

National Oceanic & Atmospheric Administration Grant Writing Training Manual



National Oceanic & Atmospheric Administration
NOAA Pacific Region Grants Cooperative
<http://www.pifsc.noaa.gov/noagrants>

Aloha! Talofa! Hafa Dai! Hello!

The National Oceanic & Atmospheric Administration (NOAA) is an agency that enriches life through science. Our reach goes from the surface of the sun to the depths of the ocean floor as we work to keep citizens informed of the changing environment around them. NOAA continues to support progressive research, vital services, and innovative products throughout the nation by providing funding assistance. This grant training manual is designed to provide a general overview of NOAA, a step-by-step process on accessing and applying for funding opportunities, tips on how to write grants and practice exercises to assist both novice and professional grant writers.

From daily weather forecasts, severe storm warnings and climate monitoring to fisheries management, coastal restoration and marine commerce, NOAA's products and services support economic vitality and affect more than one-third of America's gross domestic product. NOAA's dedicated scientists use cutting-edge research and high-tech instrumentation to provide citizens, planners, emergency managers, and other decision makers with reliable information they need when they need it. NOAA's roots date back to 1807, when the Nation's first scientific agency, the Survey of the Coast, was established. Since then, NOAA has evolved to meet the needs of a changing country. NOAA maintains a presence in every state and has emerged as an international leader on scientific and environmental matters.

The NOAA Pacific Region Grants Cooperative (PRGC) demonstrates a coordinated effort between the five line offices of NOAA present in the Pacific region that work together to advance the mission and goals of NOAA. Program responsibilities include areas such as the State of Hawai'i, the Territory of American Samoa, the Federated States of Micronesia, the Territory of Guam and the Commonwealth of the Northern Mariana Islands and the Republic of the Marshall Islands. . The Pacific Services Center, Pacific Islands Regional Collaboration Team, Pacific Islands Regional Office and the Pacific Islands Fisheries Science Center collaborate to provide services and leverage funding.

PRGC provides grant training opportunities on funding and various administration processes, informational tools, financial management resources, and is a link between Pacific Region grantees and other grant management offices throughout the nation. The PRGC works towards building organizational capacity throughout the Pacific to provide more opportunities for organizations to become NOAA grantees.

We envision this manual will assist organizations across the Pacific to learn and understand the necessary steps and resources needed to be successful NOAA grant recipients.

Sincerely,

XXXXXXXXXX
Title

Table of Contents

Overview of the Grant Process

Finding the Opportunity.....	4
Accessing Grants.gov	5
Registration with Grants.gov	5
Searching for Funding.....	6
Applying for Funding	6
Submitting an Application	7
Grants.gov Help Desk.....	7
Figure 1: Grant Submission via Grants.gov.....	8
NOAA General Review Process of Submitted Grants	
Figure 2: NOAA Grant Review Process.....	9
Required Forms.....	10

Proposal Writing Criteria

Figure 3: Proposal Writing Criteria	11
Writing a Statement of Need.....	12
Activity 1: Statement of Need.....	12
Outlining Project Goals.....	12
Activity 2: Project Goal	13
Demonstrating Organizational Capacity	13
Activity 3: Organizational Capacity	14
Measuring Outcomes	15
Activity 4: Objective Work Plan.....	16
Demonstrating Sustainability of the Project	17
Activity 5: Project Sustainability	17
Preparing a Budget and Budget Narrative	17
Activity 6: Brainstorming the Project Budget	19

Troubleshooting Proposal Writing

Your Project Fitting NOAA Goals	21
Pay Attention to Formatting Requirements	21
Proposal Development Approach	21
Activity 7: Collaborating to Develop Project Approach.....	22
Project Planning	22
Gathering Supporting Documents.....	23
Writing Strategies	23
Common Problems.....	23
Summary	23

Other Resources

Websites.....	25
Glossary of Terms.....	26
Commonly Used Acronyms.....	33
NOAA Organizations/Line Offices	34

Appendix

SF 424.....	37
SF 424A.....	43
SF 424B.....	47
CD 511.....	49
SF LLL.....	50
Activity 1: Statement of Need.....	52
Activity 2: Project Goal	53
Activity 3: Organizational Capacity	54
Activity 4: Objective Work Plan.....	55
Activity 5: Project Sustainability	56
Activity 6: Brainstorming the Project Budget	57
Activity 7: Collaborating to Develop Project Approach.....	59

Overview of the Grant Process

This section is designed to give first-time and seasoned organizations an overview of the grant process. Organizations will learn how to find NOAA funding opportunities, access funding information, apply for and submit grants.

Finding the Opportunity

Interested organizations can access information on NOAA funding opportunities in four locations.

1. NOAA funding opportunities can be found on Grants.gov. Grants.gov was established in 2002 as a resource to improve government services for the public. Grants.gov continues to be a central location for over 1,000 programs and access to over \$500 billion in awards every year. The service is set up for grantors to post funding opportunities and for grantees to access funding.
2. The Pacific Region Grants Cooperative (PRGC) website, at www.pifsc.noaa.gov/NOAAgrants, highlights funding opportunities throughout the Pacific Region and resources to assist with applying for funding. PRGC provides support to the entire Pacific Region by funding workshops, publishing and disseminating information, and providing one-on-one technical assistance to grant-seeking organizations.
3. Information about NOAA funding is located in the National Archives and Records Administration (NARA) Federal Register. NOAA publishes an Omnibus once or twice a year in the Federal Register which includes specific NOAA Federal Funding Opportunities, usually in June and December. Over 60 grants and opportunities were listed in the Omnibus released by the Department of Commerce for NOAA Availability of Grant Funds for Fiscal Year 2009. To access information from the Federal Register, go to <http://www.gpoaccess.gov/fr> and do a search on NOAA. Other Federal Register Notices may be published throughout the year for individual grant programs as well.
4. The NOAA website at www.noaa.gov provides information on specific NOAA offices including the National Marine Fisheries Service, National Oceanic Service, and the Office of Oceanic and Atmospheric Research. The website provides background on funding opportunities and also allows visitors to access information from state and federal offices. The website is comprehensive and provides a variety of information from weather at the Volcanoes National Park to volunteer opportunities for coral reef monitoring.

Once finding the opportunity, grant-making agencies have procedures that applicants and grantees follow. Figure 1, on page 7 describes the process of submitting a grant for NOAA funding opportunities via Grants.gov. Grant makers also utilize an internal review process; NOAA's process is illustrated on page 8, Figure 2 of this manual. Offices within NOAA primarily follow the general flowchart but may have other specific steps for their own purposes. The activities and figures are provided as visual aids and examples to assist applicants in successfully writing and submitting a grant.

Accessing Grants.gov

The U.S. Department of Commerce utilizes Grants.gov to make grants available and receive applications to forward to offices and administrations like NOAA. The proposal format is similar for most NOAA programs and requires online registration, application download, and online submission via Grants.gov.

Grants.gov is the Federal government's website for posting opportunities from all agencies. Grants.gov is the government online source to receive grant alert emails, search for funding, apply and submit applications electronically, and utilize other site resources.

In preparation for grant submission, your organization must first receive a DUNS number and register with the Central Contractor Registry before registering with Grants.gov. Below is the step-by-step process to register for Grants.gov. Before you engage in the registration process, check to see that you are not already registered with Grants.gov. If you are, make sure your file is current.

Registration with Grants.gov

Grants.gov provides handbooks with in-depth information on how to register for organizations and individuals.

Navigate to the following links to access the information.

Organization Link: <http://grants.gov/assets/OrgRegUserGuide.pdf>

Individual Link: <http://grants.gov/assets/IndvUserGuide.pdf>

1. Obtain a DUNS Number by going to the Dun & Bradstreet website at <http://fedgov.dnb.com/webform>. You can also obtain a DUNS Number through email or over the phone. This step can be completed on the same day the request is made.
2. Register with Central Contractor Registration (CCR) at <http://www.ccr.gov>. This step takes two days to two weeks to complete, so please start early in order to receive necessary information in time to submit your application through Grants.gov.
3. Obtain a username and password from Operational Research Consultants (ORC) at <http://apply07.Grants.gov/apply/OrcRegister>. This step can be completed on the same day the request is made.
4. Register with Grants.gov to open an account using the username and password you received from ORC in step 3. This step can be completed on the same day the request is made.
5. Receive AOR Authorization by having the E-Business Point of Contact (E-Biz POC) at your organization respond to the registration email from Grants.gov and login at Grants.gov to designate a representative as an Authorized Organization Representative (AOR). More than one AOR is allowed for each organization. The time for this step is dependent on the responsiveness of your E-Biz POC.
6. Log in as an Applicant at <https://apply07.Grants.gov/apply/ApplicantLoginGetID> using the username and password you obtained in Step 4.

Search for Funding in Grants.gov

Search for funding using Grants.gov by following these steps:

1. Visit the Grants.gov website.
2. Click on Find Grant Opportunities in the left panel. Use one of the following search types to find opportunities.
 - Select Basic Search and input NOAA Funding Opportunity Number (FON) or Catalog of Federal Domestic Assistance (CFDA) number.
 - Select Browse by Category and search various categories and funding activities.
 - Select Browse by Agency and input “Department of Commerce” Grants.gov will search for the opportunities and show a list for you to search through NOAA grants.
3. Select the appropriate opportunity and download the Full Announcement or Application Package to review and apply.
4. Download PureEdge Viewer by clicking on “Download PureEdge Viewer” on the Grants.gov Homepage in order to download and view Grant Application Packages.

The Federal Funding Opportunity (FFO) is the document explaining how a competitive applicant should apply for financial assistance. The Federal Program Officer (FPO) creates the FFO in Grants Online, and it is posted on Grants.gov. Organizations will find all the necessary information in the FFO including, but not limited to the following:

- Announcement Type
- Catalogue of Federal Domestic Assistance (CFDA) Number
- Proposal Deadline
- Funding Description
- Program Overview & Priorities
- Eligibility Requirements
- Proposal Formatting

The FFO is a document to search for funding opportunities and more importantly to utilize as the guideline to complete and submit applications for funding provided by federal agencies

Applying for Funding in Grants.gov

Applications for funding can be submitted at Grants.gov. Applying for funding via Grants.gov is a process that can take grant-writers between 3 and 10 days depending on the amount of experience you have in using Grants.gov. You must also consider the number of forms, attachments, and criteria listed in the Federal Funding Opportunity in order to submit the application on-time. If you are new to Grants.gov, you should include the registration process, a practice run through the system, and additional time for review as part of your timeline.

You can download application packages for NOAA funding opportunities through Grants.gov and work on compiling the necessary documentation for the application offline at your leisure. Internet access is not needed to prepare the application, it is only necessary to submit the application package via Grants.gov.

Submitting an Application

Grants.gov provides a guide for finding and applying for grant opportunities.

Navigate to the following link to access the information.

<http://grants.gov/assets/FindApplyUserGuide.pdf>

In order to submit a grant application on Grants.gov you must have Internet access, PureEdge Viewer, and the organizations log-in and password information from Grants.gov. The outlined steps must be followed to submit an application via Grants.gov:

1. Open the Application Package and enter all necessary information in the required fields. If all required fields are not entered, the application will not be able to be submitted.
2. Complete and attach the required documents listed, including the SF-424 forms. Other supplemental documents may be requested and should be attached.
3. Once information is entered and reviewed in all required fields, and required forms are completed, click on the "Sign and Submit" button to upload and submit your application package.
4. A screen will appear asking if you are sure you want to submit the application, to ensure that you are ready to submit and that there are no errors or additional information needed. Once you click on the "yes" button, the application will be submitted.
5. If there are errors or missing information, Grants.gov will alert you to complete the required fields, which will be marked in red. After making necessary revisions, re-click the "Sign and Submit" button to complete the submission process.

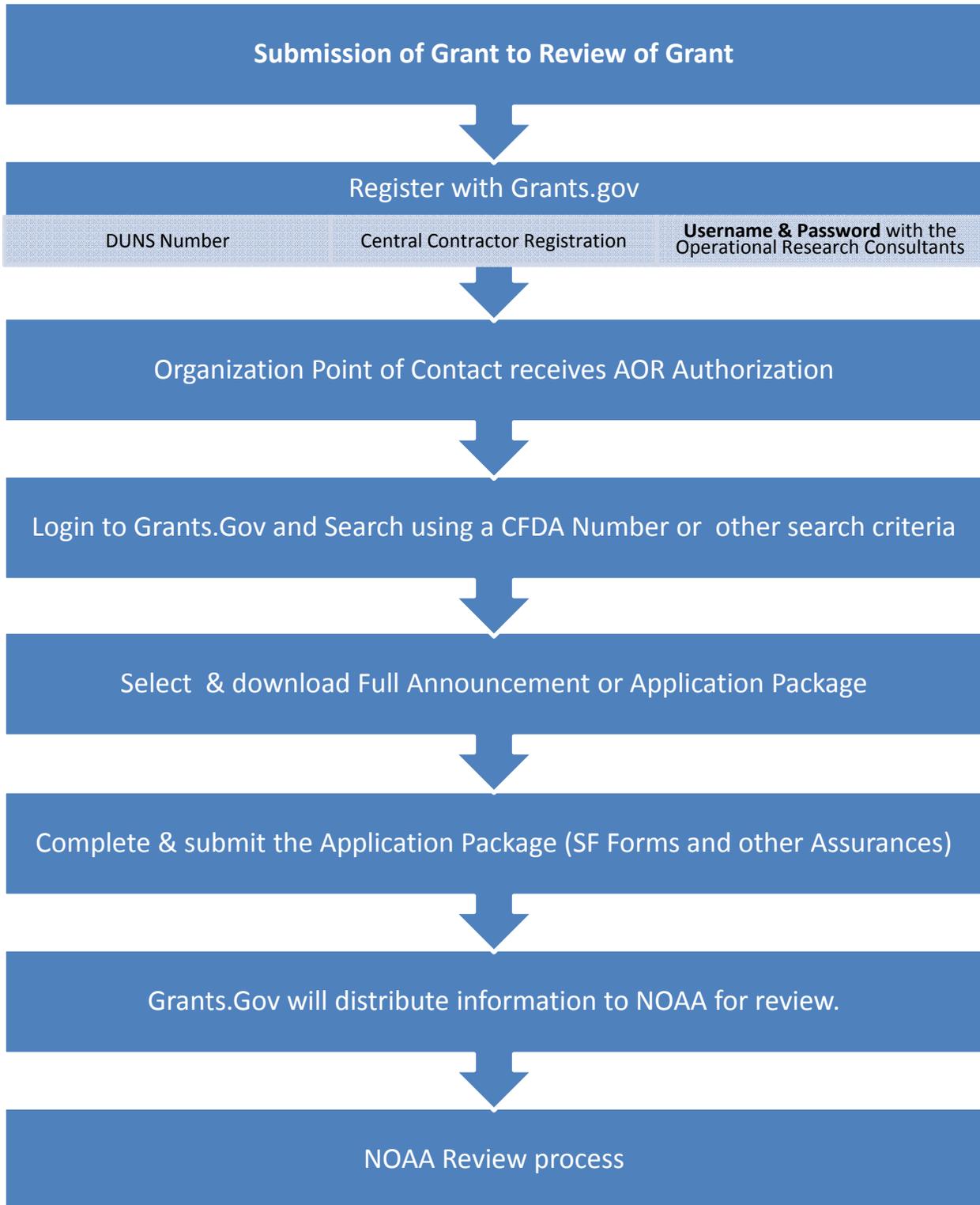
A confirmation notification will appear once the application is submitted. Applicants will be provided with a tracking number along with the date and time of submission in order to check on the status of the application. Applicants should print the page as a receipt. An email will be sent to the specified email address entered on the application to alert the organization once Grants.gov accepts the application. If there are problems in submitting the application or more information is needed, contact the Grants.gov Customer Service Center.

Grants.gov Customer Service Center/Help Desk

Grants.gov offers a great service for grant seekers and agencies like NOAA to access and ask questions or for technical assistance. It is imperative to contact the Customer Service Center if you are experiencing technical difficulties with the application or the application process. The Center will be able to troubleshoot problems and provide a trouble ticket that may be needed if submission was tardy or not completed.

Mail	Email	Phone
U.S. Department of Health and Human Services Grants.gov 200 Independence Avenue, S.W. HHH Building Washington, DC 20201	support@Grants.gov	1.800.518.4726 Monday-Friday 7 am–9 pm EST Except Holidays

FIGURE 1: GRANT SUBMISSION VIA GRANTS.GOV

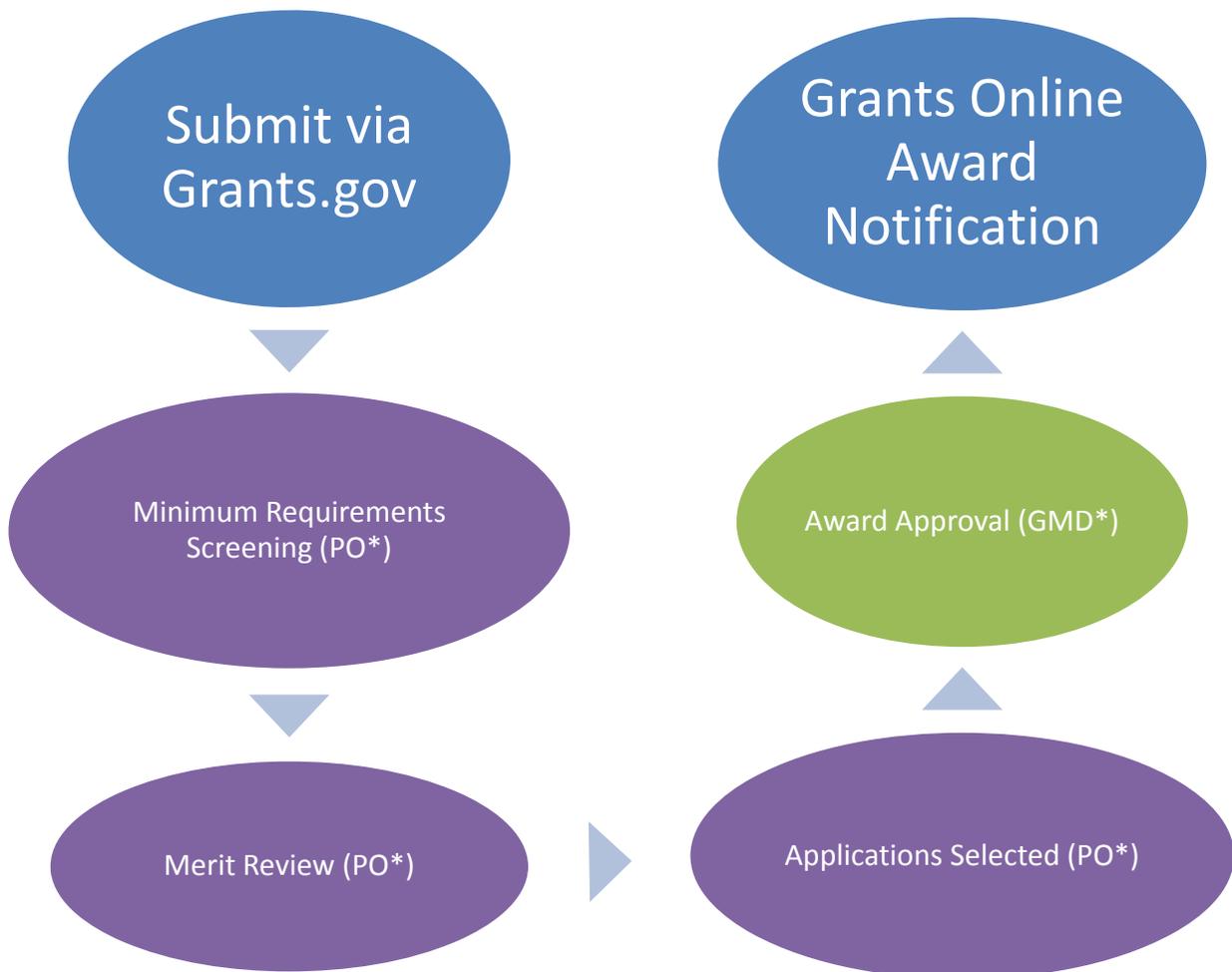


NOAA General Review Process of Submitted Grants

NOAA has an internal review process that will vary for each funding opportunity. The Federal Funding Opportunity for each grant outlines the review processes for individual grants. Applicants will find the review process for each funding opportunity in the Application Packet or the Federal Register.

The following flowchart shows a general review process for NOAA grants.

FIGURE 2: NOAA GRANT REVIEW PROCESS



*Program Officer (PO) and Grants Management Division (GMD)

Required Forms

The Application Package provides a list of Required Forms necessary to complete for each opportunity. Organizations must complete and submit the required forms with the application package in order for the application to be complete. Each NOAA opportunity has required forms and supplemental forms. The following is a list of common forms used for NOAA opportunities.

The *SF 424* is a standard form used as the required fact sheet for submission of pre-applications and applications or any related information related to Federal discretionary programs. There are required and optional items on the form - required items are identified with an asterisk. Other NOAA requirements for this form may be determined in the application kit or by contacting NOAA.

The *SF 424A* form is a budget form that allows applicants to report on funds from one or more grant programs. In preparing the budget, be sure to follow any NOAA guidelines on how budgeted amounts should be separately shown for different activities within the program. For other programs, NOAA may require a breakdown by activity. Budget estimates should be included in Sections A, B, C, and D for the entire project except when applying for assistance which requires federal authorization in which case you must contact NOAA for clarification of funding for your project. In Section B lines a-k applications should contain a breakdown by the object class categories.

The *SF 424B* is the Assurance-Non Construction Programs. Some assurances may not be applicable to your project or program. NOAA can answer any specific questions applicants may have on the *SF 424B* as well as confirm if additional assurances are needed for the funding opportunity.

The *CD 511* is a certification form regarding debarment; suspension and other responsibility matters; drug free workplace requirements and lobbying. Applicants must check in the application package to see what certifications are required for the NOAA funding opportunity and complete the *CD 511* accordingly. Signature on this form indicates for compliance with certification requirements under 15 CFR Part 26, "Government wide Debarment and Suspension (Non procurement)" and "Government wide Requirements for Drug-Free Workplace" and 15 CFR Part 28, "New Restrictions on Lobbying." The certifications must be signed and submitted in order to submit the application to NOAA.

The form *SF LLL* is a disclosure of lobbying activities pursuant to 31 U.S.C. 1352. This disclosure form shall be completed by the reporting entity, whether a sub-awardee or prime federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to Title 31 U.S.C., section 1352. This form is required for each payment or agreement to make payment to any lobbying activities.

The *SF-424* Forms and other listed forms from the Grants.gov Application Package can be found in the Appendix.

Proposal Writing Criteria

This section provides information on what to include in your project narrative. Most NOAA funding opportunities require applicants to submit a narrative section that includes a need statement, identifying project goals, a budget narrative, and other criteria. This section prompts questions that applicants should answer to complete each criteria. Applicants should refer back to the Federal funding Opportunity and any updates to ensure all requirements and criteria are being addressed.

The following flowchart illustrates necessary items to be included in a successful proposal.

FIGURE 3: PROPOSAL WRITING CRITERIA



Writing a Statement of Need

Writing a Statement of Need begins with describing the organization's or community's goals and needs. They then discuss the issues and circumstances demonstrating why a project is necessary, and how a project is community-driven. The statement defines the population or community being served by the project, the solutions to the problems and the process in which challenges and solutions were determined. Identifying the situation for which the funding is needed allows the reviewers to understand why funding the project is important.

Activity 1: Statement of Need

The statement of need must be able to answer the following questions at a minimum:

1. How will the defined population be impacted or different when the project is completed?
2. What documented proof/evidence is available to support the need for your project?
3. Who will your project serve?
4. Are there any special circumstances to consider about your defined area or population?
5. What are your organizations needs?
6. Brainstorm and write down three needs and two solutions for each need.
7. How did you identify with the needs and develop the solutions?

Outlining Project Goals

The project goal and description are main elements to writing a successful proposal. Applicants should refer back to the Federal Funding Opportunity for specific information needed to outline project goals. Applicants should brainstorm and understand that the project's goals and description may change throughout the grant writing process.

The project goal must be:

- Clearly identified
- Clearly written
- Referred to throughout the proposal
- Achievable within a specific time frame
- Working towards furthering organization/community and NOAA's goals
- Measurable in terms of impact and outcome

The project description should discuss challenges the project will address and include objectives and activities that work together to achieve the goal within the set timeframe as determined by various Federal Funding Opportunities within NOAA.

The project goal should be written to include the activities and tasks the community and organization want to accomplish with the project. This criterion links the statistics that support the need for the project and the organization's approach to achieve the project goal. NOAA is interested in funding projects that are aligned with NOAA's mission and vision. In order for your project to be considered for funding by NOAA the project goal must be in line with NOAA's goals and objectives. NOAA's mission statement is as follows:

Within NOAA, there are several line offices (e.g., National Marine Fisheries Service, National Ocean Service, and National Weather Service to name a few). Each line office has a mission statement of its own, see the back cover for these mission statements.

Each funding opportunity and grant program has its own goals and objectives. These are often referred to as program priorities. These may be found in the specific Federal Funding Opportunity.

Activity 2: Project Goal

As a brainstorming activity, answer the following questions regarding your project goals.

- 1) What do you want to accomplish for your community with your project?
- 2) How will the project impact the environment, waterways, coast or atmosphere when the project is completed?
- 3) What target population does your project intend to serve?
- 4) In one or two sentences, state your project's goal. Start with the following text, "The project goal is..." and keep it to a maximum of two sentences. Organizations must stick to the same project goal throughout the proposal.
- 5) In five words or less, give your project a name. Organizations should have one name that the project is being referred to, in order to eliminate any confusion. Consistency is important for reviewers and a straightforward project name will help the review process. Organizations must remember that not all reviewers are familiar with native languages and should think about an English project name to refer to throughout the proposal.

Demonstrating Organizational Capacity

Strong grants highlight areas that demonstrate that the organization is capable of managing the requested funds, has the expertise and staff to accomplish the project and will be able to sustain the project after funding, if necessary. It is also important for grants to demonstrate how the organization is connected to the community or population served. Grants should include an introduction to the organization including its mission statement and purpose, along with the organization's history and service area/population. NOAA is also interested in the organization's partners, resources, staffing capabilities, other projects with a similar scope of work and size of funding, as well as the organization's structure and biographies of key staff and board of directors.

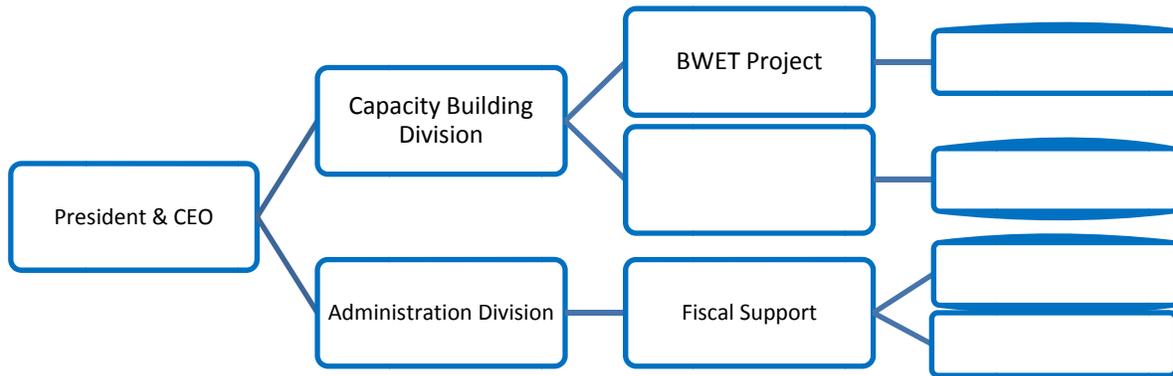
To strengthen the grant proposal, the organizational capacity criteria should include information on the following:

- Describe how the governing board is comprised and chosen,
- Describe the organization's accounting system and if there is a system for independent audit or checks and balances - What are the money management systems and steps made for fiscal accountability?
- Describe and map out the administrative chain of command using an organization chart answering, "Who is responsible for the actions of the organization?" How are staff and/or board members selected?
- Where does the proposed project fit into the organizational chart?

- Who are the key players that will be involved in carrying out project specific activities and tasks?

Activity 3a: Organizational Capacity

Envision your organization and jot down the various projects it is administering. This information will help grant writers see all of the things your organization is doing. Use the following organizational chart, or something similar, to map out the chain of command for your organization. Use the following chart as an example to create one for your organizational structure and projects.



Activity 3b: Project Staff

List the staff positions in your organization that will be involved in the project.

Program Development	
• Name and Full Time Equivalent (FTE): John Doe, .50 FTE	
Other Organization Area	
Administration Personnel	
Proposal Development Personnel	

Measuring Outcomes

Another important area in submitting a grant application to NOAA is the process and ability to measure the outcomes of the project in order to report the successes and achievements of the

project. In order to measure outcomes, the project must have an established work plan for each objective or main project component that leads to accomplishing the project goal. The work plan should consist of information that describes the following:

- Goal Statement
- Objective Statement
- Activities and Tasks that are Necessary to Accomplish the Objective
- Benefits and/or Results of Each Objective that Leads to Measuring Outcomes;
- Performance Indicators of Success

This criterion includes the benefits and results of the project, including accomplishments and performance indicators to track success of activities and objectives. Performance indicators are standards that are quantifiable and qualifiable. The Federal Funding Opportunity for some grants list required performance indicators and some allows applicants to choose from a list.

The following is a list of suggestions for performance indicators that can be used in a grant application for NOAA's funding opportunities:

- Number of jobs created
- Number of individuals who increased their knowledge about estuaries
- Number of people to successfully complete a workshop/training
- Number of participants who achieved 90% on post-test for identifying different corals in the Northwestern Hawaiian Islands
- Number of community-based organizations impacted
- Number of people directly served through project
- Number of children, youth, families or elders assisted or participated
- Public & Private dollars leveraged to support project
- Number of community partnerships formed
- Number of jobs created
- Number of groups certified for new/existing program
- Number of surveys distributed and number returned
- Identify methods of assessment used
- Number and type of materials developed
- Percentage of eligible population that accesses service within a specific timeframe
- Increase in number of youth registered in a BWET Hawaii Project

Utilizing an objective work plan organizes the project and lays out expected outcomes, activities, persons responsible, time period and other resources that will be applied to the activity. The work plan should also include how the organization will evaluate the objectives. Objectives should be Specific, Measurable, Achievable, Realistic, and Time-Bound (SMART) in order to tie results to them. Work plan models are included in the Application Package for funding opportunities on Grants.gov. In order to measure outcomes the grant must have a comprehensive work plan with identified performance indicators.

Activity 4: Objective Work Plan

Complete one Objective Work Plan for your project. Make sure to include the expected outcomes and timeline for each activity listed. For your project to be successful, it is also important to indicate how you will measure the outcomes.

Objective 1:

Expected Outcomes:

Activities	Position Responsible	Time Period		Human Resource Hours S= Staff, C= Consultant, V= Volunteer
		Begin	End	
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				

Criteria for Evaluating Outcomes:

Demonstrating Sustainability of the Project

Sustainability of the project includes information on how your organization will be able to continue to fund the project after funding from NOAA is complete. Many organizations have multiple funders for projects in order to carry out all project activities and fulfill project goals. This criterion allows the organization to discuss how the project will continue through partnerships, volunteer hours or other funding the organization will be receiving.

Activity 5: Project Sustainability

Organizations must be able to answer the following questions to determine if additional funding is needed or if the project is complete and the organization can move on to another project.

Answer the following:

1. Will the project require continued funding once the grant is complete?
2. If yes, how will the project be funded?
3. If no, why is continued funding not required?

Preparing a Budget and Budget Narrative

A great project description includes a budget and budget narrative that includes specific information about the necessary areas of the project. The Federal Funding Opportunity describes in detail what information is required for the budget and budget justification, as it differs for each opportunity. NOAA utilizes the budget forms from the application packages on Grants.gov which include the basic budget line items such as:

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

In putting together the budget the organization must be sure to take the time to research pricing for equipment and supplies and use a three quote policy, which will help in identifying reasonable budget expenses for the project. Take the time to use good market value estimates in assembling your budget. NOAA requires a budget justification for each line item proposed to show the necessity of budget line items in completing the project. The budget justification should include detailed information on personnel, fringe benefits and reason for purchasing equipment of \$5,000 or more as well as specifics on travel costs and necessary federal forms for construction projects. All costs must be project specific and relate to activities in the work plan in order to be considered as part of the budget.

Costs include indirect costs which are incurred for common or joint objectives which cannot be identified specifically with a particular project. These costs include basic operational functions

such as lights, rent, water, insurance and can also include hours for staff positions like project accountants or senior management staff. Some organizations have an Indirect Cost Rate Agreement with the federal government which is a set percentage that the organization and a federal agency have negotiated. The percentage includes detailed costs such as rent, utilities, staff time and other specifics and can be used for most if not all federal grants. Some Indirect Cost Rate Agreements may be above the percentage listed in the Federal Funding Opportunity, organizations must be aware and make changes as necessary. Those organizations that do not have Indirect Cost Rate Agreements can charge costs directly with a line item budget justification showing other funders for each direct cost line item.

Multiple funding sources allow organizations to work in collaboration with various sponsors and have ample funding to complete project goals and objectives. Organizations must be cognizant of funder requirements and allowable use of funding. Most federal funding agencies including NOAA do not allow matching funds to come from other federal agencies. Grantee must remember to report on the funds being utilized on projects and be aware that although multiple streams are recommended for programs, organizations cannot accept multiple funding from NOAA office for a single program. These practices are problematic and deemed as “double dipping”. Organizations that are found “double dipping” may face potential consequences of repaying funding, being disbarred or suspended to apply for future funding and other penalties. Applicants must review the Federal Funding Opportunity to become familiar with NOAA requirements.

All costs must also be Allowable and Allocable. Such stipulations are set by the Federal cost principles. There are five sets of cost principles that apply to Federal Grants and Cooperative Agreements. Each set of cost principles is specific to the type of institution to which the grant recipient belongs. Please see the reference guide below to locate the citation for the cost principles that apply to your organization. Within the organization-appropriate Code of Federal Regulations (CFR), you will find guidance on allowable costs under your grant or cooperative agreement. Allowable costs must also be approved through your award or by your Federal Program Officer and/or the Grants Specialist prior to expending federal grant funds on particular costs. NOAA and reviewers pay close attention to budget costs to ensure that the project is within the range as proposed and can be successfully completed with the amount of funds being requested.

The Office of Management and Budget (OMB) evaluates the effectiveness of federal agency programs, policies, procedures and ensure all agencies’ budgets are in line with the President’s budget and administration policies. OMB has standards used throughout all federal programs including cost principles that determine costs for grants and reviews applicability, definitions and other requirements. The following table lists cost principles for various applicants.

Figure 4: Cost Principles Reference Guide:

<i>Entity Type:</i>	<i>State & Local Government</i>	<i>Non-Profit Organization</i>	<i>Educational Institution</i>	<i>Hospital</i>	<i>For-Profit Organization</i>
<i>Cost Principles Reference</i>	2 CFR Part 225, OMB Circular A-87	2 CFR Part 230, OMB Circular A-122	2 CFR Part 220, OMB Circular A-21	45 CFR Part 74 Appendix E	48 CFR Part 31.2 (FAR 31.2)

Activity 6a: Brainstorming the Project Budget

Based on your human resources allocations in the Activities Section of the Objective Work Plan, identify all the staff positions related to completing or supervising project activities and the existing or fair market value salaries you anticipate offering.

Position	% FTE Dedicated to Project	Annual Salary	Cost to Project

Identify any paid non-staff (e.g., consultants or contractors) responsible for completing project objectives and a market rate for those services. Identify any volunteer or donated human resources that will be utilized in carrying out the project objectives.

Non-Staff/Volunteer	Estimated Hours	Hourly Value of Function	Total Value of Contribution

Identify any estimated travel costs, equipment, supplies or facilities necessary related to complete project objectives.

Item	Estimated Cost

Does your organization have a negotiated indirect cost rate?
If yes, what positions are included in the negotiated rate?

Activity 6b: Budget Template

Use this budget example to enter all costs related to the project, including Indirect Costs.

Item	Federal Request	Organizational Match	Total Cost
Personnel: Each position should be listed here.			
Personnel Total			
Fringe Benefits @ %			
Fringe Benefits Total			
Travel: Each trip staff is taking should be listed here			
Travel Total			
Equipment: Check to see what amount is items considered equipment			
Equipment Total			
Supplies: Anything except facilities and equipment			
Supplies Total			
Contractual: Any companies performing part of the work to complete the project			
Contractual Total			
Any Other costs not covered			
Other Total			
Direct Costs Total			
Indirect Costs Total or Indirect cost percentage to apply to direct cost			
Project Total			

Troubleshooting Proposal Writing

NOAA funding is a competitive process nationwide, sometimes following directions and knowing different writing strategies will help to rank your grant above another. This section provides tips to use when writing a grant - from formatting requirements to community planning and common problems you can troubleshoot. Again it is very important to refer back to the Federal Funding Opportunity for guidance on many of the required details

Your Project Fitting NOAA Goals

Organizations should not try to force its project to fit with NOAA's goals and objectives. However, proposals are less likely to be funded if the project does not accomplish NOAA priorities. Trying to do what NOAA wants, instead of what your community needs, often leads to ineffective or unsuccessful projects. There are many funding sources out there. Find the one that is right for your organization and community driven project. If your project goal is aligned with NOAA's priorities, make sure you state so throughout the proposal. Usually you want to do this early in the proposal in order for NOAA to see that your proposal is worth thoroughly reviewing.

Pay Attention to Formatting Requirements

NOAA opportunities have a particular order or format. NOAA utilizes Grants.gov and various Standard Forms (SF) for consistent reporting by all applicants. The Federal Register and grant opportunities contain specific formatting requirements that applicants must follow. Make sure to pay attention to specific requirements, such as forms that need to be completed, the order information should be presented, page limits and other format requirements. It is important to pay attention to these formatting requirements as you develop your proposal for NOAA funding.

Proposal Development Approach

Great proposals start with a brainstorm of ideas with a group of people from the identified community about the best way to present the information, especially making sure to stay focused on the criteria NOAA wants discussed. The brainstorming process includes creating an outline of all proposal criteria in the order they are listed. Project approach should be the starting criteria in order to lay the foundation of why and how the project will be implemented. Once the approach is written, multiple people can help in the writing process. Although the introduction usually comes at the beginning of the proposal, most writers complete the introduction last - after reading through the proposal - to pull together a summary that includes information from all the parts of the proposal. If working with a group of writers, everyone should focus on their assigned parts, and then have another person outside of the writing process read through the different parts to ensure consistency throughout the proposal.

Activity 7: Collaborating to Develop Project Approach

Get your proposal team together in a room before starting your proposal. This session is to bring everyone who will be assisting with the grant writing on the same page. A lead grant writer should list in Column 1, the Organization’s Mission and Goals, Column 2 the Funding Announcements Goals and Column 3 the Funding Objectives and in Column 4, Outcome for each of the Objectives listed in Column 2.

Organizations Mission	Funding Announcement Goals	Funding Announcement Objectives	Outcomes

The lead grant writer should distribute a one or two page working document with all NOAA Funding Announcement Criteria with the allotted point value listed and in the order the grant will be compiled. The group will go through each criteria and review which criteria has the highest point value and the team will allocate resources to each criteria.

Brainstorming Questions to include in your discussion:

1. How do you visualize laying out the proposal?
2. Who do you think would best tackle specific criteria provided in the proposal?
3. What is an appropriate timeline for the proposal development?
4. Who will be the final reviewer for consistencies?

Project Planning

Setting up a plan of action and involving the right people in the process is very important. Organizations writing a NOAA grant proposal should set up meetings with all involved; have conversations with organizations doing similar work in your area and contact NOAA offices to inquire about technical assistance or any training opportunities available.

Ample planning will greatly increase your chances of proposal success because it does the following:

- Prioritizes the organization’s needs
- Identifies needed and existing resources
- Promotes strategic development
- Generates support and partnerships
- Develops confidence in project

Organizations must make sure to record and document any planning and indicate the number of people that were involved in the process.

Gathering Supporting Documents

Some NOAA applications require substantial supporting documentation. All the requested documentation is listed in the Federal Funding Opportunity. Make a list of all the documents you intend to use in your project proposal including all required documentation and federal forms. Keep the documents along with the checklist together in a folder that you can add to as the proposal is developed. As you place the document into the folder you can cross it off the list. Most federal forms or certifications are required forms for the application itself. Other forms including a list of Board Members or the 501(c)(3) determination letter may be included as an attachment to the application.

Writing Strategies

Grant writers use the following strategies when developing a NOAA grant application:

- 1) Focus on the section you are working on and address the requirements for that section;
- 2) Include citations to the documents that support what you are saying;
- 3) Keep in mind information you intend to add in other sections. Add it to your outline;
- 4) Follow up on your documents list. It can be a great way to give yourself a break and get past the inevitable “writer’s block”;
- 5) Stick with it. Some proposals can initially be intimidating, but you can do it!
- 6) Ask others familiar with NOAA’s requirements to review your work and make suggestions about how to improve it;
- 7) Ask for technical assistance — NOAA program officers will help you by answering your questions, reviewing your proposals, and giving you feedback. Make sure to take this step before the deadline to ensure the project is in line with NOAA priorities;
- 8) Do not forget to fill out all required forms including the SF 424 forms and get your required documents signed; and
- 9) Once the proposal is finished, give yourself at least two full days to get it all together.

Common Problems

There are a number of common problems grant-writers face while preparing a NOAA grant application. Make sure you address each evaluation criteria and review formatting to avoid the following problems:

- 1) The problem has not been documented properly and does not strike the agency or reviewer as significant.

- 2) Other organizations have not been involved in planning and determining project goals.
- 3) Proposal is poorly written (guidelines, grammar, spelling, etc.).
- 4) The project goal is unclear and changes throughout the proposal.
- 5) Proposal objectives DO NOT match NOAA's priorities.
- 6) Proposal budget is not within range of funding available, it is below or above the range.
- 7) Proposed project has not been coordinated with other projects in the area, so there are other similar projects happening or being proposed for funding from the same community.
- 8) Project objectives and objective work plans are too ambiguous ambitious.
- 9) There is insufficient evidence that the project can sustain itself beyond the life of the grant if needed, or no indication of sustainability plan.
- 10) Evaluation procedure is inadequate.
- 11) No NICRA documentation

Summary

A well-planned project incorporates community resources and partnerships, a project goal with clear and quantifiable results or benefits, a detailed work plan, and all required documentation. A successful and fundable proposal describes how the project fits within NOAA's goals and priorities and can be successfully implemented by the organization. Organizations should spend an ample amount of time in drafting and compiling its proposal. NOAA funding is competitive and requires organizations to submit quality proposals and utilize specific administrative tools to ensure project success and accountability.

This Grant Writing Training Manual guides applicants through the process of applying for a grant through the National Oceanic and Atmospheric Administration. Utilizing the Figures, Activities and information provided in this manual will assist organizations in securing available funds through the Department of Commerce. There are many other resources available. This manual compiles information from Grants.gov, the Federal Funding Opportunity, NOAA websites and other documents. For further information on funding opportunities contact NOAA.

Other Resources

Websites

Website Name	Link
Automated Standard Application for Payment (ASAP) Website	www.ASAP.Gov
DOC Grant Regulations	www.oamweb.osec.doc.gov/
Electronic CFR Search	www.ecfr.gpoaccess.gov/cgi/t/text/textidx?sid=55ffae85a75cedd08ce662b8f6ed7768&c=ecfr&tpl=%2Findex.tpl
Grants Online Website	www.ofa.noaa.gov/~grantsonline
NOAA Grants Management Division Homepage	www.ofa.noaa.gov/~grants/
NOAA Pacific Region Grants Cooperative	www.pifsc.noaa.gov/noaagrants
NOAA Website	www.noaa.gov
OMB Circulars	www.whitehouse.gov/omb/circulars/

Glossary of Terms

While writing a proposal, there are a few terms that you should be familiar with. The following list of terms is provided for your convenience.

Amendment

A formal change to the award agreement (i.e., involves time, money, recipient organization) made by NOAA/GMD. A CD-451 form reflects the amendment information.

Application

A request submitted for financial support of a project or activity. An application may also be referred to as a proposal. At a minimum, it should include a statement of work and a line item budget, plus other Federally required forms (e.g. SF-424 cover sheet, SF-424A, SF-424B, CD-511, etc.).

ASAP

Automated Standard Application for Payment, is the system grantees use to draw down funds electronically. It is operated by the Department of the Treasury. <http://fms.treas.gov/asap>

Availability of Funds

Monies specifically allotted to an award program and accessible from the funding agency. For an award to be made, Authorizing Official must certify that funds are available. The Budget Officer's signature on the CD-435 certifies that funds are available.

Award

The awarding of funds for an approved grant application and budget. A NOAA award is implemented through a CD-450 form.

Blackout Period

The 48-hour period immediately following final approval of a funded award, designed to give Congressional offices the opportunity to announce funding of the award to their constituents.

Budget Narrative

A detailed line item budget in addition to and which expands upon the general budgetary information contained in the SF-424A or SF-424C. It explains who will perform what work, their time commitment and salary rates, fringe benefit rates and calculations, detailed explanations concerning travel (i.e., number of travelers, days of travel, per diem rate, hotel/flight cost, and purpose of travel), supplies, equipment, contractual, and indirect cost items.

Budget Period

The interval of time, usually one year, into which the project period is divided for budgetary and funding purposes. Also called a Funding Period.

Catalogue of Federal Domestic Assistance (CFDA)

A comprehensive list of all Federal funding authorities and programs that provide assistance. For each authority or program there is a description and a list of Points of Contact. To access the CFDA go to <http://www.cfda.gov> on the Web.

Closeout

The process by which an Agency determines that all financial assistance award requirements and applicable administrative actions have been completed by the recipient.

Consultant

An individual hired by the recipient to provide professional advice or expertise required to complete authorized project activity.

Contract

A legal instrument reflecting a relationship between a recipient and sub recipient, or between such contractor and subcontractor whenever the principal purpose of the relationship is the acquisition by purchase, lease, or barter, of property or services.

Cooperative Agreement

A legal instrument reflecting and relationship between the Federal Government and a State or local government or other recipient whenever – 1.) the principal purpose of the relationship is the transfer of money, property, services, or anything of value to the State or local government or other recipient in order to accomplish a public purpose of support or stimulation authorized by Federal statute, rather than acquisition by purchase, lease, or barter, of property or service for the direct benefit or use of the Federal Government; and 2.) Substantial involvement is anticipated between the executive agency acting for the Federal Government and the State or local government or other recipient during performance of the contemplated activity. (PL95-224, FGCA)

Cost Share

Contributions toward the non-Federal portion of the total award costs; may include in-kind or cash.

Countersigned Award

A Financial Assistance Award which has been signed by both the NOAA Grants Officer and subsequently, by the recipient.

Debarment

A long-term exclusion of an organization or individual from participation in government programs. In most instances, the organization or individual is ineligible to apply for or receive financial assistance awards.

Direct Cost

Costs that can be specifically associated with an activity or item under an award (e.g. travel, salary, equipment).

Discretionary Grant

An award made at the discretion of a Federal agency, subject to conditions specified by the authorizing legislation. Typically, a discretionary grant involves the funding agency establishing program requirements through a Federal Register Notice (e.g. Saltonstall-Kennedy, MARFIN). Also see Nondiscretionary Grants.

Equipment

Tangible non-expendable personal property including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. However consistent with the recipient policy, lower limits may be established. (2 CFR 215.2).

Federal Register

Published by the U.S. Office of the Federal Register, National Archives and Records Administration, the Federal Register is the official daily publication for rules, proposed rules, and notices of Federal agencies and organizations, as well as executive orders and other presidential documents.

Financial Assistance Award (FAA)

The official document (CD-450), which, when properly signed, countersigned, and dated, authorizes the obligation of funds in accordance with an approved Application for Financial Assistance (SF-424). The Grants Officer's signature signifies the award is obligated. The recipient's signature imposes responsibilities upon the Recipient. Legally, the Recipient has accepted obligation of the award once he/she withdraws funds, even without his/her signature. Electronic signatures in Grants Online are NOAA's business standard with paper used only for applicants who have specific reasons why they cannot access the web.

Federal Program Officer (FPO)

Federal Program Officer, the individual in the awarding agency responsible for the technical, scientific, or substantive program requirements of the award program.

Full Time Equivalent (FTE)

Ratio of total number of paid hours during a period by the number of working hours in that period on Mondays through Fridays. A measurement equal to one staff person working a full-time work schedule for one year.

Funding Authority

The statutory legislation that specifically authorizes the funding agency to make financial assistance awards for specified purposes. All awards must have an appropriate funding authority. (See the Catalog of Federal Domestic Assistance for a list of funding authorities for NOAA.)

Grant

A legal instrument reflecting a relationship between the Federal Government and a State or local government or other recipient whenever –

- 1.) the principal purpose of the relationship is the transfer of money, property, services, or anything of value to the State or local government or other recipient in order to accomplish a public purpose of support or stimulation authorized by Federal statute, rather than acquisition by

purchase, lease, or barter, of property or service for the direct benefit or use of the Federal Government; and 2.) No substantial involvement is anticipated between the executive agency acting for the Federal Government and the State or local government or other recipient during performance of the contemplated activity. (PL95-224, FGCA)

Grants Officer

The Chief of NOAA's Grants Management Division who signs Financial Assistance Awards as well as other official documents emanating from NOAA/GMD.

Grants Online

NOAA's web-based system to award and track grants, but NOT to draw down funds (see ASAP). <https://grantsonline.rdc.noaa.gov>

Grants Management Advisory Council (GMAC)

Members of this group set policy for NOAA grants across line offices. Each line office has a representative.

Grants Management Specialist (GMS)

The individual who works in support of the Grants Officer. The GMS is the NOAA/GMD staff responsible for working with the Federal Program Officer and applicant to process an award and ensure that the administrative requirements of the award are met and that the official file is up-to-date.

Grants.gov

A government-wide system to find and apply for grants. <http://www.grants.gov>

High Risk Recipient

A recipient found to be out of compliance with award terms and conditions. Funding agencies designate a recipient as such until such time as the recipient demonstrates it has overcome problems that precluded it from complying with award terms and conditions.

Indirect Costs

Costs that are incurred for common or joint objectives which, therefore, cannot be identified specifically with a particular project. Commonly known as overhead, or the costs for basic operational functions (e.g., lights, rent, water, and insurance).

In-Kind Cost Share

A recipient fulfilling its cost share obligations by a contribution of resources *other than cash*. Examples of in-kind cost-share include the use of the recipient's equipment or, alternatively, staff time paid for by private sources.

Internal Controls

This is another term for ADMINISTRATIVE REQUIREMENTS which are defined as matters common to grants in general such as financial management, kinds and frequency of reports, and retention of records. These are distinguished from "programmatic" requirements which concern matters that can be treated on a program-by-program or grant-by-grant basis, such as kinds of activities that can be supported by grants under a particularly program. (15 CFR 24.3 or OMB A-

102, Common Rule), or Organization, policies, and procedures that are in place to help a program and financial managers achieve results and safeguard the integrity of their programs (OMB A-123)

Match

The contribution of cash or other resources that a recipient is required to contribute to an award. Many award programs have either legislatively or programmatically mandated matching requirements (e.g., Saltonstall-Kennedy can require up to 50% of the total cost of the award).

Multi-year Awards

Multi-year awards are made for periods that exceed one year. Frequently, an award is made for three years, but funding is provided on annual basis, or a continuation of funding is made available in subsequent years. Multi-year awards may not exceed five years. Out-year amendments for multi-year awards require only a Procurement Request be sent to GMD.

National Environmental Policy Act (NEPA)

The Act was signed by President Nixon in 1970 to set a national policy to promote care for the environment, prevent damage to the environment and biosphere, educate people about natural resources and ecological systems, and establish a Council on Environmental Quality. Projects funded by the federal government need to comply with NEPA regulations for the relevant agency.

Nondiscretionary

A financial assistance award, authorized by a statute that specifically names the intended recipient or that specifically limits the eligibility to a particular class of organizations.

Obligations

Transactions that will require payment sometime in the future. For award purposes, some agencies consider funds to be obligated when an award is signed, while others require posting to agency accounts.

OMB Circulars and Other Rules and Regulations

The Office of Management and Budget (OMB) evaluates the effectiveness of federal agency programs, policies, and procedures, assesses competing funding demands among agencies, and sets funding priorities. OMB puts out circulars, to ensure all agencies' budgets are in line with the President's budget and administration policies. OMB is important because it is a set standard used throughout all federal programs that applicants can depend on for general questions on federal policies and procedures.

Omnibus Federal Register Notice (FRN)

NOAA publishes all funding opportunities in the Federal Register. Most opportunities are published in one of the semiannual Omnibus FRNs.

Pre-award Costs

Costs which are incurred by the applicant before the financial assistance award is signed. Such costs are incurred **totally at the risk of the recipient** and may not be reimbursable if the Federal

agency does not make an award. Typically, if an applicant must incur costs prior to the award start date, the applicant will request pre-award costs in writing and detail the reasons it requires pre-award costs and the amount of costs by line item.

Principal Investigator (PI)

The lead person and technical contact, responsible for all technical oversight and implementation of the approved work plan as defined in the Statement of Work.

Prior Approval

This term refers to the requirement that recipients request in writing from the funding agency authorization to make certain changes to the award agreement. Such changes include extending the length of the award, changes to the budget and the statement of work.

Procurement Contract

A legal instrument reflecting a relationship where the principal purpose is to acquire a thing of value (property or service) for the direct benefit of or use of the government. This is a funding mechanism that is distinct from a grant or cooperative agreement.

Program Income

Money that is generated by an award-funded activity or product. For example, if a manual is produced with award funding and is sold to the public during the project period, all monies derived from the sale of the manual must be declared to the funding agency as program income.

Project Period

The official, approved time period of the award, from start date through end date (not including 90-day closeout period, which follows the end of the project period).

Proposal/Application

A request for financial assistance for a project or activity. Usually, such requests are prepared in response to a public notice or letter requesting applications (e.g., a request for proposals).

Recipient

This term refers either to (1) the individual who signs the Financial Assistance Award on behalf of the receiving institution or (2) the institution which will receive the Federal assistance and on whose behalf the individual or administrative agent (variously, the Federal Aid Coordinator, Director of Sponsored Programs, etc.) signs the Financial Assistance Award. This individual is the primary contact from the recipient institution, just as the NOAA Grants Officer is the primary contact and signatory from the Federal agency.

Request for Applications (RFA)

A generic term, or specifically applied to the steps in Grants Online where the FPO creates an electronic umbrella for applications to be housed. A competitive RFA also contains other information pertaining to the competition and review process, like the FFO.

Standard Terms and Conditions

Provisions that are attached to every award which provide specific requirements with which the recipient is expected to comply.

Substantial Involvement

Anticipated substantial Federal involvement is a relative rather than an absolute concept.

The general policy is:

- 1.) When the terms of an assistance instrument indicate the recipient can expect to run the project without agency collaboration, participation, or intervention as long as it is run in accordance with the terms of the assistance instrument, substantial involvement is NOT anticipated.
- 2.) When the instrument indicates the recipient can expect agency collaboration or participation in the management of the project, substantial Federal involvement IS anticipated. (FRN36860, OMB Final Guidance, Implementation of the FGCA)

Supplies

All tangible personal property other than equipment as defined in 2 CFR 215.2 (OMB Circular A-102).

Suspension

An action which temporarily suspends Federal sponsorship of an award, pending corrective action by the recipient or a decision to terminate the grant. All activities under the award must cease, and no costs may be incurred by the recipient during the suspension period.

Suspension of Payment

A measure taken to stop further payment under a grant until a deficiency has been corrected or compliance with an award provision has been obtained.

Technical Monitor

NMFS scientists or experts on a particular subject. The Technical Monitor advises the Federal Program Officer with respect to performance reports, project problems and accomplishments.

Technical Review

The process whereby the merit of an application is examined against established evaluation criteria, which define elements key to the successful implementation of the project.

Termination

Cancellation of Federal sponsorship, in whole or in part, of an award at any time prior to the award end date.

Unsolicited Proposal

A written proposal submitted to an agency by the applicant, but not in response to a specific notice requesting grant proposals.

Commonly Used Acronyms

The following is a list of acronyms commonly used in Grants Administration and NOAA:

1. **AGC/L&R** - Assistant General Counsel for Legislation and Regulation
2. **ASAP** - Automated Standardized Application for Payment
3. **BAA** – Broad Agency Announcement
4. **CAIVERS** - Credit Alert Interactive Voice Response System
5. **CFDA** - Catalog of Federal Domestic Assistance
6. **CFO/ASA** - Chief Financial Officer and Assistant Secretary for Administration
7. **CFR** - Code of Federal Regulations
8. **CRADA** - Cooperative Research and Development Agreement
9. **DAO** - Department Administrative Order
10. **DOC** - Department of Commerce
11. **DOO** - Department Organization Order
12. **EDA** - Economic Development Administration
13. **EO** - Executive Order
14. **FAADS** - Federal Assistance Award Data System
15. **FALD** - Federal Assistance Law Division
16. **FBO** - FedBizOpps (Federal Business Opportunities)
17. **FFO** – Federal Funding Opportunity
18. **FOIA** - Freedom of Information Act
19. **GAO** – Government Accountability Office
20. **GSA** - General Services Administration
21. **ITA** - International Trade Administration
22. **MBDA** - Minority Business Development Agency
23. **MOU** - Memorandum of Understanding
24. **NIST** - National Institute of Standards and Technology
25. **NOAA** - National Oceanic and Atmospheric Administration
26. **NTIA** - National Telecommunications and Information Administration
27. **OCA** - Office of Congressional Affairs
28. **OAM** - Office of Acquisition Management
29. **OGC** - Office of General Counsel
30. **OIG** - Office of Inspector General
31. **OLIA** - Office of Legislative and Intergovernmental Affairs
32. **OMB** - Office of Management and Budget
33. **PA** - Privacy Act
34. **PRA** - Paperwork Reduction Act
35. **RFA** - Request for Applications
36. **RIN** - Regulation Identification Number
37. **SPOC** - Single Point of Contact
38. **ST&Cs** - Financial Assistance Standard Terms and Conditions
39. **TOP** - Treasury Offset Program
40. **U.S.C.** - United States Code

NOAA Organizations/Line Offices

National Environmental Satellite, Data & Information Service (NESDIS)

The National Environmental Satellite, Data & Information Service mission is to provide timely access to global environmental data from satellites and other sources to promote, protect and enhance the Nation's economy, security and environment through education tools and links for public access.

National Marine Fisheries Service (NMFS)

National Marine Fisheries Service mission is stewardship of living marine resources through science-based conservation and management and the promotion of healthy ecosystems. NMFS uses tools provided by the Magnuson-Stevens Act to assess and predict the status of fish stocks, ensures compliance with fisheries regulations and works to reduce wasteful fishing practices; recovers protected marine species through the Marine Mammal Protection Act and the Endangered Species Act; promote sustainable fisheries and to prevent overfishing, declining species and degraded habitats; and strives to balance the needs of the communities impacted.

National Ocean Service (NOS)

The National Ocean Service mission is to provide science-based solutions through collaborative partnerships to address evolving economic, environmental, and social pressures on our oceans and coasts. The NOS is the nation's premier science agency for oceans and coasts. NOS deliver the tools and services needed to understand, predict, and respond to the challenges throughout America's shorelines and coasts.

National Weather Service (NWS)

The National Weather Service mission is to provide weather, climate forecasts and various warnings for the United States, territories, and surrounding waters and ocean areas. NWS provides information to protect the nation's citizens, property and economy. NWS data and products form a database and infrastructure utilized by other governmental agencies, private business and the public.

Oceanic & Atmospheric Research (OAR)

The Office of Oceanic and Atmospheric Research mission is to conduct environmental research, provide scientific information and research leadership, and transfer research into products and services to help NOAA meet the evolving economic, social, and environmental needs of the Nation. OAR provides the research foundation for understanding the complex systems that support our planet. NOAA Research provides better forecasts, earlier warnings for natural disasters and a greater understanding of the Earth. OAR provides science information to better manage the environment.

Program Planning & Integration (PPI)

The Program Planning & Integration mission is to lead the development of NOAA's long-term strategy and integrates the agency's diverse capabilities into programs that help NOAA achieve its vision, goals, and objectives. PPI provides accurate and reliable environmental and ecological information and services to meet the nation's demands. NOAA works with stakeholders and partners to collaborate resources and capabilities. PPI was created to address the need to: foster strategic management, support planning activities, to build decision support systems and guide managers and employees on program and performance management, the National Environmental Policy Act, and socioeconomic analysis.

Appendix

Forms

SF 424
SF 424A
SF 424B
CD 511
SF LLL

Activities

Activity 1: Statement of Need
Activity 2: Project Goal
Activity 3: Organizational Capacity
Activity 4: Objective Work Plan
Activity 5: Project Sustainability
Activity 6: Brainstorming the Project Budget
Activity 7: Collaborating to Develop Project Approach

Appendix: Activities

Activity 1: Statement of Need

The statement of need must be able to answer the following questions at a minimum:

1. How will the defined population be impacted or different when the project is completed?

2. What documented proof/evidence is available to support the need for your project?

3. Who will your project serve?

4. Are there any special circumstances to consider about your defined area or population?

5. What are your organizations needs?

6. Brainstorm and write down three needs and two solutions for each need.

7. How did you come up with the needs and the solutions?

Appendix: Activities

Activity 2: Project Goal

As a brainstorming activity, answer the following questions regarding your project goals.

- 1) What do you want to accomplish for your community with your project?

- 2) How will the project impact the environment, waterways, coast or atmosphere when the project is completed?

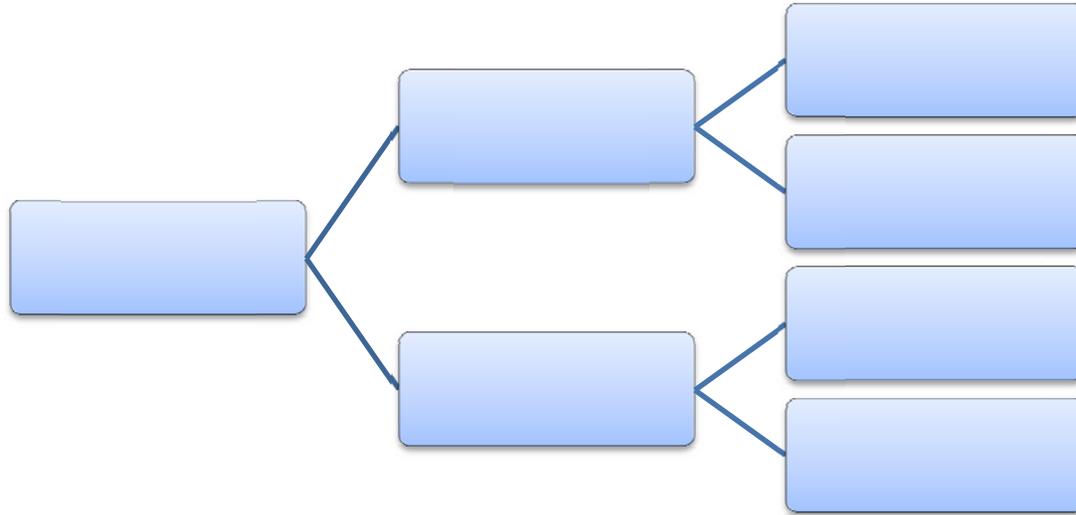
- 3) What target population does your project intend to serve?

- 4) In one or two sentences, state your project's goal. Start with the following text, "The project goal is..." and keep it to a maximum of two sentences. Organizations must stick to the same project goal throughout the proposal.

- 5) In five words or less, give your project a name. Organizations should have one name that the project is being referred to, in order to eliminate any confusion. Consistency is important for reviewers and a straightforward project name will help the review process. Organizations must remember that not all reviewers are familiar with native languages and should think about an English project name to refer to throughout the proposal.

Activity 3a: Organizational Capacity

Envision your organization and jot down the various projects it is administering. This information will help grant writers see all of the things your organization is doing. Use the following organizational chart, or something similar, to map out the chain of command for your organization. Use the following chart as an example to create one for your organizational structure and projects.



Activity 3b: Project Staff

List the Title, Staff Position and Full Time Equivalent in for those that will be involved in the project.

Appendix: Activities

Activity 4: Objective Work Plan

Complete one Objective Work Plan for your project. Make sure to include the expected outcomes and timeline for each activity listed. For your project to be successful, it is also important to indicate how you will measure the outcomes.

Objective 1:				
Expected Outcomes:				
Activities	Position Responsible	Time Period		Human Resource Hours S= Staff, C= Consultant, V= Volunteer
		Begin	End	
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
Criteria for Evaluating Outcomes:				

Activity 5: Project Sustainability

Organizations must be able to answer the following questions to determine if additional funding is needed or if the project is complete and the organization can move on to another project.

Answer the following:

1. Will the project require continued funding once the grant is complete?

2. If yes, how will the project be funded?

3. If no, why is continued funding not required?

Appendix: Activities

Activity 6a: Brainstorming the Project Budget

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 the existing or fair market value salaries you anticipate offering.

Position	% FTE Dedicated to Project	Annual Salary	Cost to Project

Identify any paid non-staff (e.g., consultants or contractors) responsible for completing project objectives and a market rate for those services. Identify any volunteer or donated human resources that will be utilized in carrying out the project objectives.

Non-Staff/Volunteer	Estimated Hours	Hourly Value of Function	Total Value of Contribution

Identify any estimated travel costs, equipment, supplies or facilities necessary related to complete project objectives.

Item	Estimated Cost

Does your organization have a negotiated indirect cost rate?
If yes, what positions are included in the negotiated rate?

Appendix: Activities

Activity 6b: Budget Template

Use this budget example to enter all costs related to the project, including Indirect Costs.

Item	Federal Request	Organizational Match	Total Cost
Personnel: Each position should be listed here.			
Personnel Total			
Fringe Benefits @ %			
Fringe Benefits Total			
Travel: Each trip staff is taking should be listed here			
Travel Total			
Equipment: Check to see what amount is items considered equipment			
Equipment Total			
Supplies: Anything except facilities and equipment			
Supplies Total			
Contractual: Any companies performing part of the work to complete the project			
Contractual Total			
Any Other costs not covered			
Other Total			
Direct Costs Total			
Indirect Costs Total or Indirect cost percentage to apply to direct cost			
Project Total			

Appendix: Activities

Activity 7: Collaborating to Develop Project Approach

Get your proposal team together in a room before starting your proposal. This session is to bring everyone who will be assisting with the grant writing on the same page. A lead grant writer should list in Column 1, the Organization’s Mission and Goals, Column 2 the Funding Announcements Goals and Column 3 the Funding Objectives and in Column 4, Outcome for each of the Objectives listed in Column 2.

Organizations Mission	Goals	Objectives	Outcomes

The lead grant writer should distribute a one or two page working document with all NOAA Funding Announcement Criteria with the allotted point value listed and in the order the grant will be compiled. The group will go through each criteria and review which criteria has the highest point value and the team will allocate resources to each criteria.

Brainstorming Questions to include in your discussion:

1. How do you visualize laying out the proposal?

2. Who do you think would best tackle specific criteria provided in the proposal?

3. What is an appropriate timeline for the proposal development?

4. Who will be the final reviewer for consistencies?

Pacific Islands Regional Office (PIRO)

1601 Kapiolani Boulevard, Suite 1110
Honolulu, HI 96814
Phone: (808) 944-2200 Fax: (808) 973-2941
http://www.fpir.noaa.gov/OMI/Grants/grants_index.html
Scott Bloom, Federal Program Officer
Dominique Horvath, Federal Program Officer

Pacific Islands Fisheries Science Center (PIFSC)

2550 Dole Street Suite 1110
Honolulu, HI 96822
Phone: (808) 983-5500 Fax: (808) 983-2900
<http://www.pifsc.noaa.gov/>
Julie Whitaker, Federal Program Officer

NOAA Restoration Center (RC)

1601 Kapiolani Boulevard, Suite 1110
Honolulu, HI 96814
Phone: (808) 944-2200 Fax: (808) 973-2941
<https://www.nmfs.noaa.gov/habitat/restoration>
Eric Co, Grant Program Staff

NOAA Marine Debris Program and Office of Response and Restoration (ORR)

737 Bishop Street, Suite 1550
Honolulu, HI 96813
Phone: (808) 532-3207 Fax: (808) 532-2002
<http://www.marinedebris.noaa.gov>
Kris McElwee, Grant Program Staff

Pacific Services Center (PSC)

737 Bishop Street, Suite 1550
Honolulu, HI 96813
Phone: (808) 532-3200 Fax: (808) 532-3224
<http://www.csc.noaa.gov/psc/>
Stephanie Bennett, Federal Program Officer
Sam Thomas, Federal Program Officer
Alyssa Gundersen, Grant Program Staff

Office of Ocean and Coastal Resource Management (OCRM)

737 Bishop Street, Suite 1550
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Phone: (808) 532-3200 Fax: (808) 532-3224
<http://coastalmanagement.noaa.gov/>
Kathy Chaston, Grant Program Staff
Steve Franco, Grant Program Staff

Papahānaumokuākea Marine National Monument and Office of National Marine Sanctuaries

6600 Kalanianaʻole Hwy, #300
Honolulu, HI 96825
Phone: (808) 397-2660 Fax: (808) 397-2662
<http://www.hawaiireef.noaa.gov/>
Moani Pai, Grant Program Representative

NOAA Integrated Data and Environmental Applications (IDEA) Center

Kapiolani Boulevard, Suite 1110
Honolulu, HI 96814
Phone: (808) 944-2200 Fax: (808) 973-2941
Eileen Shea, Grant Program Representative



NOAA Pacific Region Grants Cooperative
<http://www.pifsc.noaa.gov/noagrants>