

## SMART GOAL WORKSHEET: Multi-Stage Project

Developing a SMART goal for a multi-stage project requires additional scenario planning that may have already been done as part of a business plan. First, it's important to make sure that you have clearly identified the stages of your project. **This will allow applicants to determine how many stages of a multi-stage project can be funded within the budget limit and executed within the program's timeframe.**

For example, the stages of a building project may look like this:

1. Define business requirements for the facility. What activities does the building need to be able to efficiently support? What volume of product does the facility need to be designed to accommodate? What food safety requirements need to be met? Will you be seeking energy efficiency/alternative energy sources? If needed, are water, electric and sewage all available?
2. Work with appropriate professional services firm to design plans and secure all necessary permits.
3. Construction and inspections
4. Acquire and install equipment and/or livestock
5. Facility is fully operational and creating income for farm business

As an applicant develops a SMART goal for a multi-stage project, **they will rely on estimates that are based on the projected outcomes from the larger multi-stage project.** Additional information about your project will be collected in the online application to allow reviewers to better understand and assess it fairly.

An operational outcome is simply a phrase to describe what happens when a change is made. If the applicant is able to purchase the goods and services that are requested, what changes would result?

The table below outlines ways that operational outcomes can be measured and translated into financial outcomes. Proposals are NOT limited to the operational outcomes shared below.

Operational Outcome	Unit of Measurement	Financial Outcome 1	Financial Outcome 2
Increase production capacity	Volume	Annual Sales Revenue	Profit Margins
Produce a new product	Volume	Annual Sales Revenue	Profit Margins
Improve efficiency and/or reduce inputs	Labor hours per unit of production/inputs per unit of production	Reduced Operating Costs/Annual Sales Revenue	Profit Margins
Reduce product waste	Volume available for sales and/or margins	Improved profitability and/or increased sales	
Serve new markets	Volume	Annual Sales Revenue	Profit Margins
Better market products	Price premium and/or increased sales	Annual Sales Revenue	Profit Margins

For every operational outcome identified, it should be possible to develop a financial goal based on projected numbers.

- What is the operational outcome for the full multi-stage project?
- What unit of measurement does it use?
- What are the current or estimated measurement numbers? (answer may be not applicable)
- What are the projected measurement numbers (fill in blank) by (date)?
- How will the applicant estimate the financial impact of the project? (reduced operating costs, increased revenue, profitability)
- What is the estimated net financial impact of the project?

The answers to the previous questions have now provided the information necessary to write a narrative SMART goal in the online application.