

FY 2007 SPECIAL PROJECT GRANTS

REQUEST FOR APPLICATIONS FOR

CONCEPT PAPER DEVELOPMENT GRANTS

(APPLICATION B)

Applications Must Be Received by Monday, April 2, 2007

Submit Applications to:

**Veronica G. Ferrell, Grants Officer
Food and Nutrition Service, USDA
Grants Management Division
WIC Special Project Grants
3101 Park Center Drive, Room 738
Alexandria, VA 22302**

Intent to Submit Forms Should be Received by Monday, February 5, 2007

**SPECIAL SUPPLEMENTAL NUTRITION PROGRAM
FOR WOMEN, INFANTS, AND CHILDREN (WIC)**

**FY 2007 SPECIAL PROJECT GRANTS
REQUEST FOR APPLICATION (RFA)
CONCEPT PAPER DEVELOPMENT**

INTRODUCTION

The USDA Food and Nutrition Service (FNS) expects to have approximately \$1.5 million in fiscal year (FY) 2007 funds available for Special Project Grants to WIC State agencies. Grant funds will be available only to the 90 WIC State agencies responsible for administering WIC in the States, Territories, and Indian Tribal Organizations (ITOs).

There are two types of WIC Special Project Grants: Full Grants and Concept Paper Development Grants. This RFA (Application B) is for Concept Paper Development Grants only. A separate RFA (Application A) is available for States planning to submit a proposal for a Full Grant.

Up to \$200,000 in FY 2007 funds will be used to develop concept papers into Full Grant proposals for submission for the FY 2008 WIC Special Project Grants application cycle, pending availability of funds. Up to 10 grants of \$20,000 each will be awarded to State agencies by September 30, 2007. The actual number of concept paper awards will depend on the quality of the application(s), the availability of funds, and how much of the FY 2007 funds will be used to fund the FY 2007 WIC Special Project Full Grants.

FNS reserves the right to cancel this RFA in whole or in part if funds are not available.

Two focus areas have been established for Concept Paper Development Grants this year. They are:

- 1. Revitalizing Quality Nutrition Services in WIC through a Focus on Implementation of Value Enhanced Nutrition Assessment (VENA), and**
- 2. Implementation of WIC Vendor Cost Containment.**

Details on the focus areas are contained in Attachments 1 and 2. **A grant proposal must address one--and only one--of the two designated focus areas.** State agencies may not submit more than one proposal for a Concept Paper Development Grant, although they may submit applications for both a Concept Paper Development Grant and a Full Grant in the same year.

The following steps outline the process of applying for FY 2007 Concept Paper Development Grants:

- State agencies are requested to submit an “Intent to Submit an Application” form to FNS by February 5, 2007, indicating the focus area they have selected.
- State agencies must submit their applications for FY 2007 Concept Paper Development Grants by April 2, 2007.
- The most promising concepts will be selected for funding by September 30, 2007.

Each State agency selected for funding should include someone with experience in designing, developing, implementing and evaluating social or public health research projects. The person could be a social scientist or someone with a public health nutrition or public health research background from a university, institute, consulting firm or government agency. This person should work with the WIC State agency and any participating local agencies to develop the concept paper into a full grant proposal. **FNS prefers, to the extent possible, that this person will also be responsible for the evaluation of the Special Project if it is selected for FY 2007 funding. This will help ensure continuity between the development of the grant proposal and subsequent evaluation of the project.** State agencies are responsible for entering into and administering any necessary subcontracts and for ensuring that grant proposals are completed in time to submit for FY 2008 Special Project Grant funds (expected to be around April 2, 2008).

- A State agency that receives a concept paper development grant **must** submit a fully developed grant proposal for consideration of FY 2008 Special Project Grants funds by the deadline for such proposals (around April 2, 2008), and grant funds for FY 2007 Concept Paper Development Grants must be expended by September 30, 2008.
- State agencies that do not submit concept papers or whose concept papers are not selected for funding will still be allowed to submit proposals for FY 2008 Special Project Grants funds.
- FNS will use a competitive award process to select grant proposals for funding with FY 2008 Special Project Grants money. However, grant funding in FY 2008 is not guaranteed.

WHO MAY APPLY

As specified in legislation, these grants are available only to the 90 WIC State agencies responsible for administering WIC in States, Territories, and Indian Tribal Organizations (ITOs). Concept Paper Development Grants may be awarded to individual State agencies or to a consortium of State agencies. FNS encourages smaller State agencies or ITOs to consider collaborating with other State agencies on concept papers. Each State agency may submit only one concept paper. If a State agency submits a concept paper as part of a consortium of agencies, it may not also submit one individually. State agencies that apply for FY 2007 WIC Special Project Grants (Application A) **are also allowed** to submit applications for FY 2007 Concept Paper Development funding. State agencies are allowed to receive funding for both Concept Papers and WIC Special Project Grants.

LETTER OF INTENT

Any State planning to submit an application for a WIC Special Project Grant should **complete and submit the “Intent to Submit an Application” form (Attachment 3) by February 5, 2007**. This Intent does not obligate the State in any way, but will provide useful information to FNS in preparing for application review. State agencies that do not submit a letter of intent by February 5, 2007, **are still allowed** to submit a grant application by the due date of April 2, 2007.

CONCEPT PAPER APPLICATION FORMAT

State agencies should submit a narrative concept paper that provides the following information:

- Name, address, and phone number of the appropriate State agency contact person;
- A description of the problem that the proposed project addresses and how the expected results of the project can be used to improve program services at either the regional or national level;
- Potential contribution of the project to the theme of either “Revitalizing Quality Nutrition Services in WIC – Implementation of Value Enhanced Nutrition Assessment (VENA)” or “WIC Vendor Cost Containment”. Details on the two focus areas are contained in Attachments 2 and 3;
- Project goals and objectives;
- Essential features of the project design including a description of how the project will be accomplished and the goals achieved, and
- A description of how the \$20,000 grant will be used to develop the concept paper into a full grant proposal and what oversight will be provided to ensure timely completion of the grant proposal for submission for FY 2008 grant funds.

Concept papers should meet the following formatting guidelines:

- **five page maximum length**, exclusive of any letters of commitment or support and any resumes or curriculum vitas,
- 8 ½” by 11” paper,
- single-spaced text,
- at least 1” margins on top, bottom, and sides,
- 12 point font size,
- numbered pages,
- printing on one side of page only,

- no color paper, and
- no CD-ROMs.

Electronic Application Procedure

Applicants may apply for this opportunity directly through website www.grants.gov. If you opt to submit the application via this website, there are a number of steps in the registration process that will be required before the application may be submitted electronically. Please be aware that in order to use the grants.gov system, the user will need to register online and obtain both a Data Universal Number (DUNS) and a Contract Registry Number. Thus, it is very important that users of the grants.gov system familiarize themselves with the requirements for system use. When using the grants.gov portal to apply, we strongly recommend that you **submit the online application at least two weeks prior to the application due date** in case there are problems with the government-wide website and you decide to instead submit your application via a mail delivery service. Any applicant who opts to submit their application/proposal via www.grants.gov must send an e-mail to veronica.ferrell@fns.usda.gov, advising that their proposal has been submitted through the grants.gov portal and that the applicant has received a confirmation notice from www.grants.gov that their application was accepted by the system. This e-mail submission to the FNS Grants Officer must be received no later than 5:00 PM. Eastern Standard Time on **Monday, April 2, 2007**.

Regardless of the delivery method you choose, please do so sufficiently in advance of the due date to ensure your application package is received on or before the deadline. It is your responsibility to meet the **Monday, April 2, 2007, 5:00 PM, Eastern Time** deadline. As noted above late applications will not be considered in the competition. Also, emailed and faxed applications will not be accepted. Furthermore, we will not consider additions or revisions to applications once they are received by FNS.

Additionally, there is a requirement for applicants of Federal Government awards to have a Data Universal Numbering System (DUNS) number. If your agency has not yet obtained a number, you will need to contact Dun & Bradstreet at 1-800-234-3867 to register for a number. There is no charge to obtain a DUNS number. The DUNS number will serve as a means of tracking and identifying applications for Federal assistance and is required to be included on all applications for Federal assistance, regardless of the method they are submitted. The DUNS number is also required to complete the additional steps to become a registered Grants.gov user. To apply online through <http://www.grants.gov/> there are a number of other steps in the registration process that will be required of you before you may submit applications electronically including registering in the Federal Government's Central Contractor Registry (CCR). We urge you to visit the grants.gov web page (<http://www.grants.gov/>) and click on the "Getting Started" tab *well in advance of the submission deadline* to get a thorough understanding of the steps you will need to follow to use this means of applying for Federal grant opportunities.

If there are any questions regarding the WIC Special Projects Request for Applications, please contact Veronica G. Ferrell of the Grants Management Division at 703-305-2760.

TERMS AND CONDITIONS OF AWARD

The Agency is conducting the Women, Infant, and Children (WIC) Special Project Grant as authorized under Public Law 108-447.

The period of performance of the cooperative agreement shall be from the date of the award through September 30, 2008. All expenditures paid with funds provided by the agreement must be incurred for authorized activities which take place during this period, unless stipulated otherwise.

In carrying out the purposes of the cooperative agreement, the grantee shall be responsible for:

1. Managing the cooperative agreement consistent with legislation, administrative rules, regulations, and procedures of the State, including coordination and approval of all accounting procedures and with applicable Federal administrative requirements contained in OMB Circulars A-21, A-87, A-122, and A-133 and the regulations implementing them. Also, adherence is required to the 7 CFR Parts 3015, 3016, 3017, 3018, 3019, 3021, 3052 and 41 CFR 1-15.2 (FAR Part 31). A full listing of the applicable documents can be found in Attachment 4, Terms and Conditions of Award.

2. Suspension/Debarment. The grantee agrees to ensure that all sub-grantees are neither excluded nor disqualified under the suspension and debarment rules found at 7 CFR sec. 3017.300 by doing any **one** of the following:
 - a) Checking the Excluded Parties List System (EPLS) found at www.epls.gov
 - b) Collecting a certification that the entity is neither excluded nor disqualified. Since a Federal certification form is no longer available, the grantee or sub-grantee electing this method must devise it own.
 - c) Including a clause to this effect in the sub-grant agreement and in any procurement contract expected to equal or exceed \$25,000, awarded by the grantee or a sub-grantee under its grant or sub-grant.

3. Drug-Free Workplace (DFW) Rules. The grantee agrees to (A) make a good faith effort, on a continuing basis, to maintain a DFW (including taking specific actions described at 7CFR Sec. 3021.200 through 3021.230); and (B) identify all workplace locations where work under Federal award will be performed (7CFR sec. 3021.200). Since Federal entities will no longer collect a paper certification, this may include the following:
 - a) Notifying all sub-grantees and contractors of the Drug Free Workplace rules,
 - b) Making conforming changes to your internal procedures, directives, training materials, etc.
 - c) Incorporating the new rules into your sub-grantee monitoring practices.

4. The grantee shall submit an original and two copies of the Quarterly progress report to the FNS Program Officer (see address below). The first report should reflect progress up to December 31, 2007 and should include details on:
 - Major problems or delays encountered and how they will be resolved,
 - Additional detail on work planned for the upcoming quarter, and
 - A description of progress to date,
 - Any other pertinent information.

Any problems, delays or adverse conditions that impair the ability to meet the objectives should be reported to FNS immediately. The notification should include information on any action taken or contemplated.

5. Final Progress Report. The grantee shall submit one original signed and two copies of the final progress report to the FNS Program Officer (see address below) by **October 31, 2008**.

An original and two copies of the Final Progress Report shall be submitted to:

John A. Kirlin, Ph.D., Program Officer
Food and Nutrition Service, USDA
3101 Park Center Drive, 10th Floor
Alexandria, VA 22302

7. Quarterly Financial Reports. Effective fiscal year 2007, FNS will no longer accept paper SF-269 submissions from the grantee. The grantees are required to electronically enter the quarterly as well as the final financial status report (SF-269) into the Food Programs Reporting System (FPRS). Each report should reflect expenditures set forth in Section C. of Article III. This report must be certified by the Recipient's chief fiscal officer or an officer of comparable rank. If you are selected for a grant, we will provide further instructions on electronically entering your data into FPRS.
8. Final Financial Reports. As stated above, the grantees are required to electronically enter the final financial status report (SF-269) into the Food Programs Reporting System (FPRS). **The grantee shall enter its SF-269 data within 90 days of the expiration date of the grant agreement.** This report must be certified by the grantee's chief fiscal officer or an officer of comparable rank.

FOCUS AREA FOR CONCEPT PAPERS

Attachments 1 and 2 outline the two possible Focus Areas for the FY 2007 Concept Papers. All Concept Papers **must** fall within one of these Focus Areas. Concept Papers which do not fit into either Focus Area will not be evaluated further.

EVALUATION OF CONCEPT PAPERS

FNS will convene a panel to review each Concept Paper. The papers will be evaluated against the following criteria using the worksheets presented as Attachment 5:

- The significance of the problem to be addressed is demonstrated and specific gaps or weaknesses in regional or national services have been identified and will be addressed through the proposed project **(20 points)**.
- Potential contribution of the project to the theme of “Revitalizing Quality Nutrition Services in WIC -- Implementation of Value Enhanced Nutrition Assessment (VENA),” or the theme of “WIC Vendor Cost Containment” **(50 points)**.
 - For the theme of “Revitalizing Quality Nutrition Services in WIC -- Implementation of Value Enhanced Nutrition Assessment (VENA),” this portion of the Concept Paper should focus on identifying changes in nutrition assessment that: (1) are consistent

with the assessment process as described in the VENA document and/or staff competencies identified in the VENA document; (2) can be implemented and evaluated within a three-year time span (beginning with the FY 2008 cycle of WIC Special Project Grants); (3) if determined to be successful, can be sustained by the State's project site after completion of the full grant (if awarded in FY 2008); and (4) can be transferred to other WIC locations and populations with minimum modification (see Attachment 2).

- For the theme of "WIC Vendor Cost Containment," this portion of the Concept Paper should focus on approaches that: (1) identify effective and efficient means of complying with the vendor cost containment requirements of the Child Nutrition and WIC Reauthorization Act of 2004 and the follow-on Interim Rule and FNS Interim Guidance; (2) can be implemented and evaluated within a three-year time span (beginning with the FY 2008 cycle of WIC Special Project Grants); (3) if determined to be successful, can be sustained by the State's project site after completion of the full grant (if awarded in FY 2008); and (4) can be transferred to other WIC locations and populations with minimum modification (see Attachment 3).
- Uniqueness and innovation of project goals, objectives, and design **(30 points)**.

APPLICATION PROCEDURES

The complete application package must be received by FNS no later than 5:00 PM Eastern Time, Monday, April 2, 2007. In addition to an original and two copies of the concept paper, the following forms should be enclosed:

STANDARD FORMS (Original and 2 copies)

_____ Standard Form 424, Application for Federal Assistance

_____ Standard Form 424A, Budget Summary

_____ Standard Form 424B, Assurances - Non-Construction Programs

CERTIFICATION (Original and 2 copies)

_____ Certification Regarding Lobbying - Contracts, Grants, Loans, and Cooperative Agreements

One of each application document **must** be ready for copying, that is single-sided, unstapled, unbound, on 8 ½" X 11" paper, and single spaced. State agencies must mail or deliver applications to:

Veronica G. Ferrell, Grants Officer
USDA Food and Nutrition Service
Grants Management Division
3101 Park Center Drive, Room 738
Alexandria, VA 22302

**ALL APPLICATIONS MUST BE RECEIVED BY FNS
NO LATER THAN 5:00 PM EASTERN TIME ON**

MONDAY, April 2, 2007

FAXED AND E-MAILED APPLICATIONS WILL NOT BE ACCEPTED

FISCAL YEAR 2007 WIC SPECIAL PROJECT GRANTS

FOCUS AREA FOR CONCEPT PAPER DEVELOPMENT GRANTS

REVITALIZING QUALITY NUTRITION SERVICES (RQNS)

One of two possible focus areas for the FY 2007 WIC Special Project Concept Paper Development Grants is:

Revitalizing Quality Nutrition Services in WIC (RQNS) through a Focus on Implementation of Value Enhanced Nutrition Assessment (VENA)

Nutrition Services in WIC include the WIC nutrition assessment (for certification purposes and for application towards the tailoring of subsequent nutrition services and benefits), nutrition education, food package prescription, breastfeeding promotion and support, and referrals to health and social services. In the report *WIC Faces Challenges in Providing Nutrition Services*,¹ the General Accounting Office (GAO) identified six challenges facing the WIC Program, including two challenges that specifically impact the delivery of high-quality nutrition services to participants. Those two challenges are **assessing the effect of nutrition services** and **improving WIC's ability to respond to emerging health issues**. In addition, recent studies have shown that WIC needs to: 1) strengthen its nutrition education component; 2) adopt a more behavioral approach in nutrition counseling; 3) be more client-oriented; and 4) focus on healthy behavior for life.

RQNS is a comprehensive and ongoing process of continuous program improvement at the Federal, State, and local levels that is refocusing attention on nutrition services as a core benefit of the WIC Program. Under the RQNS umbrella, the Value Enhanced Nutrition Assessment (VENA) initiative was implemented as a response to the Institute of Medicine (IOM) report: *Dietary Risk Assessment in the WIC Program (2002)*. The report may be obtained at the IOM website at <http://www.iom.edu>. The VENA initiative is intended to improve and enhance the WIC assessment process, reflect the WIC risk criteria that have changed as a result of the IOM report, streamline the nutrition assessment in order to collect more relevant and appropriate client information which guides the nutrition services provided by the WIC Program; and identify staff competencies associated with performing the comprehensive nutrition assessment that VENA envisions.

Further information about the VENA initiative may be found at the following website:

http://www.nal.usda.gov/wicworks/Learning_Center/Assessment_VENA.html

¹ WIC Faces Challenges in Providing Nutrition Services (GAO-02-142, December 7, 2001). United States General Accounting Office, Washington, D.C.

The implementation of VENA will require staff training and enhanced WIC nutrition assessment policies and practices that result in a more positive, participant centered-approach that focuses on desired health outcomes. Knowledge of the comprehensive VENA goals, including the process of assessment and key staff competencies are expected to assist WIC staff in developing a positive rapport with participants, collecting more accurate and relevant information (without the traditional use of a food frequency questionnaire and 24 hour recall), and enhancing the effectiveness of the WIC nutrition services provided

The most appropriate proposals within this focus area will be those that identify and propose to implement changes in nutrition assessment that: (1) are consistent with VENA policy and guidance regarding the WIC nutrition assessment and/or staff competency skills associated with the assessment process; (2) can be implemented and evaluated within a three-year time span (beginning with the FY 2007 cycle of WIC Special Project Grants); (3) if determined to be successful, can be sustained by the State's project site after completion of the full grant (if awarded in FY 2007); and (4) can serve as an example to and be adopted by other WIC agencies to enhance WIC nutrition assessment.

Proposals that do not fit into either this focus area or the focus area on implementing and evaluating WIC vendor cost containment projects will not be evaluated further.

It is recommended that preparers of applications for Concept Papers Development Grants review the evaluation criteria listed in the RFA for further guidance on what should be included in the application.

FISCAL YEAR 2007 WIC SPECIAL PROJECT GRANTS

FOCUS AREA FOR CONCEPT PAPER DEVELOPMENT GRANTS

IMPLEMENTATION OF WIC VENDOR COST CONTAINMENT

One of two possible focus areas for the FY 2007 WIC Special Project Concept Paper Development Grants is:

Implementation of WIC Vendor Cost Containment

In response to concern about WIC food costs charged by some vendors, particularly when such vendors sell primarily to WIC participants (known as above-50-percent vendors), the Child Nutrition and WIC Reauthorization Act of 2004 (Act) included specific provisions regarding WIC vendor cost containment. The Act requires State agencies to establish a vendor peer group system, and competitive price criteria and allowable reimbursement levels for each vendor peer group. For State agencies that authorize above-50-percent vendors, the Act also requires assurance that such vendors are cost neutral to the program, i.e., aggregate WIC food costs are no higher if WIC participants choose to shop at above-50-percent vendors than if they shop at regular stores.

Projects that will be considered are proposals that address determining which methods are the most efficient and effective for complying with the vendor cost containment requirements of the Child Nutrition and WIC Reauthorization Act of 2004. A copy of the Act is available at the following website:

http://www.fns.usda.gov/cnd/Governance/Legislation/Historical/PL_108-265.pdf

Areas of consideration include determining methods for:

- developing peer groups;
- determining whether a vendor meets its peer group competitive price selection criteria;
- setting maximum allowable reimbursement amounts for food instrument types;
- editing food instruments submitted for redemption based on maximum allowed amounts; and,
- evaluating whether the overall cost neutrality requirement has been met, i.e., that the average redemption amount of all above-50-percent vendors per each food instrument type is not statistically greater than the average of all regular vendors statewide.

The most appropriate grant proposals will be those that include: (1) a clear implementation plan and appropriate procedures for assessing and describing the different methods; (2) an

implementation plan and assessment procedures which would be readily transferable to other WIC State agencies; and (3) a rigorous evaluation component.

Proposals that do not fit into either this focus area or the focus area on implementing and evaluating VENA-related projects will not be evaluated further.

It is recommended that preparers of applications for Concept Papers Development Grants review the evaluation criteria listed in the RFA for further guidance on what should be included in the application.

INTENT TO SUBMIT AN APPLICATION

**ALL INTENT TO SUBMIT FORMS SHOULD BE RECEIVED BY FNS
NO LATER THAN 5:00 PM EASTERN TIME ON
MONDAY, FEBRUARY 5, 2007.**

If you intend to submit an application for a FY 2007 WIC Special Project Concept Paper Development Grant, we request that you complete and return this form, via fax or e-mail, to:

John A. Kirlin, Ph.D., Project Manager
Food and Nutrition Service, USDA
Office of Analysis, Nutrition, and Evaluation
3101 Park Center Drive
Alexandria, VA 22302
Phone: (703) 305-2128
Fax: (703) 305-2576; e-mail: john.kirlin@fns.usda.gov

Title of Project: _____

Abstract (50-75 words): _____

Applicant (State agency name and address): _____

Contact Person: _____

Title: _____

Telephone: _____ Fax _____

e-mail: _____

TERMS AND CONDITIONS OF AWARD

This grant will be awarded and administered in accordance with 7 CFR Parts 3015, 3016, 3017, 3018, 3019, 3021, and 3052, and the applicable regulations and OMB grant circulars, as described below. **Copies of these documents are available from the Grants Officer upon request.**

7 CFR Part 3015: “Uniform Federal Assistance Regulations”.

7 CFR Part 3016: “Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments”.

7 CFR Part 3017: Subparts A-E “Government-wide Debarment and Suspension (Non-procurement)”.

7 CFR Part 3018: “New Restrictions on Lobbying”.

7 CFR Part 3019: “Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations”.

7 CFR Part 3021: “Government-wide Requirements for a Drug-free Workplace (Financial Assistance)”.

7 CFR Part 3052: “Audits of States, Local Governments and Non-Profit Organizations.”

OMB Circular A-21: Cost Principles for Educational Institutions.

OMB Circular A-87: Cost Principles for State and Local Governments.

OMB Circular A-122: Cost Principles for Nonprofit Organizations.

41 CFR 1-15.2 (FAR Part 31): Cost Principles for For-Profit Organizations.

OMB Circular A-133: Audits of State, Local Governments and Nonprofit Organizations.

**WIC SPECIAL PROJECT GRANTS - FY 2007
WIC CONCEPT PAPERS
TECHNICAL EVALUATION SHEET**

STATE AGENCY: _____

Reviewer's Name: _____

Reviewer's Signature: _____

Date: _____

<u>TECHNICAL EVALUATION CRITERIA</u>	<u>MAX</u>	<u>SCORE</u>
1. The significance of the problem to be addressed is demonstrated and specific gaps or weaknesses in regional or national services have been identified and will be addressed through the proposed project.	20	_____
2. Potential contribution of the project to the theme of "Revitalizing Quality Nutrition Services in WIC - Implementation of Value Enhanced Nutrition Assessment (VENA)" or "WIC Vendor Cost Containment."	50	_____
3. Uniqueness and innovation of project goals, objectives, and design.	30	_____
Grand Total		_____

1. The significance of the problem to be addressed is demonstrated and specific gaps or weaknesses in regional or national services have been identified and will be addressed through the proposed project

Score = _____

STRENGTHS

WEAKNESSES

2. Potential contribution of the proposed project to the theme of “Revitalizing Quality Nutrition Services in WIC – Implementation of Value Enhanced Nutrition Assessment (VENA)”

OR

Potential contribution of the proposed project to the theme of “WIC Vendor Cost Containment.”

Score=_____

STRENGTHS

WEAKNESSES

3. Uniqueness and innovation of project goals, objectives, and design.

Score = _____

STRENGTHS

WEAKNESSES