Process

- Register with Grants.gov
- Download Application
- Complete Application
- Submit Application via Grants.gov



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Atherton Family Foundation

Program Summary

In 1975, the Trustees of the Juliette M. Atherton Trust initiated action, which resulted in the creation of the Atherton Family Foundation, a nonprofit corporation organized in the state of Hawaii. The Atherton Family Foundation is now one of the largest endowed grant making private resources in the State of Hawaii devoted exclusively to the support of charitable activities.

Eligible Activities:

- Arts
- Culture
- Humanities
- Community Development
- Education
- Environment
- Health
- Human Services
- Spiritual Development
- Youth Development

Eligible Requirements:

- 501 (c)3 Non Profit Organizations
- The Hawaii Department of Education and its several Complex Areas are eligible under the following circumstances: (1) the Principal has participated in the Principals' Leadership Academy, (2) the grant amount is \$5,000 or less, and (3) the Foundation has not made a grant to the school previously.

Ineligible Applicants/Activities:

- Loans
- Endowments
- Lobbying
- Funds for Re-granting
- Conferences
- Festivals
- One-time Events
- Operating Support
- Activities that have already occurred
- Grants to individuals or for the benefit of identified individuals

Application Deadlines:

Applications postmarked or delivered by the first business day in:	...will be considered at the Board of Directors' meeting in:	...and applicants will receive decision letters in:
December	February	early March
February	April	early May
April	June	early July
August	October	early November
October	December	late December



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Application Information:

- Project Budget showing:
 - Anticipated income (source, amount restrictions, and whether secured or pending)
 - Anticipated expenses (overall expenses, and expenses for which Atherton grant will be used)
- Annual operating budget
- Balance sheet for the most recently completed fiscal year
- Income statement
- List of Board of Directors
- IRS 501(c)(3) determination letter (not required if applying through a fiscal sponsor)
- Application Criteria:
 - Organization
 - Problem or Opportunity
 - Activities
 - Expected Results
 - Funding Plan

Program Specifics:

- A grantee may not receive more than one grant in any calendar year, except that a grantee serving as the fiscal sponsor for another organization may receive a second grant for its own project.
- Grantees must not use the Founders' names on donor recognition plaques or similar items without the Foundation's prior approval.
- Project Term: 1-3 years

Contact Information:

Atherton Family Foundation
1164 Bishop Street, Suite 800
Honolulu, HI 96813
Email: foundations@hcf-hawaii.org
Website: www.hawaiicommunityfoundation.org

Kukulu Ola-HTA Living Hawaiian Culture Program

PROGRAM SUMMARY

Kūkulu Ola- HTA Living Hawaiian Culture Program

The Kūkulu Ola- HTA Living Hawaiian Culture Program was established as a result of the Hawaii Tourism Strategic Plan 2005-2015 (TSP). The over-arching goal of the LHCP is to honor and perpetuate the Hawaiian culture and community while providing a memorable and enriching experience for visitors. The LHCP is seeking proposals which will strengthen and nurture the Hawaiian culture.

What are the Goals of the Kūkulu Ola HTA Living Hawaiian Culture Program?

- To fund programs that honor and perpetuate the Hawaiian culture and community
- Develop educational programs on authentic Hawaiian language, culture, music and crafts
- Develop programs that reflect sensitive and accurate portrayals of Native Hawaiians and the Hawaiian culture
- Identify and develop protocol for cultural sites
- Encourage residents and visitors to express appreciation for Native Hawaiian culture.

How Much is Available?

- \$600,000 allocated for 2010
- Awards: \$6,000 to \$50,000 for a single project

Who is Eligible?

- **EXISTING** non-profit, for-profit, and government organizations/entities
- Organizations in good standing with the IRS
- **NO** business or organizational start-up plans are allowed.
- **NO** infrastructure or capital improvement projects are allowed.

How to receive an application kit?

Application kits and instructions are available by contact Keli'i Wilson by email at kwilson@hawaiitourismauthority.org.

How to submit proposal?

*Proposals **must be received** by mail, courier service or hand delivered to:*

Kelii Wilson
Hawaiian Cultural Coordinator
(808) 973-2281
Email: kwilson@hawaiitourismauthority.org
Website: www.hawaiitourismauthority.org

When is the anticipated deadline for the submission of proposals?

October 5, 2009 by 4:30 pm



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DIVIDER FIVE: EXERCISES

CNHA Federal Grant Training Exercises

Exercise 1: Review of FY 2009 Administration for Native Americans SEDS NOFA

Using the FY 2009 Administration for Native Americans SEDS NOFA provided, search for the critical elements of the NOFA, read them and answer questions in table below.

1. What is the name of the agency awarding this grant?	
2. What is the purpose of ANA?	
3. What are the three ANA goals?	
4. How many ANA Administrative Policies are listed? Name one.	
5. What is the ceiling on an individual award?	
6. What is the floor on an individual award?	
7. What is the length of the project periods?	
8. List the eligible Native Hawaiian entities that can apply?	
9. What is the required non-Federal share match required?	
10. What are the "Disqualification Factors"?	
11. How does ACF want organizations to submit their application?	
12. When is the application submission deadline?	
13. Name the Six Application Criteria and the Points Allowed for each.	

CNHA Federal Grant Training Exercises
Exercise 2: Project Concept Development Exercise & Worksheet

Using the questions outlined in the table below, let's develop your project concept, project goal statement and project objectives. These questions were pulled from the CNHA Proposal Development Tool for the purposes of today's exercises. Use the Tool when you return to your community and/or grant development team to help brainstorm your entire project. Later, we will review these same elements from a successful ANA application.

What is your proposed project?	
Where will the project be located? Describe the geographic location of where the project will be implemented.	
When the project is finished, what will be different? Describe the improvement/reduction/development that you'd like to occur.	
Who specifically will benefit from the project? Describe your target community to be impacted.	
How will they benefit? What will the benefit to them be?	

Draft a Goal Statement that incorporates the information above:

Identify the Objectives that will help achieve your goal:

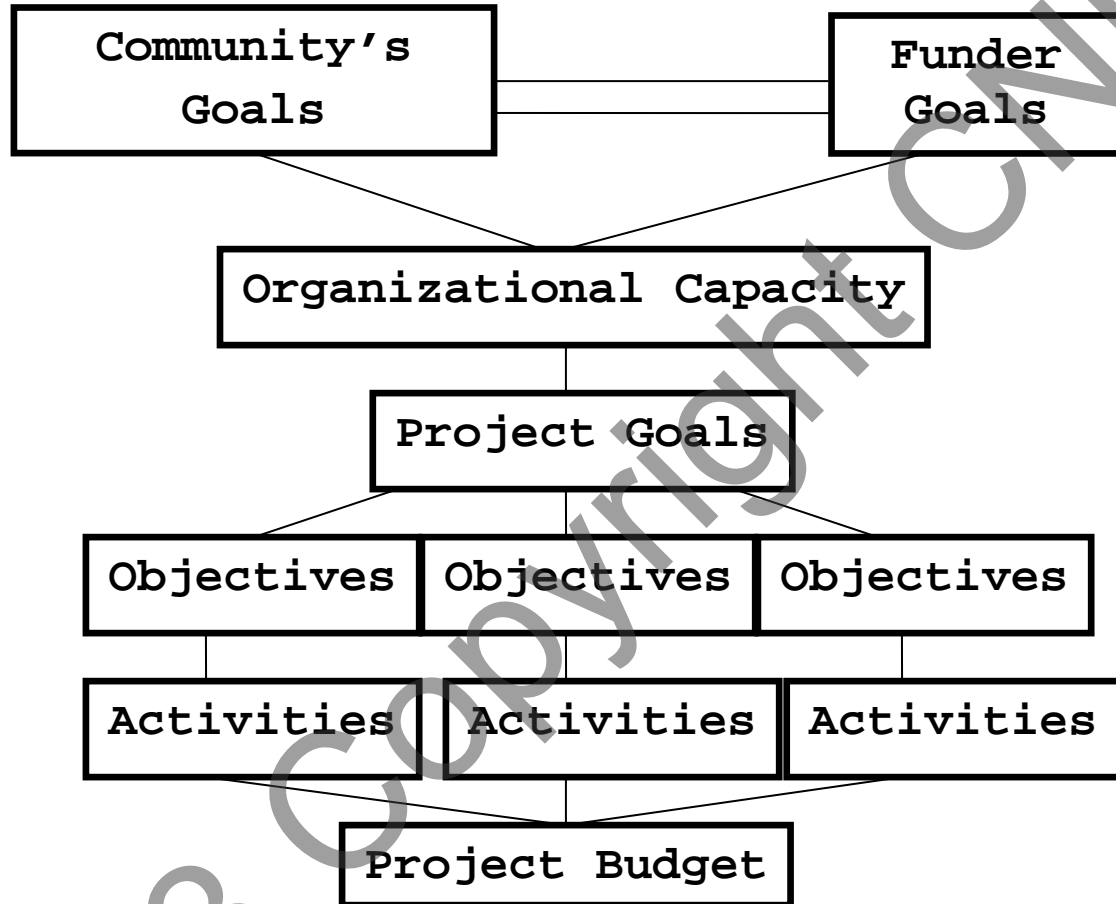
1.	
2.	
3.	
4.	

Proposal Development Guide

Prepared by the
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Proposal Development Tool

The diagram below identifies the most common proposal elements, and demonstrates how to link the information together into a cohesive and clear project proposal.



Introduction

General Proposal Development Guidance

Keep the following in mind as you develop your proposals. Remember, proposal development is telling the story of how your project will benefit your community. Be sure you can support what you're saying in your proposal with documentation.

About Your Community

In describing your community, you must assume that your reader has never been there and has no understanding of your challenges, strengths, culture or environment. While there are probably thousands of things you can say about your community, focus on those elements that lay the foundation for understanding why your project is important and necessary, and demonstrates that the community participated in the goal setting and planning processes.

About Your Organization

There are probably many things you can describe about your organization, but for the purposes of proposal development, it is most important to focus on those areas that demonstrate that your organization is capable of managing the funds you're requesting, and has the expertise and staff to accomplish the project. It is also important to demonstrate how your organization is connected to the community or population served.

About Your Project

Because this is the thing you're asking for funds for, your description of your project must be the most complete. Make sure your reader understands challenges your project is designed to address by crafting a good project goal statement. Be sure that your objectives, or major components work together to achieve that goal. Tell the reader what tasks and activities are necessary to complete in order to achieve your objective? Take the time to use good market value estimates in assembling your budget. Be sure to justify each line item you are requesting as being necessary to the project's completion. Finally, make sure you adequately describe what the outcomes of your project will be. Quantifiable and qualitative outcomes are important to demonstrating your project's success. Make sure you define these outcomes well.

Connect the Funder to Your Project

Review the funder's priorities, goals and objectives to find how your project fits into what the funder wants to accomplish with its funding. Don't try to force a fit-if your project isn't a fit with what a funder's priorities are, then find a funder that does! Trying to do what funders want, instead of what your community needs, often leads to ineffective or unsuccessful projects. There are many funders out there-find the one that's right for you and your community's project. If you have found a funding fit-where your project goal is aligned with the funder's priorities, make sure you tell the funder in your proposal! Usually you want to do this early in the proposal. Funders want to read proposals they know they can fund.

Pay Attention to Formatting Requirements

Although the above information is required by most funders, many funders have a particular order or format they want to receive the information in. Some funders have a formal application kit for you to fill out, others provide guidance on what order to present the information to them in, and others leave those decisions to you. Some funders require-that you to tell your story in a limited number of pages, while others don't set page limitations at all. It is important to pay attention to these formatting requirements as you develop your proposals.

Introduction

Generic Proposal Format

Following is a generic proposal format. Remember that different funders may require a different proposal format, but you can use this to guide future projects and proposal development. Getting information in the right place is half the battle in proposal development. Use the responses from your brainstorming session to write the sections below.

Introduction

Introduce your community. Write about:

- Environment & Location (island living)
- Economy/Major Industry
- Population & Demographics
- Native Culture
- Community's Goals
- Community Values or Processes
- Special Circumstances
 - Access to Goods & Services
 - No Roads In & Out of Islands
 - Cost of Living

Brainstorming Questions-CD1-CD4

Statement of Need

Describe those issues/circumstances that make your project necessary. Write about:

- Target Population Served by the Project
- Statistics & Challenges of that Population
- Conditions that Create the Need for Project
- Community's View of the Solution, and How that Was Determined.

Brainstorming Questions-CD5

Project Introduction

Briefly give an overview of your project. You will provide more detail later in the proposal. Write about:

- The Project Goal
- Objectives that Will Achieve the Goal
- State How Accomplishing the Project Goal furthers the Community's Goal or Meets the Need in a Way the Community Wants.
- Discuss How Project further Funder's Program Goals

Brainstorming Questions-PG1-PG5

Resources, Strengths & Assets

Identify the things your community has within it that can help complete your project and address the need identified. Write about:

- Other Available Financial Resources
- Available Facilities or Other Physical Assets
- Project Partners, Collaborators or Volunteers
- Community Attitudes, Beliefs or Cultural Values

Introduction

Brainstorming Questions-RP1-RP2

Organizational Capabilities

Introduce your organization and its purpose. Write about:

- Organization's History and Type of Organization
- Organizational Mission
- Organization's Service Population

Brainstorming Questions-ORG1-ORG2

Organizational Management

Discuss your organization's ability to manage the project, and its power structure, tracking back to the community if Possible. Write about:

- Describe How Governing Board Is Comprised & Chosen
- Describe, briefly, the Board Members Qualifications (bio statement)

Brainstorming Questions-ORG3

Fiscal Management Process & Accountability

Demonstrate your organization's ability and process for managing this grant, if funded. Write about:

- Accounting System
- System for Independent Audit or Checks and Balances
- Other Projects of Similar Size that the Organization Has Managed

Brainstorming Questions-ORG4-ORG6

Administrative/Program Management

Discuss the process for administration and program management. Write about:

- The Administrative Chain of Command
- Where this Project, if funded, Fits into the Current Organizational Chart
- Key Players Including:
 - Executive Director/President/CEO
 - Fiscal Officer/Finance Director/Accountant
 - Division Director (if appropriate)
 - Project Director (if appropriate)
 - Other Staff Associated with Project
 - Consultants Required

Include an organizational chart showing where the proposed project would fit in to the organization's operations.

Brainstorming Questions-ORG7-ORG9

Project Overview

Provide a narrative about your project that helps the reader to see the big picture of how the objectives work together to accomplish the goal. Write about:

- Your Project Goal and its Connection to
 - Community's Goal
 - Funder's Goal

Introduction

- Your Philosophy or Approach to Achieving Your Goal
- How Objectives Work Together to Accomplish the Project Goal (strategy)
- How Your Project Will Be Sustainable or Complete After Funder's Grant is Exhausted

Brainstorming Questions-FG1-FG3, 01-03, PS1

Objective Work Plan

Establish a work plan for each objective utilizing the Objective Work Plan format. Be careful the Objective Work Plan format is slightly different than the one you used during the brainstorming session. Use the format on the next page for this part. Write about:

- Identify the Activities (tasks) Necessary to Complete the Objective
- Assign Activities to Someone (a staff member or consultant)
- Provide a Start and End Date for Each Activity
- Identify Non-Staff Human Resources Necessary for Activity Completion
 - Consultant/Contract
 - Volunteers
- Benefits or Results of Each Objective
- Identify Ways You'll Measure (criteria) Whether or Not Objective Was Successfully Completed.

Brainstorming Questions-04-06, A1-A4

Itemized Budget with Justification

There are two parts to a standard budget proposal-first, an itemized listing of budget items with the costs (usually in a table format), and then a narrative justification of each line item expense. For federal grants, write about expenses in the following categories:

- Personnel
- Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual
- Other
- Indirect Charges (only applicable if you have a negotiated indirect cost rate).

Brainstorming Questions-PB1-PB6

Benefits or Results of Project

Discuss the overall benefits of your project to your community. Write about:

- Project Accomplishments (what needs will be met)?
- Performance Indicators-standards you use to judge project's success. These should be quantifiable, countable, and measurable.

Brainstorming Questions-RB1-RB4

Community Description / Community Goal! Community's Needs

Write your project goal here:

CD1: Create bullet points about what you will describe about your community so a reader can understand who lives there, where it is located and why your project approach is appropriate to your community. Think about your people, Native culture, the environment, transportation, island living and other things.

CD2: Are there any special circumstances not listed in CD1 to consider about your community?

Community Description / Community Goal/Community's Needs

CD3: Is there consensus about a community goal that your project helps to advance? Write your community's goal below.

CD4: How was consensus achieved?

CD5: What are some of the obstacles or barriers to achieving this goal?

Project Goal

PG1: What do you want to accomplish for your community with your project? Think about how your community will be different when the project is completed.

PG2: What issues or conditions do you observe that your project is designed to address? Are there any key statistics that support why your project is needed? What are the root causes of these statistics in your community?

PG3: What target population does your project intend to serve?

Project Goal

PG4: In one or two sentences, state your project's goal.

PG5: In five or less words, give your project a name.

Community Resources & Partnerships

Write your project goal here:

RP1: Identify your community strengths - what things make your community work? What about the people or the place makes it a great place to live? Think about your culture and values.

Community Resources & Partnerships

RP2: What kinds of resources or assets does your community have that can help overcome the challenge your project is designed to address? List them in the following categories:

Human

Agencies/Service Providers/Organizations

Cultural/Values/Beliefs

Financial/Physical

Organizational Capacity

ORG1: What is your organization's mission? Describe your organization's purpose, or the work it strives to do.

ORG2: Who are your organization's primary population (customers or clients)?

ORG3: Describe how your organization is governed. Consider the following questions. Who is ultimately responsible for your organization? Does your organization have a governing board or body? How are governing members selected? Does the community help to determine who is on the board? If so, how?

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Organizational Capacity

ORG4: What systems for managing money does your organization have in place? What is the process (chain of approval) for spending money? What person or position is responsible for fiscal accounting? Describe your system of checks and balances in accounting for how, when and where money is spent.

ORG5: Does your organization have a current independent audit? Are there any exceptions, and if so, how have they been addressed?

ORG6: Has your organization implemented any projects similar in size to the proposed project? If so, briefly describe them and how they were funded.

Organizational Capacity

ORG7: Does your organization have a chain of command? Describe it. Draw it. Make sure to include each staff member in your chart. (Organizational chart)

ORG8: Where in the organizational chart would the proposed project fit in? Add it with dotted lines.

ORG9: What staff will be used or hired to accomplish the proposed project objectives? Briefly describe each position's required skills, and if the position is already filled, describe their experience & qualifications.

Funder's Goals & Program Objectives

Write your project goal here:

FG1: Which of the funder's goals or program objectives does your project advance? How?

FG2: Why should the funder be interested in your community? What kinds of populations is the funder interested in serving, and how does your community fit with who the funder wants to serve?

FG3: Are your community's goals in line with the funder's goals, and if so, how?

Objectives & Outcomes

Write your project goal here:

- 01: What are the main elements, phases or components necessary to accomplish your project goal (objectives)? List them in the table below.
- 02: What outcome(s) do you expect from each objective? List them in the table below.
- 03: How will you evaluate or measure whether or not you've achieved your desired outcome(s) and completed your objective (criteria)? List them in the table below.

[illegible]

Project Sustainability

Write your project goal here:

PS1: Will your project require continued funding once the grant is complete? If yes, describe how your project will be supported once grant funding is completed. If no, explain why continued funding will not be required.

Objectives & Outcomes

04: How do these objectives work together to achieve your goal (strategy)?

05: How will you approach completing the objectives? What guiding principles will you need to be specifically identified in your objective work plan follow? For example, is hiring locally important? Will you require consultants who are working to complete parts of the objectives to transfer their knowledge to staff?

06: List any other organization or project currently serving the same target population with the same objectives as your project. Are they your partner? If no, then you may want to reconsider your project objectives or your target community.

Activities / Objective Work Plan

- A1: For each objective, create an objective work plan by listing the activities required to complete the objective"
- A2: For each activity, who will be responsible for completing it?
- A3: When will each activity begin and end?
- A4: What resources are required to complete each activity?

Objective 1 (O1):				
Expected Outcomes (O2):				
Activities (A1)	Position Responsible (A2)	Time Period		Human Resource Hours (A4) S= Staff, C= Consultant, V= Volunteer
		Begin (A3)	End (A4)	
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
Criteria for Evaluating Outcomes (O3):				

Outcomes / Results or Benefits of Project

Write your project goal here:

RB1: What will your project accomplish? What needs will be met? How many people will be served? Be specific-what kinds of firm results, which you can count, do you hope to achieve?

RB2: How will your project further your community's goal?

RB3: How will you evaluate whether or not your project achieved its goal?

Outcomes / Results or Benefits of Project**Quantifiable Performance Indicators**

RB4: What quantifiable data can you use to demonstrate your project's success (performance indicators)? How will you collect it?

Sample Performance Indicators

- | | |
|---|---|
| <input type="checkbox"/> Number of jobs created; | <input type="checkbox"/> Number of clients satisfied with assistance; |
| <input type="checkbox"/> Number of individuals who increased in ability to speak the language; | <input type="checkbox"/> Number of training classes or workshops held to teach language; |
| <input type="checkbox"/> Number of people to successfully complete a workshop/training; | <input type="checkbox"/> Number of people served by racial and ethnic breakdown; |
| <input type="checkbox"/> Number of participants who achieve language fluency; | <input type="checkbox"/> Number and type of materials developed; |
| <input type="checkbox"/> Number of community-based small businesses established or expanded; | <input type="checkbox"/> Percentage of eligible population that accesses service within a specific timeframe; |
| <input type="checkbox"/> Number of people directly served through project; | <input type="checkbox"/> Number of media products developed; |
| <input type="checkbox"/> Number of children, youth, families or elders assisted or participating; | <input type="checkbox"/> Increase in number of youth registered under a program; |
| <input type="checkbox"/> Public & Private dollars leveraged; | <input type="checkbox"/> Number of translations achieved. |
| <input type="checkbox"/> Number of community partnerships formed; | |
| <input type="checkbox"/> Number of local partners; | |
| <input type="checkbox"/> Number of high wage jobs created; | Write your own project specific performance indicators. |
| <input type="checkbox"/> Type(s) of assessments used; | |
| <input type="checkbox"/> Number of low-income people served; | |
| <input type="checkbox"/> Number of community meetings held to engage the public; | |
| <input type="checkbox"/> Number of days for processing and; certifying applications; | |
| <input type="checkbox"/> Number of communities surveyed; | |
| <input type="checkbox"/> Number of groups certified for new/existing program; | |
| <input type="checkbox"/> Number of surveys distributed and number returned; | |
| <input type="checkbox"/> Number of people attending a meeting; | |
| <input type="checkbox"/> Identify methods of assessment used; | |
| <input type="checkbox"/> Number of meetings held; | |
| <input type="checkbox"/> Number of children, youth, families or elders involved; | |

Project Budget

PB1: Based on your human resources allocations in the Activities (objective work plan) section, identify all the staff positions related to completing or supervising project activities, and their existing or fair market value salaries you anticipate offering. ('although it's not generally reflected in the activities, don't forget to make allowances for routine administrative functions in calculating projected staff hours and the number of positions required to complete the project objectives. FTE means Full Time Equivalency).

Position	% FTE Dedicated to Project	Annual Salary	Cost to Project

PB2: Identify any paid non-staff (consultants or contractors) responsible for completing project objectives and a market rate for those services. These will need to be specifically identified in your objective work plan.

Estimated Hours	Annual Salary	Hourly Rate	Cost to Project

PB3: Identify any volunteer or donated human resources that will be utilized in carrying out the project objectives. Do not include services rendered by the board if it is in the scope of their board duties. These will need to be specifically identified in your objective work plan.

[illegible]

PB4: Identify any estimated travel costs (transportation & per diem) related to completing project objectives.

[illegible]

Project Budget

PB5: Identify any equipment, supplies or facilities necessary to complete project objectives.

Item

Estimated Cost

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PB6: Does your organization have a negotiated indirect cost rate?

If no, be sure to itemize costs such as a portion of your accountant's time or office space in the categories above.

If yes, what positions are included in the negotiated rate?

What other operating costs are included in the rate? (OMB Circular 87-A)

Translating the Budget into the Standard Format

Item	Federal Request	Organizational Match	Total Cost
Each position in PB1 should be listed here. Ex: Project Coordinator 1.0 FTE @ \$30,000	\$30,000		\$30,000
Fiscal Officer .10 FTE @ \$35,000		\$3,500	\$3,500
Executive Director .10 FTE @ \$40,000	\$4,000		\$4,000
Personnel Total:	\$34,000	\$3,500	\$37,500
Fringe Benefits @ 26%	\$8,840	\$910	\$9,750
Fringe Benefits Total:	\$8,840	\$910	\$9,750
Each trip in PB4 that staff is taking should be listed here			
Anything that is over \$5,000 per unit listed in PB5 should be listed here			
Used Bobcat		\$8,000	\$8,000
Equipment Total:		\$8,000	\$8,000
Anything in PB5, except facilities and equipment should be listed here.			
Computer Laptop	\$2,000		\$2,000
General Office Supplies	\$1,000		\$1,000
Supplies Total:	\$3,000		\$3,000
Any companies in PB2 performing part of the work to complete the project would be listed here.			
Contractual Total:	\$0	\$0	\$0
Any costs not covered above would end up here. Specifically, consultants in PB2, Volunteers in PB3 (as org match), consultant/contractor travel costs in PB4, facilities rent, utilities, etc in PB5.			
Other Total:	\$0	\$0	\$0
Direct Costs Total:	\$48,493	\$12,410	\$60,903
If you have an indirect costs agreement (yes to PB6), state the percentage here and apply it to the direct cost in each column.	\$0	\$0	\$0
Indirect Costs Total:	\$0	\$0	\$0
Project Total	\$48,493	\$12,410	\$60,903



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