REQUEST FOR PROPOSALS (RFP)

GRANT INVITATION AND APPLICATION INSTRUCTIONS

ISSUED BY:

The National Council on Aging's Center for Benefits Access

Released June 22, 2020

Funding Opportunity Title: Senior SNAP Enrollment Initiative Grants

Grant Amount: 40 Grants of $50,000 per organization

Grant Interest Area: The focus of this grant is to enhance access to SNAP for qualifying low-income older adults through community-based outreach and enrollment initiatives. Special consideration will be given to agencies serving NCOA's target populations. Examples include people residing in rural areas, border communities, immigrants, African Americans, Asian Americans, Hispanic/Latinx, members of tribal communities residing on and off reservation land, members of the LGBTQ community, those with limited English proficiency (LEP), and veterans.

Grant Goal: Submit 1,000 SNAP applications on behalf of eligible older adults between October 1, 2020 – April 30, 2022.

Key Dates:	Optional, informational webinar Monday, July 6, 2020, 3 p.m. ET
	Notice of Intent due Wednesday, July 15, 2020 at 12 p.m. ET
	Application due Monday, August 3, 2020 at 12 p.m. ET

Funding Opportunity Description

The National Council on Aging's (NCOA) Center for Benefits Access (the Center) will provide grants for a 19-month period (October 1, 2020 to April 30, 2022) to selected organizations for the implementation of Senior SNAP Enrollment Initiatives in their own communities.

The goals of the initiative include:
- Significantly increasing the participation of older adults in SNAP through community-based outreach and enrollment initiatives.
- Identifying, analyzing, and disseminating replicable, cost-effective, and scalable strategies for increasing senior SNAP enrollment.
- Increasing public awareness of senior hunger as an issue of national and local importance, and of SNAP as an effective strategy for reducing food insecurity among older adults.

NCOA aims to award $2 million to up to 40 community-based organizations and/or agencies to engage in SNAP outreach and application assistance. These organizations will be expected to submit at least 40,000 SNAP applications overall. Each organization will be responsible for submitting 1,000 SNAP applications on behalf of eligible older adults.

Organizations eligible to apply for Senior SNAP Enrollment Initiative grants include state or community-based nonprofit organizations, government agencies, and faith-based organizations addressing the needs of older adults (age 60 and over). Applicants are required to match 15% of their funding under this grant through a cash or in-kind match. Grants of up to $50,000 each will be awarded to selected organizations.

Applicants are **required** to submit a simple notice of intent by **Wednesday, July 15, 2020 at 12 p.m. ET.** A link to complete the application will be sent to those who submit a notice. Organizations must submit a notice of intent in order to receive the link to complete an application. **Proposals are due by 12 p.m. ET on Monday, August 3**, **2020.**

About the National Council on Aging
The National Council on Aging (NCOA) is a respected national leader and trusted partner to help people aged 60+ meet the challenges of aging. Our mission is to improve the lives of millions of older adults, especially those who are struggling. Through innovative community programs and services, online help, and advocacy, NCOA is partnering with nonprofit organizations, government, and business to improve the health and economic security of 40 million older adults by 2030. Learn more at ncoa.org and @NCOAging.

About NCOA's Center for Benefits Access
NCOA's current efforts to increase senior participation in SNAP have built on our expertise in benefits enrollment for seniors and our long relationship with the national aging network. Since 2009, NCOA has operated as the Center for Benefits Access (formally the National Center for Benefits Outreach and Enrollment). The Center is the national "hub" to inform and coordinate federal, state, and local efforts to enroll vulnerable seniors and younger adults with disabilities into benefits using a person-centered, cost-efficient approach. More information about the Center can be found at www.ncoa.org/centerforbenefits.

About BenefitsCheckUp®
NCOA's BenefitsCheckUp® is the nation's most comprehensive, free, online service to screen older adults with limited income for benefits to help them pay for medicine, food, health care, rent, utilities, and other daily needs. It includes more than 2,500 public and private benefits programs from all 50 states and the District of Columbia. Since 2001, more than 8.7 million people have used BenefitsCheckUp® to identify benefits valued at more than $35.7 billion.

NCOA's Senior SNAP Enrollment Initiative

The National Council on Aging's (NCOA) Senior SNAP Enrollment Initiative is a national program that supports efforts by community-based organizations and agencies to assist older adults (i.e., age 60 and over) in applying for and enrolling in the Supplemental Nutrition Assistance Program (SNAP). This program is supported by a generous grant from the Walmart Foundation.

Over 9.8 million seniors experience food insecurity, meaning they lack consistent access to adequate, nutritious food. Food insecurity can affect muscle mass, bone density, and balance, and poses a significant risk to a senior's health and independence. SNAP is our nation's most effective and widest-reaching anti-hunger program; participation in SNAP reduces food insecurity overall by 30%. Yet only 48% of eligible older adults, age 60+, participate in SNAP. SNAP provides an average of $1,260 in benefits each year to low-income seniors living alone. For these seniors, the $105/month average SNAP benefit can be a lifeline to food security, health, and economic stability.

Multiple studies have documented the reasons why older adults tend not to participate in SNAP. Key among these are the stigma of "welfare" programs; lack of knowledge about programs and eligibility when compared to other population groups; and misconceptions about the value of the benefit. In recent years, government agencies, aging service providers, and anti-hunger organizations have stepped up efforts to reach seniors and enroll them in SNAP and close the senior SNAP gap.

Through NCOA's work on SNAP enrollment, we have found that the barriers to increasing senior participation fall under five general categories:
- **Awareness:** Senior hunger is often called America's "hidden hunger." The public awareness of senior hunger is low, and seniors may not self-identify as needing, or being eligible for, SNAP. The public face of hunger in America is that of a child, not a retiree.
- **Misconceptions about the SNAP program and benefit:** Many seniors believe that they would only be eligible for the minimum benefit, while the average benefit for a senior living alone is $105/month. In addition, many older adults do not realize that the benefit is loaded onto inconspicuous EBT cards.
- **Stigma:** The stigma low-income older adults feel when applying for benefits is one of the largest barriers to participation. Stigma is best understood as a negative reputation that creates real costs—emotional, social, physical, time, and financial—or the perception that costs will be incurred.
- **Points of access:** Many older adults live in isolation from centralized services, whether due to geography, physical or cognitive disability, or language/cultural barriers. They may be unlikely to travel beyond the doctor's office, place of worship, grocery store, and local senior center. Traveling to a "welfare" office to apply for SNAP is unappealing at best, and impossible at worst, for many eligible seniors.

- **Policy/program silos:** Traditionally, many aging services providers, while experts in Medicare and senior programs, may know very little about SNAP, while anti-hunger agencies may not work at all with the statewide aging network. Without an integrated approach to policy and practice across the aging and hunger fields, huge gaps in service remain. For example, even seniors who participate in nutrition programs like home-delivered meals or congregate dining may not be aware of their eligibility for SNAP, the value of the benefit, or how to apply.

Since 2013, NCOA has helped 3.16M seniors access their state SNAP application. We estimate these applications resulted in 1.02M enrollments. However, millions more older adults need assistance, particularly vulnerable and difficult-to-reach populations. NCOA estimates that 19% of adults aged 60+ have incomes below 150% of the Federal Poverty Level (FPL). Older African Americans, Hispanic/Latinx, women, and those living in rural areas are more likely to be low-income (<150% FPL) than the general population of older adults: 33% of African Americans, 31% of Hispanic/Latinx, 30% of rural residents, and 21% of women. These older adults represent NCOA's target population and the focus of this initiative.

This competitive national RFP has been issued because NCOA seeks to make awards of $50,000 each to community-based organizations focused on SNAP outreach and application assistance. These CBO partners should have already demonstrated their capacity to enroll eligible individuals in SNAP through other initiatives and have a strong interest in increasing SNAP participation among older adults in their communities. These organizations should also demonstrate experience serving one of NCOA's target populations, listed above.

The goal of this program is to promote lasting transformations to the ways in which seniors are assisted with enrolling in and retaining SNAP benefits. There are many strategies that can be used to accomplish this goal, and applicants are encouraged to incorporate (and customize) the strategies that will be most effective in their proposed target area.

Eligibility and Selection Criteria

Entities eligible to apply for grants under this program are limited to the types of organizations listed below:
- Public or nonprofit providers of services to seniors, including, but not limited to: Aging and Disability Resource Centers (ADRCs), Area Agencies on Aging (AAAs), State Health Insurance Assistance Programs (SHIPs), State Units on Aging (SUAs), community health centers, or senior centers;
- Faith-based organizations;
- State and local government agencies serving older adults; or
- Agencies serving people who have been disproportionately impacted. Examples include people residing in rural areas, border communities, immigrants, African Americans, Asian Americans, Hispanic/Latinos, members of tribal communities on and off reservation land, members of the LGBTQ community, those with limited English proficiency (LEP), veterans, or others as defined by the applicant.

Organizations that have been funded in the past as Senior SNAP Enrollment sites are eligible for this funding.

Applications for this funding should demonstrate:

Person-Centered Approach
A person-centered approach takes the total needs of a person into account, not just the need for a particular benefit, and involves not only informing people about the benefit and eligibility criteria, but also assisting them in navigating the application and recertification processes. A person-centered approach recognizes that one call or meeting with an individual may not be sufficient to meet all needs, and thus requires having systems in place to sustain contact with and continue assisting the same individual over a period of time. This type of comprehensive system is both more seamless for consumers, in that it reduces their burden and duplication of effort, and more efficient with regard to demands upon state and federal resources. Research has consistently demonstrated that community-based organizations, using a one-on-one person-centered approach, are the most effective at successfully identifying and assisting potentially eligible individuals for need-based programs.

Coordinated Community Approach
The purpose of these grants is to develop and implement *coordinated, community-wide, person-centered and more seamless systems* for finding and enrolling eligible seniors into SNAP.

An integral part of this process will be *community mapping* – determining the right partners who need to be engaged, defining the appropriate roles and commitment levels for each of the partners, and working together to determine which outreach and enrollment strategies will best fit the community being served.

Applicants should propose to employ the community-specific approach (or combination of approaches) that will enable them to be most effective and cost-efficient in improving and creating sustainable change to the current systems and processes within the communities that they serve, and to use promising practices within their chosen approach(es). Applicants should describe their approaches to effect meaningful improvement to finding, enrolling, and facilitating the retention of eligible persons in SNAP.

Follow-Up with Individuals Assisted
Conducting follow-up conversations and activities to ensure that applications are successfully completed and submitted, that any problems are resolved, and that SNAP benefits are being received is an important element of seamless community systems of SNAP enrollment.

When problems are discovered through the follow-up process, the applicant is expected to reach out to the individual, the family, and/or the relevant agency determining eligibility to resolve delays, other issues in eligibility determination, and to understand and address any inappropriate denials. The proposed approach should generally ensure that individuals actually receive the benefits for which they are eligible.

Follow-up also allows for confirmation that the individuals are receiving the benefits for which they applied and to provide additional assistance and education, including ensuring that individuals retain these benefits through recertification as necessary.

All proposals must include an implementation plan for the applicant's outreach and enrollment activities, budget and budget narrative, and letters of support from intended partners that express the specific role they will play in implementing the proposal. *(Guidelines for the project implementation*

plan are included in Attachment A.)

Application Completion and Submission is the Primary Goal
NCOA recognizes that there are complementary activities needed to achieve the ultimate goal of closing the senior SNAP gap. ***However, the primary focus of this grant is assisting eligible older adults with completing and submitting applications for SNAP.*** Applications that focus solely on outreach and/or education will not be funded.

In addition, we recognize that while the use of effective technological tools to screen, track, and assist individuals with applying for benefits is critical to developing a seamless system of benefits enrollment**,** some geographic areas will lack broadband or other capabilities to use technology in these ways. Where the capabilities do exist, we would expect technological solutions to play an integral role in proposals. If you are able to execute your initiative remotely, please include information about how you would do that as well.

Proposals that do not include all these components, or that do not propose activities that satisfy the requirements of the program will be eliminated from consideration immediately.

In assessing the quality of each proposal submitted, the Center will consider:
- Commitment to assist 1,000 eligible older adults in submitting SNAP applications or recertifications for SNAP benefits;
- Demonstrated ability to develop and/or expand partnerships with other community organizations and local government agencies to effectively implement SNAP outreach and enrollment work;
- A successful track record working with seniors in your proposed target area, especially with low-income audiences or, as appropriate, other audience segments (e.g., rural, African Americans, Hispanic/Latinos, Asian Americans, women);
- Community factors, such as: rates of risk for senior hunger, rates of senior economic insecurity, rates of isolation, and low statewide senior participation rates for SNAP;
- Plans for identifying likely eligible persons in your target populations, such as through community referrals, use of lists, etc.;
- Demonstrated and specific commitment of intended partners, including the role the partner will play;
- Demonstrated understanding of the technical capacity and resources necessary to carry out the project;
- Commitment to engage in coordinated SNAP outreach campaign and messaging efforts, including use of materials developed by NCOA;
- Commitment to provide monthly reporting data through a designated web-based tool, including compelling client stories (see Attachment B for required data points);
- Commitment to participate in ongoing information-sharing and learning opportunities with other grantees and with national staff;
- Participate in regular trainings, via webinar or in person, on topics such as: screening and data collection, best practices for enrolling seniors in SNAP, partnerships between aging and anti-hunger organizations, etc.;
- Commitment to participate in overall evaluation of the grant projects, and adhere to NCOA's proposed donor recognition plan;

- Performance in other NCOA benefits enrollment initiatives, including Benefits Enrollment Center grants;
- Plans for sustaining promising or successful systemic activities after grant funding concludes;
- Commitment to match at least 15% of grant funding, either via a cash or in-kind match (for example, if applicant requests $50,000 from NCOA, the applicant must include an additional $7,500 of their own resources for a total budget of $65,000); and
- Appropriateness of proposed budget.

Each application will be individually reviewed and scored based on the point totals listed below. Please see Attachment A for required elements of the Implementation Plan. Each section of the application will be allocated a maximum potential number of points. These scores will provide a primary, but not exclusive, basis for determining final approval. NCOA reserves the right to approve grantees based on a composite of factors, including review of most recent Audited Financials and/or 990 Tax Form.

- Statement of Need [10 points]
- Plan Objectives and Work Plan [15 points]
- Target Area and Populations [15 points]
- Description of Approach [35 points]
- Management and Organizational Capacity [15 points]
- Budget [10 points]

Program Direction and Technical Assistance Resources

NCOA will provide overall direction for the program and technical assistance, training, and tools to grantees to assist them in maximizing enrollment in SNAP benefits. **Selected grantees will have a period of 30 days to be up and running.**

Grantees will be expected to:
- Designate a program-level staff member to serve as the program coordinator, who will take major responsibility for working with NCOA on program components including the design, implementation, and evaluation of the project;
- Submit programmatic and financial reports in a timely manner;
- Participate in regular conference calls and web surveys;
- Respond in a timely manner (within 1 business day) to NCOA inquiries and requests via email or telephone;
- Share information and "lessons learned" with fellow grantees and NCOA staff;
- Send at least one staff member to NCOA's annual conference;
- Participate in an overall evaluation of the grant program; and
- Provide web-based reports of outreach and enrollment figures, including numbers of applications submitted for SNAP (see Attachment B for data points), beginning with the second month of funding.

NCOA has gathered tools and resources to assist organizations that would like to help older adults apply for SNAP in their communities. These materials, found at https://www.ncoa.org/economic-security/benefits/food-and-nutrition/senior-hunger-snap/snap-outreach-enrollment-tools/, include:
- Customizable print materials

- Brochure
- Infographic
- Social media images
- Sample outreach messages
- Marketing tips

Use of Grant Funds

Organizations must use the full amount of the award for the purposes set forth in their proposal. These funds may not be used for the following purposes:
- To influence any member of Congress, State, or local legislator to favor or oppose any legislation or appropriation with respect to this agreement.
- For publicity or propaganda purposes, for the preparation, distribution, or use of any kit, pamphlet, booklet, publication, radio, television, or film presentation designed to support or defeat legislation pending before the Congress or state and local legislatures.
- To pay the salary or expenses of any grant or contract recipient, or agent acting for such recipient, related to any activity designed to influence legislation or appropriation pending before the Congress or state and local legislatures.

How to Apply

1. **Notice of Intent.** Organizations wishing to apply for funds under this program are **required** to submit a notice to the Center indicating their intent to apply by **Wednesday, July 15, 2020 at 12 p.m. ET**. This notice, which will assist us in ensuring a robust review process, is non-binding and does not need to describe the proposed project.

2. **Application.** Applicants must submit an electronic proposal describing the project and the applicant, with background relevant to the issues outlined in these guidelines. This proposal must include:
   - An implementation plan for outreach and enrollment activities (Attachment A);
   - A budget (Attachment C) and narrative explaining this budget;
   - Letter of recommendation;
   - Letters of support from community partners, if included in the proposed model. The letters should include an explanation of the role they will fill to support the program;
   - The project director and key employees' resume(s); and
   - Form 990 or Audited Financial Statement.

Proposals must follow the character count outlined in Attachment A. Character count includes spaces. The letter of recommendation, letters of support, project director's resume, key employees' resumes, work plan, budget, and budget narrative have no character limitation.

All proposals should be submitted **electronically no later than Monday, August 3, 2020 by 12 p.m. ET** through the web-based system. Electronic submission guidance will be emailed to the email address specified on the notice of intent prior to the deadline. Emailed submissions will not be considered. All sections of the proposal must be submitted by this deadline; NCOA will not accept any materials

submitted late, and we will not be able to review incomplete proposals. Applications will be reviewed by a panel of national experts. Applicants selected to receive grants will be notified by Friday, September 18, 2020.

Inquiries
All inquiries regarding this RFP should be **emailed** to hungerinitiatives@ncoa.org.

Timeline

July 6, 2020, 3 p.m. ET	Optional, informational webinar https://ncoa.zoom.us/webinar/register/WN_LX60AdmMTEObU 5WW36bNMw
July 15, 2020, 12 p.m. ET	Deadline for notice of intent to apply
August 3, 2020, 12 p.m. ET	Deadline for submission of grant proposals
September 18, 2020	Notification of applicants selected to receive grants
October 1, 2020	Selected organizations begin work

Attachment A – Senior SNAP Enrollment Initiative Implementation Plan

Character limits include spaces.
* indicates optional.

Program timeframe
October 1, 2020 through April 30, 2022

1. Applicant information:
   Organization Name
   Project Director
   Street Address
   City/State /Zip
   Telephone
   E-mail
   Hours of Operation
   *Website
   *Organizational Facebook, Twitter, and/or LinkedIn

   Has agency applied for funding from NCOA in the past 5 years? Please list previous programs.

   Is your agency currently or has your agency in the past 5 years received funding from Walmart Foundation? If yes, what is the nature of the grant, the amount of the grant, and the dates of the grant? (500 characters)

2. Statement of need [10 points]
   a. Please provide a brief overview of the key elements of your proposed Senior SNAP Enrollment Initiative. *(1,500 character limit)*
   b. Why is a Senior SNAP Enrollment Initiative necessary in your target area? In your response describe the current system used for SNAP outreach and enrollment for older adults (age 60 and over) in your proposed target area. *(1,500 character limit)*
   c. What *unique* impact can your organization make to improve access to SNAP in your proposed target area? *(1,500 character limit)*

3. Target area and populations [15 points]

   a. Please describe the population to be served by your proposed Senior SNAP Enrollment Initiative, and the needs of the community that your proposed initiative would address. Some factors to consider include but are not limited to: rates of risk for senior hunger, rates of senior economic insecurity, rates of isolation, and low statewide senior participation rates for SNAP. All applicants should demonstrate how they will serve at least one of NCOA's target populations. (*3,500 character limit*)
   b. What is the general description of your target area? The online grant system will allow you to select general descriptors based on your population's characteristics and size of your target area.
   c. Identify the specific geographic area(s) your proposed project will serve –list the city(ies), county(ies), or statewide. *(500 character limit)*

4. Plan objectives and work plan [15 points]
   a. Provide a work plan by goal with milestones. *(No character limit, see Attachment D for template)*

5. Description of Approach [35 points]
   a. Describe the approach your organization will use to find, reach out to, and enroll seniors into SNAP. *(6,000 character limit)*
   b. Describe how you will coordinate your outreach and enrollment efforts with other relevant agencies in your community/state. Identify partner organizations and indicate the specific roles that these partners will play in your project. *The letter of support should include agreed upon roles and responsibilities of each partner agency to the grantee's overall goals during the grant period. (3,000 character limit)*
   c. Describe your organization's experience completing applications and working with the administering agency for SNAP. If you don't currently assist applicants with SNAP, please describe your plan to integrate SNAP enrollment assistance into your work (include required training, staff roles and responsibilities, current partnerships with administering agencies, and current knowledge of the enrollment process). *(6,000 character limit)*
   d. Describe how you will track your agency's work. What case management tools do you currently use to track clients? *(1,000 character limit)*
   e. Please describe alternative solutions for instances where your agency's proposed approach does not work as expected. (*3,000 character limit*)
   f. Is your agency committed to using BenefitsCheckUp® as a screening tool? If not, what alternative screening tools will you use in the program and why? *(1,500 character limit)*
   g. Describe how your program will continue after grant funding ends. Include how you will embed the work into different components of your organization. *(2,000 character limit)*

6. Management and Organizational Capacity [15 points]
   a. Identify the Project Director, describe relevant experience, and identify time commitment to this project. **This role cannot be filled by executive level staff.** *(1,000 character limit)*
   b. Identify other key staff, relevant experience, and time commitment. *(2,000 character limit)*
   c. If applicable, discuss how volunteers will be utilized, recruited, trained, and managed. *(3,000 character limit)*
   d. Explain how this project fits with your organization's mission and other programs. *(3,000 character limit)*
   e. What is your total agency budget for your last fiscal year? Please note we cannot accept proposals from agencies where this grant award is 10% or more of the total agency budget. *(100 character limit)*
   f. What is the total budget for your SNAP enrollment program, including this grant? *(100 character limit)*
   g. Describe your organization's other funding sources. *(2,000 character limit)*

7. Budget [10 points]
   a. Complete spreadsheet on budget (Use Attachment C as a reference) and narrative justification in the online form**.** *Note: Subtotal and grand total fields will automatically*

populate when entering values in the personnel and other direct cost fields.

8. Audited Financials
    a. Upload a pdf version of your most recent:
        i.   Audited Financials or 990 Tax Form; and
        ii. Agency W-9 Form.

Attachment B - Data Elements and Definitions

Reporting: Grantees will be required to provide monthly web-based reports of the number and demographics of clients assisted as well as the number of applications submitted. The monthly reports will be required over the full duration of the grant. Additionally, the grantee will be required to submit narrative and financial reports. NCOA reserves the right to change the data elements required in the monthly report at any point during the grant period. Below are the data elements current grantees are required to report on a monthly basis:

1. # of clients screened for SNAP eligibility
2. # of clients assisted with submitting at least one SNAP application or renewal to the administering agency (re-certifications count as an application):
3. # of monthly outreach events
4. Client demographics (reported in aggregate numbers)
   a. Age group (60-64, 65-74, 75 and older)
   b. Gender (Male, Female, Other)
   c. Race and Ethnicity (American Indian or Alaskan Native, Asian or Asian American, Black or African American, Hispanic, Latino, or Spanish Origin, Native Hawaiian or Pacific Islander, White, Two or more races)
   d. Annual Household Income (<$10k, $10,000-14,999, $15,000-19,999, $20,000-24,999, $25,000-29,999, $30,000 or more)
   e. Marital status (single, married, married living separately, divorced, widowed)
   f. Health status based on clients' perceptions of their own health (excellent, very good, good, fair, or poor)
   g. Disability status
   h. Veteran status – number of clients who have served in the military
5. Successes and challenges with reaching goal, outreach, and client follow-up
6. Client stories, which are required every other month.

As the Reporting Agency for this effort, you are responsible for collecting the above data elements from any of your partners and submitting them via the reporting tool no later than the **15th of the following month.** These elements are collected on a monthly basis and do not include additional open-ended questions or financial reports that are required for the grant's interim and final reports.

Attachment C - Proposed Budget
Provide detailed budget information below, **with a separate page(s) for narrative justification**. Note:
Each applicant determines the allocation of the 15% match requirement (cash or in-kind) as reflected in
the budget spreadsheet below.

Organization Name
Project Director
Fiscal Director
Fiscal Director Phone Number
Grant Period (start to end)   October 1, 2020 through April 30, 2022
Date submitted

	CATEGORIES	BUDGET		MATCHING (15%)
	PERSONNEL			
1	DIRECT LABOR			
2	FRINGE BENEFITS			
3	**PERSONNEL TOTAL**			
	OTHER DIRECT COSTS			
4	TRAVEL			
5	PRINTING/DUPLICATION			
6	SUPPLIES			
7	TELEPHONE			
8	POSTAGE			
9	ADVERTISING			
10	EQUIPMENT			
11	CONSULTANTS/SUBCONTRACTORS			
12	OTHER			
13	**OTHER DIRECT TOTAL**			
14	**INDIRECT COSTS (10% limit)**			
15	**GRAND TOTAL**			

Attachment D - Project Work Plan

This work plan will be used as a guide for your project. It is an outline of a set of goals and processes by which a team can achieve the identified goals. Set as many goals (at minimum 3 goals) as necessary to meet the overarching goals of the project. **Example of a goal follows.**

Goal: Conduct outreach to at least 5,000 Medicare beneficiaries.					
Key Action Step(s)	**Timeline**	**Expected Outcome(s)**	**Measurement(s)**	**Person / Area Responsible(s)**	**Comment(s)**
1. Create outreach plan 2. Train outreach staff on the project 3. Conduct 2 outreach events per month 4. Evaluate outreach plan and implement necessary changes	Jan – Feb 2021 March 2021 March – September 2021 Quarterly	5,000 older adults will be educated on the SNAP benefits and will have the opportunity to work with a counselor to apply for SNAP if they'd like.	a. # of outreach activities (e.g., events held in a variety of settings: senior centers, libraries, pharmacies, etc.; mailings; or outbound calls) to educate individuals about SNAP, eligibility criteria for SNAP, the availability of online screening and enrollment tools, and how to apply for SNAP 2. # of individuals reached through outreach activities	1. Project Director 2. Communications Manager 3. Outreach Coordinator 4. Volunteers	