MANUAL

2025

Pre-Application

A Resource of the Administration for Native Americans

Developed by the ANA Regional T/TA Centers

Alaska Region • Eastern Region • Pacific Region • Western Region

About the Administration for Native Americans (ANA)

Established through the Native American Programs Act of 1974 (NAPA), the Administration for Native Americans (ANA) serves Native Americans and Alaska Native Tribes, Native serving organizations, Native Hawaiian and Native populations throughout the Pacific Basin, including American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands.

ANA promotes self-governance and self-determination for Native communities by providing grant funding for community-driven projects. ANA is committed to helping build strong Native communities and believes a community-based planning process should be used to develop projects. ANA's mission and history support community development as the path towards Native American communities achieving self-sufficiency and cultural and language preservation.

ANA History and Priorities

In January 1964, President Lyndon B. Johnson announced the War on Poverty, a series of legislative initiatives that included the foundation for ANA. President Johnson's War on Poverty called on communities to prepare "long-term plans for the attack on poverty." Eight months later, the Economic Opportunity Act was signed into law and, shortly thereafter, the Office of Economic Opportunity (OEO) began awarding grants.

Early in the 1970s, the OEO was terminated, but several of its programs were continued. Established in 1974 through the Native American Programs Act (NAPA), the Administration for Native Americans embraced the goal of Native American self-determination, first endorsed by President Johnson in 1968 and later by President Richard Nixon. The most current reauthorization of NAPA is the Indian Community Economic Enhancement Act of 2020, which became public law on December 30, 2020.

Today, ANA is housed in the U.S. Department of Health and Human Services, Administration for Children and Families (ACF) and serves all Native Americans, including federally and state recognized tribes, American Indian and Alaska Native organizations, Native Hawaiian organizations, and Native communities throughout the Pacific Basin. ANA's mission is to promote the self-sufficiency of Native Americans, and our philosophy of self-sufficiency is based on the following core beliefs:

- A Native community is self-sufficient when it can generate and control the resources necessary to meet its social and economic goals and the needs of its members.

- The responsibility for achieving self-sufficiency resides with Native governing bodies and local leadership.

- Progress towards self-sufficiency is based on efforts to plan and direct resources in a comprehensive manner consistent with long-term goals.

ANA promotes self-sufficiency for Native Americans by providing discretionary grant funding for community-based projects and training and technical assistance to eligible tribes and Native organizations in three program areas: Social and Economic Development Strategies, Native Languages, and Environmental Regulatory Enhancement.

Social and Economic Development Strategies (SEDS)
ANA promotes social and economic self-sufficiency in communities through SEDS grants. These competitive financial assistance grants support locally determined projects designed to reduce or eliminate community conditions that impede achieving community goals.

This approach to promoting self-sufficiency encourages communities to shift away from programs that create dependency on services and move towards projects that increase the professional capacity of individuals and the prosperity of families and communities. SEDS grants fund social and economic development projects in both on- and off-reservation communities and provide federal support for self-determination and self-governance among Native American people.

SEDS also provides governance funding. The governance component under the SEDS program assists tribes with the development and implementation of projects that support and enhance tribal sovereignty and operational effectiveness.

Under the SEDS program area, ANA also provides funding for Social and Economic Development Strategies for Alaska (SEDS-AK) projects. SEDS-AK is designed to enhance governance and programmatic management capacity for Alaska Native villages to empower them to promote social and economic self-sufficiency for Alaska Natives.

Native Languages
ANA believes language revitalization and continuation are essential to preserving and strengthening a community's culture. The use of Native language builds identity and encourages communities to move toward social unity, self-sufficiency, and cultural preservation.

ANA Native Language funding has two standing categories: (1) Preservation and Maintenance (P&M) funding, which provides opportunities to assess, plan, develop, and implement projects, including restoration projects, to ensure the survival and continuing vitality of Native languages and (2) the Esther Martinez Immersion (EMI), which supports language nests and survival schools.

Environmental Regulatory Enhancement (ERE)
The Native American Programs Act, § 2991b(d)(1), directs the Commissioner of ANA to "award grants to Indian tribes for the purpose of funding 80 percent of the costs of planning, developing, and implementing programs designed to improve the capability of the governing body of the Indian tribe to regulate environmental quality pursuant to Federal and tribal environmental laws." ANA's ERE grants provide tribes with resources to develop legal, technical, and organizational capacities for protecting their natural environments.

ERE projects focus on environmental programs consistent with tribal culture and can include environmental issue identification and the development, implementation, and enforcement of regulations.

Community-Based Projects
ANA funds community-based projects. This means that during the project planning and development phase, the community plays a significant role in identifying the condition to be addressed by the proposed project and provides input into how the project was designed.

Chapter 1

Getting Started

How to use this manual

+ Use this manual alongside the ANA Notice of Funding Opportunity (NOFO), not in place of it.

The purpose of this manual is to assist applicants in preparing a competitive ANA grant application. To do this, the manual provides you with activities that align with the criteria elements outlined in all ANA Notices of Funding Opportunity (NOFO). After completing the activities in this manual, you should have a solid outline of the project narrative, data tracking strategy, objective work plan, and budget to include in your application.

It is designed to help you align your community-based project plan with the application components outlined in ANA's NOFOs. These documents detail eligibility requirements, program priorities, merit review criteria, and other essential information about ANA's funding opportunities. ANA recommends using these criteria as the foundation of your application, as they ensure each required element is addressed. Following the review criteria also makes it easier for reviewers to locate the necessary information when scoring your grant application.

It will address the merit review criteria and proposal components that are common to all of ANA's current NOFOs. Each criterion is described along with an explanation of what you should provide as a response. Please note that the criteria differ between NOFO program areas. Differences between the language NOFOs for Preservation and Maintenance and Esther Martinez Immersion will be clearly noted and highlighted throughout the manual.

Activities accompany each criterion, providing a guide for how to capture and organize the required information. You will find many of the activities provide charts, which you are welcome to use within your application. Standalone charts and tables are not sufficient to earn full points under each criterion. Always provide an accompanying narrative that further describes each chart and table to you include in your application.

Regional Training and Technical Assistance Centers

To help you tell your story while addressing the NOFO criteria, ANA provides free technical assistance to support eligible tribes and Native organizations at any stage in their process of applying for ANA grant funding. Applicants whose proposals are at least 75% complete can also request a comprehensive draft review, utilizing the feedback received to strengthen their application prior to submission. If you'd like to request free one-on-one technical assistance or inquire about Pre-Application Training opportunities, please contact your regional TTA Center listed below:

Alaska Region
http://www.anaalaska.org
Toll free: 1.800.948.3158

Eastern Region
http://www.anaeastern.org
Toll free: 1.888.221.9686

Pacific Region
http://www.anapacific.org
Toll free: 1.844.944.9544

Western Region
http://www.anawestern.org
Toll free: 1.855.890.5299

Navigating the NOFO

+ View the grant opportunity on Grants.gov, and click “Subscribe” to receive email notifications whenever the NOFO is modified.

The first thing you’ll want to do is download a copy of the most current NOFO you plan to apply for. A NOFO is a document published by a federal agency to announce a grant opportunity. NOFOs can be found on Grants.gov, which is the federal government’s official website for funding opportunities. The NOFO contains all the important official information needed to submit an application (e.g., requirements, deadline, eligibility, reporting, etc.). Once you’ve downloaded the NOFO, then make sure you read it thoroughly.

When putting together your ANA application, be sure to follow all instructions closely. It is important that the project be relevant to the corresponding NOFO, and that the application be written to address each NOFO’s merit review criteria.

ANA’s NOFOs are PDF documents that have been organized into “steps.” The following sections go over what each step of the NOFO contains.

+ Make sure you’ve downloaded and are using the correct NOFO! Get to know it well, read it several times, notate it, and consider highlighting key sections.

Step 1. Review the opportunity.
The information contained within Step 1 provides a high-level summary of the specific funding opportunity and insight into whether this opportunity will be a proper fit for your project and community. Basic information, such as funding amounts, application deadlines, and award start dates are provided at the beginning of this section. This information will help in the planning of your project (e.g. determining start and end dates for activities, knowing the maximum federal funding that can be requested, and understanding how long a project can be).

Step 1 of the NOFO includes the following:

- Basic Information of the funding opportunity, including a summary
- Key dates and funding details
- Eligible applicants and related criteria

- An overview of cost sharing
- The description of the program and purpose
- Defining the legislative priority areas
- Federal evaluation
- Funding policies & limitations
- Indirect costs and information pertaining to sub-awarding

Following the summary of the funding details, the NOFO outlines who can apply for each opportunity. In the case of Native nonprofits, there is additional guidance and an example on documenting your Assurance of Community Representation, which is a requirement for ANA funding, on page 185 of this manual. This section also includes potential disqualification factors.

Cost sharing is a requirement for ANA funding and Step 1 provides an overview of how to calculate your cost share, different types of cost sharing that may be used, and how to provide a commitment of the cost share. ANA requires that applicants provide 20% of the total project cost. See page 99 for more information. In some cases, a cost sharing waiver may be submitted with your application. Requests for a waiver are not factored into your merit review, and will not be a reason to deny funding. **However, requests to have your match (cost share) waived are not guaranteed to be approved**. Additional guidance and links to this information are provided in the NOFO.

+ Territorial governments in American Samoa, Guam, and the CNMI are exempt from the cost share requirement.

The Program Description in the NOFO provides an in-depth look at the specific funding opportunity. The focus of the program is detailed in the NOFO, and links are provided to view currently funded projects. The types of successfully funded applications vary widely. ANA encourages you to interpret the NOFO priorities broadly, in a way that best fits the needs of your Native community.

The remainder of Step 1 provides information on Federal Evaluation, Funding Policies, Indirect Costs, Subawards and required travel. This information will help with plotting a timeline for preparing your application, informing what will be included in the budget you submit and when you can expect to implement your project if your tribe or organization is funded.

Step 2. Get ready to apply.

This section details the registration requirements for government systems you'll need to access to apply to this opportunity and how to find your grant application package. If you need to create a new SAM.gov or Grants.gov registration, or renew a registration, you can find helpful links in this step. Please note that thorough instructions regarding Grants.gov registrations and the application package can be found in Chapter 5: Submitting Your Application, in this manual.

Note: SAM.gov and Grants.gov registration may take several weeks and are both required in order to submit an application. For assistance and guidance, see pg. 9 for your regional T/TA center contact information.

Step 3. Prepare your application.
This section has information on how to format your application following ANA guidelines and further defines the required components and content of an ANA grant application. It is your source for determining what information should be provided in your application and, for some elements, includes examples.

Adhering to the preferred formatting will be important to ensure that your submission responds to all criteria and elements in the NOFO and is easily reviewed. Following the formatting requirements will help prevent a larger than expected page count. **Exceeding the 100-page limit will result in pages being removed from your application, which could impact scoring. Be concise and use this page limit to your advantage**

More information about page formatting can be found in Manual Chapter 5: Submitting Your Application.

Step 4. Learn about review and award.
This section includes a set of three main criteria, their corresponding sub-criteria, and the elements used for evaluation. Please note that the P&M and EMI funding opportunities contain different Project Narrative elements, and EMI has a unique certification requirement. It is encouraged that you thoroughly read the specific NOFO you will be applying for so that you are aware of the requirements of that application.

Note: Your application will be evaluated and scored using the merit review criteria in this section of the NOFO; therefore, it is important to understand this section and align your application with each part of the criteria.

Three main criteria

Project Narrative	- Max 75 points
Organizational Capacity	- Max 15 points
Line-item Budget and Budget Narrative	- Max 10 points

For EMI applications only

Project Narrative	- Max 76 points
Organizational Capacity	- Max 14 points
Line-item Budget and Budget Narrative	- Max 10 points

Applications should fully address ALL criteria/sub-criteria and their corresponding elements to maximize points obtained during the review process.

Step 4 also describes how your application will be reviewed, evaluated, and selected. ANA has a preference to fund projects that are community driven, reflect a strong relationship between activities and intended results, demonstrate realistic sustainability, and are aligned with the purpose of the NOFO.

One way to gain invaluable insight into the merit review process is to become an ANA panel reviewer. Panel reviewers play a crucial role in ensuring funding is awarded to impactful and well-designed projects. To learn more and register, visit ANA Merit Panel Reviewer.

ANA's Commissioner has discretion to make all final funding award decisions. Generally, ANA will not fund any proposed project that:

- Poses a high risk for mismanagement of federal funds
- Does not further the purpose of the NOFO
- Is not community-based
- Was submitted by an organization that has received funding for two consecutive projects under the same Assistance Listing number
- Is identical or similar in whole or in part to previously funded projects proposed by the same applicant.

- Has the potential to cause unintended harm to participants, or could negatively impact the safety of individuals
- Provides loan capital
- Is duplicative of projects funded by other federal agencies
- Passes funds through to other organizations
- Comes from a consortia of tribes that do not include documentation from each participating consortium member specifying their role and support. Projects from consortia must have goals and objectives that will encompass the participating communities. ANA will not fund projects by a consortium of tribes that duplicate activities for which participating member tribes also receive funding from ANA.

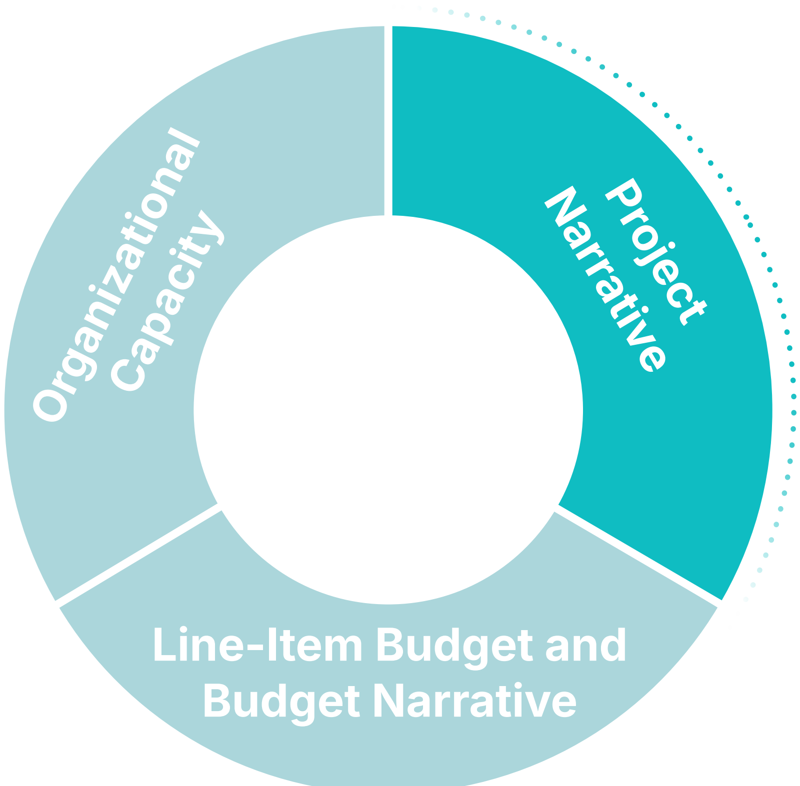
See Step 4 of the NOFO for a full list of factors that the ANA Commissioner may consider in exercising their discretion in making all final funding and award decisions.

Step 5: Submit your application.
Learn exactly what needs to be included in your application and how to submit it electronically — or by paper, if you receive an exemption — according to the process described in this step of the NOFO. For more, see page 125, Submitting Your Application.

Step 6: Learn what happens after award.
Learn about policies and processes that all recipients must follow, plus details about your required Post-Award Training and ongoing progress reporting. This step of the NOFO also provides details about how you'll create an outcome tracker as a post-award requirement.

Contacts and Support
Provides official contact information for agency contacts and applicant training and technical assistance providers, as well as useful resources to reference.

Note: The Notice of Funding Opportunity contains hyperlinks to additional information and guidance which may not be presented directly in the NOFO and only referenced therein.



Chapter 2

Project Narrative

Maximum points: 75

(EMI max points: 76)

Project Introduction

The opening section of your narrative is essential, even though it is not scored. It provides reviewers with an introduction to your tribe or organization, offering key context about your community to support their assessment of your application. Since most reviewers will have little to no prior knowledge of your tribe or organization, begin with a brief overview that highlights its identity and significance. Keep this introduction within one to two pages, focusing on the most relevant details rather than a full historical account. Conciseness is crucial to stay within page limitations.

Your introduction should also include the geographic location of your tribe or organization, as well as any project site(s) outside of your tribe/organization's location. You should also include a summary of demographic information which can be further explained in other sections.

It is helpful to include a description of any unique identifiers important for the reviewers to better understand your community. For example, if your community experiences high costs of living or unique transportation challenges, you'll want to explain why and give cost comparisons. Reviewers may be surprised by the high costs for items in your region when scoring the reasonableness of your application, so it's important to give them a clear idea of the unique challenges your community faces.

You will also want to include any history of past ANA project performance in this section. If the project you are proposing is similar to a recently funded ANA project, in whole or in part, be sure to differentiate these projects with a detailed explanation. This will clarify that you are not duplicating the efforts of a previously funded project.

Previously, this manual noted that ANA funds community driven projects. The term "community" can have many meanings, so it is important to define the "community" that is the focus of this project. The following example demonstrates how a community can be defined in the application.

Note: Know how you are defining "community" before you begin. The term "community" may refer to:

- A tribe
- An organization (nonprofit)
- A geographical community
- A subset of a tribe or organization - such as Elders or youth. In the case of projects focused on capacity building, the "community" may be primarily staff of the organization or tribal council members, etc.
- A community of practice - such as practitioners of a cultural tradition, language immersion teachers, Native professionals in a specific industry, etc.

It's important that you provide reviewers with a clear understanding of who you're referring to when you use the term "community" throughout your application.

Example: Introduction

Rural Native Arts Initiative (RNAI) is a grassroots, Native Nonprofit 501c3 founded in 2018 by the Native community members living in and around Small Bend, Washington to provide social and economic opportunities centered around cultural arts initiatives. Our work includes raising awareness of Native culture and the importance of having strong cultural bonds, which have been shown to bolster long-term success. Small Bend is located in a scenic valley that is situated 45 miles from the nearest urban area and major shopping center, including a full-service grocery store. It has a population of roughly 7,482 people, of which 1,122 (15%) identify as either Native American, Pacific Islander or Alaskan Native. Despite its small size, Small Bend sees an influx of up to 20,000 tourists annually, due to its proximity to prime outdoor recreation. RNAI had a unique opportunity to tap into this reliable tourism to build the economic autonomy of our Native community members. Over the past six years, RNAI saw a need to cultivate and strengthen their cultural connections as well as establish economic leaders in our community.

Activity: Project introduction

Develop a description for each of the following to create a strong project introduction.

Geographic location:

Project sites:

Demographic summary of your tribe or organization, including any unique identifiers:

If you've had any previously funded ANA projects:

Explain how the proposed project is different and not duplicative of previously funded projects.

Describe the success of previously funded ANA projects.

Native language nest or Native language survival school certification (0 or 10 points)

Note: This criterion element is only required for EMI applicants. If you are not applying for an EMI grant, move on to the next section.

EMI applicants have a unique criterion to respond to, which is review criterion #1 of the EMI NOFO. As per 42 U.S.C. § 2991b-3(c)(7), EMI applicants must certify a minimum of three years experience in running one of the following educational programs:

Native American language nest
Language nests are site based educational programs that must do all of the following:

- Provide instruction and child care in a Native American language for at least five children under the age of seven, for an average of at least 500 hours per year per child.
- Provide classes in such languages for parents or legal guardians of children enrolled in the language nest.
- Ensure that a Native American language is the dominant medium of instruction in the Native American language nest.

Native American language survival school
Native American language survival schools are site-based educational programs for school-age (defined as students in kindergarten through 12th grade) that must do all of the following:

- Provide an average of at least 500 hours of instruction using one or more Native American languages for at least 10 students for whom a Native American language survival school is their principal place of instruction.

+ If your project does not meet the qualifying criteria for an EMI project, consider applying instead for the Native Language Preservation & Maintenance (P&M) funding opportunity.

- Develop instructional courses and materials.
- Provide teacher training.
- Work toward a goal of all students achieving fluency in a Native American language.
- Promote academic proficiency in mathematics, reading, and sciences.
- Be located in an area that has a high number or percentage of Native American students.

You must also certify that your program provides at least 500 hours of language immersion instruction per child each year of the project.

To address this criterion, this self-certification must be included in the attachments section of your application. This criterion is worth an automatic 10 points if included. If you do not include this certification, you will automatically score a 0 for this criterion. Examples of this documentation include, but are not limited to, a certification or attestation letter on organizational letterhead that must be signed by the Authorized Organizational Representative (AOR) affirming that the program meets the EMI requirements.

Note: It is important that you follow the guidance found in the NOFO to which you are applying to make sure you have addressed all required criteria, some of which may be specific to that particular NOFO. Due to the extra EMI-specific criterion, the numbering of the criteria in Step 4 of the EMI NOFO will differ from the other NOFOs.

The language nest and survival school criterion element is unique to the EMI NOFO. If you are applying for a different ANA NOFO, please make sure you are following the criteria listed in the NOFO you are applying for.

Current community condition (0 – 5 points)

1. Identifies one community condition to be addressed by the project.

Our Native communities face many challenges that prevent us from realizing the success we desire. In your application, you will need to identify one challenge affecting your community that your project will aim to improve, reduce, or eliminate -- this will become your current community condition. It will be helpful to include recent local data to support your current community condition statement to give the reviewer a measurable description of the specific condition your project is aiming to address. It's always best to include relevant local data that's been published or collected within the last five years, but if data within the last five years is not available, you can cite older data.

Some examples of the types of recent local data that can support your current community condition statement are:

- Unemployment rates reported
- Language proficiency levels
- Health disparity rates
- Environmental contamination levels
- Cultural proficiency levels
- Economic data
- Graduation or educational completion rates

Note: Charts, graphics and tables can be effective when presenting and summarizing information; however, it is important to provide a written explanation or narrative to put each into context.

Select the most current local data that directly supports the challenges your project aims to address. While percentages are helpful, including the actual numbers behind them provides reviewers with a clearer understanding of your community's needs. Whenever possible, prioritize local data over regional or national sources, as it offers the most relevant perspective. If recent local data (from the past three to five years) is unavailable, acknowledge this in your narrative and supplement it with regional or national statistics to illustrate the scope of the issue.

To effectively meet the criteria, once you've identified the one community condition that your community faces you should explain how your proposed project is designed to reduce or eliminate this barrier in a measurable way. Describe the strategies and methods you will be using and how they are culturally relevant, and tailor to the unique needs of your community.

EXAMPLE: Current community condition

Of the 500 Native working-aged adults living in or around Small Bend, WA, over 52% are from low-income households that cannot offer culturally-based upward economic mobility.

"Lack of" or "need for" statements make weak community condition statements because they do not provide measurable evidence of the problem and do not clearly define the impact on the community. Vague statements, such as "There is a lack of cultural programs" or "The community needs more language classes," do not help describe the scope of the issue or establish a baseline for measuring change. Strong community condition statements should instead focus on specific, data-driven descriptions of the challenge. By using precise data and articulating the direct effects of the issue, you will create a compelling case that clearly justifies why the proposed project is necessary and how it will create measurable change.

You should add additional relevant information in the narrative portion of your application, but make sure all additional information is relevant to your tribe or organization, your community, and your project.

EXAMPLE: Current community condition, narrative

Despite the large tourist population that visits Small Bend each year, there are several factors contributing to the prevalence of low-income households within the community. Seasonal part-time jobs, unequal distribution of tourism-based revenue due to centrally located hubs of service, and an over-reliance on these hubs has resulted in uneven development and a lack of diversification in Small Bend's economic opportunity (see the Market Analysis Summary included in Appendix B: Business Plan). Additionally, those who are of working age and desire career advancement in Small Bend's primary industry are unable to attain it due to a decrease in unskilled labor positions and an increase in Information Technology career pathways (Preko, 2022, p.9).

To better understand the challenges faced by our community and discover how RNAI can best serve them, RNAI conducted a community survey (see Appendix A: Survey) asking what, if anything, was preventing working aged community members from earning a living wage. Of the over 500 individuals contacted, 232 responded. A majority (57%) said that they did not have the actual or perceived skill set to obtain higher paying jobs, and 93% said that they could not afford to obtain the required education. Meanwhile, 35 respondents said that they were unemployed – 3 percentage points higher than the state average (WA Bureau of Labor Statistics, 2024).

Baseline data might not consist of formal statistics. It could be based on informal or tangential information you obtained while working with your community to determine the condition they want to address through a project. So you can begin by reviewing meeting minutes, testimony or interview notes, and completed formal or informal surveys. The information used does not have to be statistically based. You can use information from those sources to support your current understanding of the community condition that the application is addressing. It is important to discuss why this condition is a priority.

In the rare instances that you do not have any information about the status of the current community condition, you will need to clearly explain how you determined that this condition was the primary community challenge to be addressed by the project. You would also state that you don't currently have baseline information to measure the project change and provide a plan for establishing baseline information at the beginning of the project.

Note: Baseline data refers to the statistics which provide a measurable aspect to the status of your current condition. This data is the basis for determining the change of your identified current condition through the successful completion of the project. While putting together your application, keep in mind:

- Don't let percentages standalone – try your best to include numbers the percentage comes from
- Describe the source of the data - surveys, studies, census, etc.
- Describe how the data links to community condition
- Data should not be older than 5 years
- Local data is better than national data

Activity: Current community condition

Describe the ONE challenge your project will address.

What data or evidence will you provide to show the extent of the challenge described?

Explain how your project will improve, reduce, or eliminate the challenge described.

Project goal (0 – 7 points)

2. **Describes how the project goal is achievable by the end of the project period.**

To address this criteria, you want to develop a one-sentence project goal. The project goal should describe an improvement, reduction or resolution of your current community condition statement.

Your project goal statement should be clear, to the point and reflect the scope of the project. This project goal should be realistic and something that can be **achieved by the end of the project period**.

EXAMPLE: Project goal

To establish Small Bend Big HeARTS: a culturally-based Entrepreneurial Artist Incubator and a Native Cooperative Arts Marketplace in which Native working-aged adults can access economic opportunities to increase household income.

Once you've stated your project goal, describe how this goal is achievable by the end of the project. Use this section of the narrative to summarize your project. Highlight areas of innovation, project planning, expertise, or other unique feature that will ensure your project is a success in the timeframe given.

Note: To fully address this criteria, after completing your OWP and project implementation plan, you will want to come back to this section and make sure you articulate how the project goal is achievable within the project period.

EXAMPLE: Project goal, narrative

Small Bend Big HeARTS (herein: Big Hearts) was identified by our community as being both of interest and a top priority, where a majority of community survey respondents said that they would prefer to: 1. Increase their access to culturally-relevant work experience; 2. Increase their income without having to work a second or third part-time position; and 3. Obtain relevant business experience and technical skill sets if the opportunity was not cost prohibitive (see Appendix A).

RNAI, along with a steering committee of 6 community members and input from our arts community at large, designed the Big Hearts program using evidence-based models that have been implemented in other Native arts communities, worldwide. Big Hearts is multi-faceted in that it works to launch both art entrepreneurs and open a cooperative marketplace in which their art can be sold. To do this, RNAI will employ 2 Native Elder Artisans and 3 experienced business leaders, called Master Mentors, to: 1. Train artisans in a variety of disciplines, from production to promotion, to develop their business acumen during a 6-week entrepreneurial training course; and 2. Enable each graduating cohort to be artists in residence, developing their portfolio and networking in the tourism sector to enhance their craft in a sandbox supported by our Master Mentors. Simultaneously, RNAI will undergo the necessary licensing and operations expansion to open the marketplace. This is feasible by the end of the project, as seen in our Objective Work Plan, Implementation Plan, and Business Plan, because we intend to work closely with our community to drive stewardship over their own success as well as engage with partners throughout Small Bend and the surrounding area.

Activity: Project goal

In one sentence, describe how your project will result in an improvement to the current community condition. This becomes your project goal.

Describe how the project goal will be achieved by the end of the project period. You may want to develop your objectives and OWP first, then circle back to this section.

Objectives (0-8 points)

3. Identifies no more than three project objectives that describe measurable achievements relevant to the project goal within a given timeframe.

Objectives are achievable building blocks that, when completed, move the project toward the project goal and lead to an improvement in the current community condition. ANA permits a maximum of three project objectives throughout the entire project period. ANA limits the number of objectives to encourage manageable projects within the allotted project period.

+ ANA does not use sub-objectives. Avoid using the term “sub-objectives” and do not list more than three objectives in your application.

Each objective should include:

- A timeline for when the objective will be completed expressed in project years (Ex: By the end of year 3...)
- A description of what will be completed (What skills will be achieved/increased, what proficiencies will be obtained, what increase in knowledge will be realized)
- A measurable amount of **change** expected by the end of the objective period - a quantifiable measure of what will be completed (Ex: participants will increase in knowledge of art entrepreneurship by at least 2 levels as measured on the business knowledge scale developed by RNAI)

What will be done?
Consider your project goal and identify the key actions necessary to achieve it and improve the current community condition. If your project focuses on increasing language fluency or cultural knowledge, specify what major steps will be implemented to achieve this outcome. If your goal is to enhance employable skills, outline the specific training participants will receive. Clearly describe the approach your project will take. In the narrative, you can explain why it is the most effective method for your community. Keep in mind that ANA allows for a maximum of three objectives that can occur chronologically or concurrently.

Measurable change
Determine the number of participants your project will serve and assess their current status before you implement your project. Identify their baseline skills, knowledge, or conditions relevant to your project's focus. Define the specific improvements you expect to see by the end of the project and describe how you will measure these changes. Avoid using statements like "25 participants will receive certifications" or "10 participants trained." Instead, describe the change in competency they've acquired or, even better, how they've applied the knowledge or skills to address your current community condition and further achieve the project goal. Clearly outline your evaluation method in the narrative section, ensuring that reviewers understand how progress and impact will be tracked.

Objectives should describe a change in the population, not just an output created through an objective. For example, instead of creating a "curriculum" as an objective, describe how participant's fluency will improve as a result of using the curriculum.

Timeline
You may find that you only need one objective for your project while others may need all three. Objectives can operate sequentially, where the second objective is dependent upon completing the first. Or they can operate concurrently, where activities for one objective are started around the same time as another. The NOFO recommends that you state this timeline in project years (1 year, 2 years, 3 years, etc.). For each objective, you will need to include a timeframe for when that objective will be completed. Make sure your timeline is realistic and achievable. After you define what objectives are needed to reach the project goal (no more than three), put a timeframe to how long it will take to complete each objective in project years.

EXAMPLE: Objectives

By the end of Year 3, 15 of the 30 Native Adults enrolled in the Small Bend Big HeARTS Artist Incubator will demonstrate an increase in knowledge of art entrepreneurship by at least 2 levels as measured on the business knowledge scale developed by RNAI.

By the end of Year 3, Native Adults participating in the artist-in-residence program of the Small Bend Big HeARTS Marketplace will increase their household income by 2% as self-reported through the sale of their artwork at a value above its cost-to-make.

Once you've identified your objective(s), use your narrative to describe how each successfully addresses the Objectives evaluation criterion. Explain to reviewers how your measures are relevant to achieving the project goal (especially if you use percentage points) and then provide any pertinent information that you'll use to determine when your objective(s) have been achieved.

EXAMPLE: Objective 1, narrative

Objective 1 describes a measurable achievement relevant to the project goal within a 3-year timeframe. Through our work in the community, we have identified over 30 individuals who are ready to join the Big Hearts incubator (see Appendix C: Interest Form Sign-Up Sheet). These individuals will be assigned to small cohorts for entrepreneurial training over a 6-week period. Each year will consist of at least two cohorts of at least five adults, totaling six cohorts and at least 30 adults during the project.

RNAI has established a rubric for curriculum development that will train participants on the following topics: budgeting for business; creating a portfolio; understanding copyrights, self-employment tax responsibilities and the Indian Arts and Crafts Act (1990); establishing a workflow; valuing and selling art; reaching the appropriate audience; and so much more. To determine if progress is being made and if participants are gaining knowledge and skills, they will be evaluated throughout the training by Master Mentors based on the RNAI Business Knowledge Scale with the intent to increase participant knowledge by 2 levels. The scale is as follows:

Level 0	Level 1	Level 2	Level 3	Level 4
No knowledge	Beginner: Minimal knowledge of business terminology Can identify basic business functions and their significance to art entrepreneurship May struggle with applying knowledge to their own art Does not have a portfolio of work	Intermediate: Moderate knowledge of business operations Can interpret financial statements and market research Has developed a portfolio May struggle with strategic planning Does not have established workflow	Advanced: Advanced knowledge of business management Can apply knowledge to their own business Has an established workflow May struggle with marketing and promotion Does not have regular clientele	Master: Mastery of art entrepreneurship Has well-developed business acumen Can plan strategically and address challenges when faced Is able to communicate art and/or business insights to potential partners or investors Has regular clientele

EXAMPLE: Objective 2, narrative

Objective 2 is also relevant and measurable. Once participants complete the training portion of the incubator, they will then be led by our Master Mentors through a coaching program in the “sandbox” learning environment established by the Small Bend Big HeARTS Cooperative Marketplace that will enable the artists to apply the skills they’ve learned in the classroom to their own art. This will result in art entrepreneurs who can not only produce their artwork but also market it to a wide audience. Over time, we expect to see art entrepreneurs earning an income from the sale of artwork that will increase their annual income by 2%. A low-income household in Small Bend, WA is designated as a family of 4 making $30,000 or less, annually. A 2% increase in this income would equate to $600. This is a challenging yet reasonable goal for any up-and-coming artisan and would enable low-income participants to supplement their income for things like groceries. Based on our market research, however, we expect to see sales grow over time, resulting in the opportunity to transition from unemployment or part-time work into full-time positions after the end of this grant. Income will be self-reported using a confidential income form, but Master Mentors will help art entrepreneurs monitor their sales as part of the business best practices instilled through the artists incubator which will enable our team to observe this growth, as well.

The more concise and specific your objectives are, the easier it will be for the reviewers to visualize and understand how your project will be implemented. It will also help your project staff understand the benchmarks your project aims to reach along the way.

Well-written objectives with a clearly measurable component help clarify targets for monitoring and evaluating project progress. It is recommended that you avoid using abstract verbs that may have vague meanings to describe the intended results, like “understand” or “know,” without including the method you will use to measure them because they may be too vague for the reviewer to comprehend or may not indicate a material improvement in the lives of your participants. Objectives that measure things like “increased language fluency” should also include the method you plan on using to test fluency.

The table below illustrates a few of the common fallacies that applicants mistakenly commit when preparing objectives in their grant application. For each, notice how the “bad” objectives fail to meet the review criteria, while the “good” version provides a more timebound, descriptive, and measurable achievement relevant to the project goal:

<table>
<tr><td colspan="2">Example 1</td></tr>
<tr><td colspan="2">Goal: Prepare and teach Native Language to beginning adult learners.</td></tr>
<tr><th>× Bad Objective</th><th>✓ Good Objective</th></tr>
<tr><td>The language curriculum will be developed at the end of year 1.</td><td>By the end of 36 months, beginning learners will demonstrate that they have increased their language skills from Beginner to Advanced Intermediate Novice, evaluated using the Tribe’s Mastery scale.</td></tr>
<tr><td colspan="2">What was wrong with the bad objective?
Creation of curriculum is an output, and does not clearly describe a change in the population.</td></tr>
</table>

Example 2	
Goal: Increase the number of community members in skills-related jobs.	
× **Bad Objective**	✓ **Better Objective**
The project will train 75 community members throughout the project period.	By the end of year three, community members who participated in the job skills training will demonstrate an increase in their knowledge by passing the associated certification examination.
What was wrong with the bad objective? Counting the total number of people “trained” does not show that the training resulted in improvement toward meeting the goal. Instead, earning a certification is significant, especially if area employers are offering high-paying jobs to anyone with this in-demand certification.	

Example 3	
Goal: Decrease household utility costs by adding or converting to reliable/ renewable energy sources.	
× **Bad Objective**	✓ **Better Objective**
80% of project participants express interest in alternative energy sources.	By the end of year two, participating village families will decrease their energy bills by 40% ($50 per month) after installing solar panels.
What was wrong with the bad objective? Measuring a percentage of change without context. This almost always requires a baseline number or some other context to be framed as significant.	

Although ANA allows for very broad objectives, the more concise and specific your objectives are, the easier it will be for the reviewers to visualize and understand how your project will be implemented. It will also help your project staff understand the benchmarks your project aims to reach along the way.

Activity: Objectives

Instructions: Use this worksheet to develop up to three objectives for your project.

Write your project goal here:

How many project years do you think each objective will take?
(i.e., By the end of Year 1, 2, or 3)

What will be accomplished in each objective?

How much change do you expect to occur in each objective, and how will you measure that change?

Finalize your objectives here. Make sure each one has:

- A timeline
- A description of what participants will be doing
- The expected amount of change (measure) that will occur with in the participant/community

Project implementation plan (0-15 points)

The project implementation plan represents a large portion of your application. It is necessary to communicate not just what activities you intend to complete, but how you will complete each of them and why the method you've chosen is the most appropriate.

In this part of your application, you'll plan for potential project challenges, create contingency plans to tackle them, and pinpoint the resources required and where you'll obtain them. This helps you later figure out your budget details and explain them in the budget narrative.

+ This manual follows the order of the merit review criteria, but some applicants find it helpful to complete the Objective Work Plan (OWP) before addressing these criteria elements.

4. **Provides a detailed plan to implement and achieve each objective.**

In addressing this criterion element, explain how you will complete each activity in the Objective Work Plan (OWP). For instructions on how to complete the OWP, see pg. 64 of this manual.

Use your completed OWP to write the narrative since the two components must align. It is important that you provide enough detail and description of your OWP activities to the reviewer so that it is clear to them how you will implement each activity. Do not copy the OWP directly into the narrative to complete this section. Rather, write from a project director's perspective and explain the implementation processes which will lead to the resulting outputs.

For example, if you have an activity to conduct financial literacy classes for 20 community members, describe where and when the classes will be held, the length of each class, how many sessions do participants need to attend, who will be teaching the class, what constitutes completion, if there's a pre- and post- test, and what curriculum will be used for instruction. After reading this part of the application, the reviewer should have a clear understanding of how you will implement each activity. As a result, this element should not be a page or two in length but should provide sufficient detail to visualize the project's implementation from day one to its conclusion.

+ This is an abbreviated example of what would be found in a full application.

EXAMPLE: Project implementation plan

The Small Bend Big HeARTS project is an artists incubator that incorporates a 6-week classroom training program and a cooperative marketplace that enables on-the-job training. Big Hearts will be overseen by qualified staff (see Organizational Capacity) who will enlist the help of Master Mentors. The Master Mentors are comprised of: 2 Native Elder Artisans who have extensive cultural knowledge as well as expertise in crafting and selling their artwork; and 3 Business Leaders who have experience in entrepreneurship, business management, and marketing. Together, Big Hearts staff, Master Mentors and the RNAI steering committee have begun planning the curriculum. They will continue to tailor the curriculum to meet the needs of each incoming participant cohort.

Recruitment for participants has already been done. Interested individuals were asked to sign-up using our Interest Form (see Appendix C) which also asked for baseline data on each individual's current knowledge of art entrepreneurship. We currently have 32 interested individuals who range from Level 0 to Level 1 on our Business Knowledge Scale. Participation is based on a first come, first served basis. Each cohort is comprised of 5 participants to allow the Master Mentors to work with each on a 1:1 ratio.

Year 1 will consist of onboarding and orienting staff to the Big Hearts project, receiving signed MOUs from each Master Mentor, adjusting the existing curriculum to align appropriately with the first cohort, and kicking off Cohort 1. After spending 4 hours per week (2 evening classes, lasting 2 hours each) for six weeks in the classroom during which they will be required to research and draft their business plans, participants will move into the Marketplace as artists-in-residence to apply their knowledge to their own art business for five months (mandatory participation at 4 hours per week, at least 1 hour spent with their assigned Master Mentor). Participants will be required to pitch their business plan to a panel of Master Mentors, who will then critique their plan and either ask for revisions or award the participant with a stipend to fund start-up costs for their art and portfolio. At the end of five months, graduating participants will then become Marketplace employees where they have already begun to sell their art. The end of Cohort1 will overlap with Cohort 2 who will begin their 6-week classroom training. Every cohort will also have the opportunity to participate in an annual Holiday Market to showcase and sell their work. The cycle will repeat itself two times each year. Throughout this process, RNAI will work to establish a sustainability plan to continue operating beyond the life of this grant. The reason RNAI has selected this methodology is two-fold. First, this evidence-based model has been successful in both Native and Rural non-Native communities worldwide, most notably in New Mexico (Begay, 2017), New Zealand (Andrews, 2002), and Guam (Tano'na, 2011). Second, input from the steering committee and community at large suggested that participants would not be able to commit to a more time-intensive full-time incubator due to workload; nor could they commit to shorter, more frequent 1-hour meetings throughout the week due to their family life. A moderate dosage, twice per week, was the most feasible commitment.

5. Includes specific strategies to address obstacles or barriers that could impede the progress or success of the project.

Murphy's Law states, "Anything that can go wrong, will go wrong." ANA understands that all projects will experience challenges during the project period. This element asks that you acknowledge those most likely to occur and provide a contingency or backup plan to address them. Be thorough enough in identifying your challenges to demonstrate that you have the knowledge and expertise to address any issue that might arise.

To help you address this element, a table is provided below, which lists the most common challenges encountered during project implementation. Create a contingency plan for each one that applies to your project and include any other challenges that may be specific to your project/community.

Note: These challenges are generally outside the control of project management and are not everyday standard operating practices.

EXAMPLE: Challenges

Big Hearts may be affected by unforeseen circumstances which will require specific solutions to address those circumstances. RNAI has considered the following:

Challenge 1: Staff or mentor turnover.

Solution: While all staff and mentors have been identified, involved in project design, and are being offered a competitive wage to encourage continued participation, there is always a possibility that staff or mentors may leave. For this reason, the RNAI Board Secretary is prepared to step down in order to fill any staff role while we look to hire a new staff member.

Additionally, our steering committee has identified an additional 2 Master Mentors who can be approached to provide their expertise as needed. Further, while we hope to maintain a 1:1 mentor to participant ratio, if needed, we are prepared to reduce this ratio to 1:2 should we have difficulty locating a new Master Mentor.

Challenge 2: Participant retention decreases.

Solution: While participation in this project will result in not only increased skills, a complete portfolio of artwork funded by a start-up stipend, and the business acumen to launch an entrepreneurial career; the time commitment or interest level of participants may wane. For this reason, RNAI has already begun to collect interest forms from additional interested individuals which we will maintain as a waitlist. At the time of writing this application, we have 2 more people than the 30 originally planned for. We expect this number to grow as more and more community members see the success of the graduating cohorts.

Challenge 3: In-person or on-the-job training may stall.

Solution: While RNAI has existing space to conduct in-classroom training as well as a location to build out the marketplace, there is a chance that either face-to-face meetings may not take place or that we lose access to the physical location of this project. If face-to-face meetings cannot take place due to participant concerns or even sickness, like COVID, RNAI is prepared to conduct virtual trainings for all curriculum-based learning. Location-based learning can continue to take place, but hours of operation may be staggered to accommodate each individual participant. If we lose access to the physical location due to an issue with our mortgage, RNAI has engaged two local businesses (a restaurant and a hotel) who have offered space to allow for both displayed artwork as well as on-the-job business training for participants.

Activity: Obstacles & Contingencies

Describe a contingency plan for each obstacle/challenge category listed in the first column. Add any other categories you see fit for your project.

Obstacle/Challenge:	**Contingency Plan:**
Loss of key partners/ consultants	
Weather extremes	
Low recruitment numbers	
Late hiring	
Staff turnover	
Low participant retention	
High demand, unable to accommodate all who want to participate	
Loss of source of match/ cost share	

6. Identifies resources, staff, and/or partners who will ensure that the project's positive outcomes are achieved.

Strong, successful projects begin by identifying the assets available within the community and drawing upon them first. Next, identify how you might acquire additional resources through partnership building and reciprocity.

When addressing this element follow these steps:

- Determine resources, staff, and partners necessary for project implementation.
- Describe how they benefit the project (i.e. how they support ensuring outcomes are achieved).

When developing the Project Implementation Plan, include an explanation of unique resources. These resources could include Elder/speakers or participants earning stipends, any specialized equipment that needs to be borrowed through a partnership, project specific travel both local and regional, food and refreshments to draw participation, web site support or technology consultants, printing, subscriptions, memberships, and include any licenses or permits required.

As you begin identifying resources, note whether they come from the organization, community partners, or need to be purchased. The explanation should include resource descriptions, how resources will be used within the project, and why they are important to the project's scope. Then, when developing the budget narrative, include a reference to this section for additional information on budgeted costs. When seeking to use resources from outside the United States it is important to discuss why they are essential to the project and cannot be found domestically.

It will also strengthen your application when you identify the measures you will take to ensure that the positive changes achieved by the project will be sustained beyond the end of the project. These can include resources, staff, or partners needed to sustain positive changes from the project.

Identifying resources	
Resource	**Relevance**
Executive Director	Oversight to the overall project and compliance
Project Director	Responsible for ensuring that the project progresses as planned, monitoring Master Mentor activities, meeting with the Steering Committee, and reporting to BOD.
Administrative Assistant	Responsible for day-to-day operations, coordinating Marketplace activities, and monitoring data records.
Local Business Leaders 3 restaurant managers 2 hotel managers 4 outdoor recreation managers	These business leaders will serve on our steering committee. Each and every partner brings extensive knowledge in the tourism sector to RNAI.
Office Space	For staff to conduct daily tasks and activities
Marketplace Warehouse	For use in displaying and selling art
Training Curriculum	This will be the curriculum used to training the participants

EXAMPLE: Identified resources

RNAI brings several resources to this project to ensure our positive outcomes are achieved. First, we have staff already on board to provide project oversight. This staff consists of an Executive Director, Program Manager, and Administrative Assistant with a combined 20 years of experience in Arts Administration. Please see Organizational Capacity for more information. We also have a close connection with the Small Bend community, bringing partnerships with local businesses and business leaders to the project. This includes 3 restaurants, 2 hotels, 4 outdoor recreation sites, and over 10 additional business men and women who are connected through the local Chamber of Commerce. Three of these business leaders serve on our steering committee. Each and every partner brings extensive knowledge in the tourism sector to RNAI. Finally, RNAI commits to contributing office space, a marketplace warehouse, a training curriculum, and project oversight. We intend to use ANA funding for Master Mentors and local transportation costs as needed to participate, start-up stipends, print materials, local travel, a records management system for tracking project-related data, a Point of Sale (POS) system for marketplace use, and any project-specific incidentals.

Activity: Identifying resources

Write out the resources, staff, and partners that you will need for your project. Then describe how it will benefit the project and ensure your project outcomes are achieved.

Resources Available	Resources Needed	Relevance

Community-based strategy (0 – 12 points)

7. **Clearly demonstrates a connection to the community to be served, including the ability to directly work with project participants or beneficiaries.**

To address this element, it is important to provide a clear understanding of why your tribe or organization is best suited to serve the identified community, beneficiaries, and participants, and to perform the work of the proposed project – this is especially important for nonprofits, urban centers and regional entities that may work with communities outside of their geographical location. Describe the working history your tribe or organization has with the community to be served.

Next, include a description of how your tribe or organization has worked with similar project participants and/or beneficiaries in the past, the success that was obtained, and how that translates to your ability to work with the project participants and/or beneficiaries of the proposed ANA project. For example, if your project proposes to work with youth, explain your organization's experience working with youth in the past. Demonstrating a meaningful, long term commitment to the community to be served is a major strength.

EXAMPLE: Connection to the community to be served

Rural Native Arts Initiative (RNAI) is a grassroots, Native Nonprofit 501c3 founded in 2018 to provide social and economic opportunities centered around cultural arts initiatives. We were founded by an advisory committee of over 15 Native Elders based in Small Bend, WA who saw cultural arts diminishing with each new generation. This means that everything we do is deeply rooted in our connection to the community we serve.

Over the past seven years, RNAI has worked directly with this community to raise awareness of Native culture through projects such as our successful EXCITE! Program. This program partnered with the local k-12 schools, bringing artisans into the classrooms to emphasize the importance of having strong cultural bonds and to pass on knowledge of a variety of traditional native art – both of which have been shown to bolster educational attainment and success beyond the school room. Our effort has been recognized by the local newspaper, the Chamber of Commerce, and even Council Leaders from two regionally-based Tribes.

Activity: Community-based strategy

Describe the working history your organization has with the community to be served.

Describe past experiences with (similar) project participants and/or beneficiaries and how it relates to the ANA project's participants/beneficiaries.

8. **Describes how the community was involved in identifying the need for the project and how their feedback was incorporated into the project design.**

This element has two important components that must be addressed to earn full points: 1) a description with evidence of the community's involvement in identifying the current community condition and establishing the need for this project, and 2) a description and evidence of the community's feedback contributing to the project's design to justify that this is the solution the community wants to see implemented.

Describe who was involved in the project's development, what processes were used to obtain feedback – such as surveys, focus groups, or interviews – and the input received from the targeted population. Then explain how that feedback was used to develop the project and how any feedback and/or survey results were used to determine the priority of the project. Attach documentation in the appendix of the application so reviewers understand what happened and who was involved in the planning process. You do not need to include all of the survey responses, only a summary. To help you keep track of your community input documentation, you can use the table below to log community feedback and track attachments.

Note: Community involvement is one of the key factors in determining if a project will be successful. ANA reserves the right to prioritize funding to community-based Native American organizations serving their local communities and populations.

EXAMPLE: Community involvement in project design

The Big Hearts project was designed after extensive discussions with our community members. We first conducted a community survey among 500 individuals (see Appendix A) to identify the economic conditions and challenges that the community felt were the highest concern as well as to ask for suggestions on how our Arts Initiative could help to address these economic challenges. As previously mentioned, top concerns hindering economic opportunities included: not having the actual or perceived skill set to obtain higher paying jobs, not being able to afford the required education, and finally being unemployed altogether. Respondents then identified their preferred solution as “Training Opportunities”, We then took these results and engaged our steering committee, composed of artists, teachers and business leaders, to conduct research on evidence-based models that could be adapted to our community to address the community input and develop a Business Plan (see Appendix B). Finally, we took our business plan back to the community for feedback at the monthly Chamber of Commerce community meeting where it was supported by a majority of attendees (see Appendix D: Chamber of Commerce Meeting Minutes). This community-based plan has resulted in the Small Bend Big HeARTS program designed as an artist incubator and cooperative marketplace.

Activity: Community involvement

Method of Community Input	Who participated?	How did this inform your project design?	Supporting documentation

Population to be served (0 - 7 points)

9. Describes the participants or beneficiaries to be served by the project and explains how they will benefit from it.

To respond to this element, describe in detail who will participate in your project and how they will benefit from participating in your project.

In your introduction, you should have already defined your community. Now, identify the specific group of people your project will serve within that community. These are the participants or beneficiaries who will participate in your project or will be directly affected by it.

Note: Beneficiaries don't always have to be directly involved in your project. They can be a specific group within your community who will still benefit from its success.

For participants and volunteers, describe your recruitment process for involving the participants or beneficiaries that will take part in the project's activities.

Recruitment activities should describe how participants will be recruited for your project and the outreach strategies used to recruit them. Outreach strategies can include such efforts as referrals, community meetings, community events such as powwows or health fairs, social media posts or other publications. Use the outreach channels that work best for your community.

Next, detail the selection or screening process you plan on using to select your project participants. Do project participants need to be a certain age? Is it first-come, first-served? Also in this section, describe how you intend to keep the participants engaged in your project and any unique incentives you plan to use to maintain participation during the entire project.

Explain how the participants will benefit from their participation in your project. Describe the short-term and long-term impacts that participants will receive because of their involvement in the project. The benefits may be directly related to your objectives but may also be secondary benefits.

Also, for this element, describe how you will keep your community informed of your project's progress throughout each project year. Maintaining community awareness beyond the initial startup of your project is essential to your project's success. Keep your stakeholders, project participants, and the community at large informed of your project's progress. A description of what information will be shared; when information will be shared; and how the information will be shared should be included in this section.

Note: If the project will not engage participants or volunteers, state that explicitly in this section of your narrative so reviewers do not think it was omitted.

Outcomes (0 – 6 points)

10. **Demonstrates clear connections between the objectives, the outcomes, the current community condition, and the project goal.**

Outcomes are the measurable changes that will result from the achievement of your implementation plan. Typically, these measurable changes are seen at the community or organization level. Outcomes can include increases in capacity and changes in knowledge, awareness, attitudes, skills, or behaviors. Make sure you develop your outcomes to describe the change that will happen at the community or organization level and not at the project level.

Note: Don’t confuse outcomes with outputs! Outcomes are changes at the community level, not numbers of products or services. If products or services are created by the project, Outcomes describe the positive effect they will have on the community (i.e. how the lives of Native community members will improve as a result).

ANA requires one (1) primary outcome per objective. Outcomes may be the same for all objectives or different for each objective. In either case, you must identify an outcome for each objective.

There is a relationship between the outcomes and the current community condition, project goal, and objectives. The outcomes are the expected positive changes that happen as a result of successfully completing the project’s objectives. The successful completion of the project’s objectives then leads to achieving the project goal, which brings the community one step closer to reducing or eliminating the current community condition. Therefore, the outcomes of your project are directly connected to your objectives, project goal, and current community condition.

CURRENT COMMUNITY CONDITION:
Of the 500 Native working-aged adults living in or around Small Bend, WA, over 52% are from low-income households that cannot offer culturally-based upward economic mobility.

PROJECT GOAL:
To establish Small Bend Big HeARTS: a culturally-based Entrepreneurial Artist Incubator and a Native Cooperative Arts Marketplace in which Native working-aged adults can access economic opportunities to increase household income.

OBJECTIVE:
By the end of Year 3, 15 of the 30 Native Adults enrolled in the Small Bend Big HeARTS Artist Incubator will demonstrate an increase in knowledge of art entrepreneurship by at least 2 levels as measured on the business knowledge scale developed by RNAI.

OUTCOME:
Increase culturally-based upward economic mobility within the Native community of Small Bend, WA.

OUTCOME NARRATIVE:
In order to increase culturally-based upward economic mobility for the Native community that we serve, we have identified two Objectives. The first aims to increase knowledge of art entrepreneurship in our target population and the second is to help them apply this knowledge to increase their household income by 2% (roughly $600 on average). This in turn works to achieve our Project Goal of an artist incubator and marketplace that directly addresses the identified community condition where a majority of Native working-aged adults are living in low-income households. As an added benefit, we'll see strengthened cultural ties, increased self-esteem and confidence, as well as increased intergenerational interactions – all of which are known to result in higher rates of economic success.

FOR LANGUAGE PROJECTS – P&M AND EMI:
Language projects have an additional element under the Outcomes sub-criterion:

11. (P&M) / 12. (EMI) Each outcome proposed aligns to one of the following categories:

- Increased language fluency
- Increased community member use of language-learning resources
- Increased ability to deliver Native language instruction by certifying language teachers
- Increased capacity to implement a language program

If you are applying under the P&M or EMI NOFO, each of your project objectives must include a primary outcome that aligns to one of the four categories above. To address this element, state the objective and specify which category the primary outcome aligns with. Do this for each of your objectives.

Outcome Tracker

The Outcome Tracker helps project staff monitor progress toward the objective but is not required in the application or scoring criteria. ANA requires a finalized version within 30 days of grant approval; however, we encourage you to develop it while preparing your application. The tracker includes data you must monitor throughout the project, which may necessitate budgeting for additional resources (e.g., personnel, software, or database). Develop one Outcome Tracker for each objective.

The Outcome Tracker visually maps how you plan to achieve your project objectives and corresponding outcomes, along with the data that will need to be tracked, stored, and managed across project years (see Data management plan, page 76). The outcome scoring criteria require a clear link between objectives, outcomes, community conditions, and the project goal. This tool serves as a visual aid to illustrate those connections.

Your previously identified current community condition, project goal, objective(s), and outcome should all be identically worded throughout the narrative. Copy and paste them into the outcome tracker template to maintain consistency.

The **indicator** comes from the objective and describes what the objective will be completing (increased knowledge, lower food costs, reduced unemployment). This will come directly from the objective statement.

The means of measurement is the tool or methodology used for collecting data that must be directly tied to the indicator you described; and it will be used to collect the data necessary to track your stated target. Consider the qualitative measures that you will need to address your objective.

- **Baseline** data is important for tracking project progress. It establishes the starting status of the variable(s) you will be tracking with the established means of measure. Typically, this is determined pre-project or as one of the earlier programmatic activities of your project.
- **Benchmarks** are set for the end of each project year to demonstrate progress is being made toward achieving the objective. The benchmarks indicate a change over time of the variable(s) being measured. They can be whole numbers or percentages, or they can be established standards of measure.

You will also want to consider what is possible for you to track given your organizational capacity and proposed staffing. It is highly encouraged to use qualitative data that is measured in numbers versus qualitative data which is descriptive and is not easily measured (i.e.: awareness, opinions, attitudes or feelings).

EXAMPLE: Outcome Tracker

<table>
<tr><td colspan="7">Project Name: Small Bend Big HeARTS</td></tr>
<tr><td colspan="7">Current Community Condition: Of the 500 Native working-aged adults living in or around Small Bend, WA, over 52% are from low-income households that cannot offer culturally-based upward economic mobility.</td></tr>
<tr><td colspan="7">Project Goal: To establish Small Bend Big HeARTS: a culturally-based Entrepreneurial Artist Incubator and a Native Cooperative Arts Marketplace in which Native working-aged adults can access economic opportunities to increase household income.</td></tr>
<tr><td colspan="7">Objective 1: By the end of Year 3, 15 of the 30 Native Adults enrolled in the Small Bend Big HeARTS Artist Incubator will demonstrate an increase in knowledge of art entrepreneurship by at least 2 levels as measured on the business knowledge scale developed by RNAI.</td></tr>
<tr><th>Outcome</th><th>Indicator</th><th>Means of Measure</th><th>Baseline</th><th>Year 1</th><th>Year 2</th><th>Year 3</th></tr>
<tr><td>Increase culturally-based upward economic mobility within the Native community of Small Bend, WA.</td><td>Increase in knowledge of art entre-preneurship</td><td>Business Knowledge Scale based on Master Mentor Observations</td><td>15 Native Adults are Level 0 – 1</td><td>5 Native Adults are Level 2 -3

(5 total)</td><td>5 Native Adults are Level 2 -3

(10 total)</td><td>5 Native Adults are Level 2 – 3

(15 total)</td></tr>
<tr><td colspan="7">Outputs: 30 Native Adults enrolled with Participant MOUs signed; 5 Master Mentor MOUs; 30 curriculum books; at least 15 Participant Business Plans; Master Mentor training and observational records</td></tr>
<tr><td colspan="7">Objective 2: By the end of Year 3, Native Adults participating in the artist-in-residence program of the Small Bend Big HeARTS Marketplace will increase their household income by 2% as self-reported through the sale of their artwork at a value above its cost-to-make.</td></tr>
<tr><th>Outcome</th><th>Indicator</th><th>Means of Measure</th><th>Baseline</th><th>Year 1</th><th>Year 2</th><th>Year 3</th></tr>
<tr><td>Increase culturally-based upward economic mobility within the Native community of Small Bend, WA.</td><td>Increase in household income</td><td>Self-reporting Income Form;

Sales Records;

Master Mentor Observations</td><td>0</td><td>0

(No change)</td><td>1%

(Roughly $300/ yr)</td><td>2%

(Roughly $600/ yr)</td></tr>
<tr><td colspan="7">Outputs: At least 15 artists-in-residence; at least 15 Stipend MOAs; a functioning arts market; income tracking forms; on-the-job curriculum; Master Mentor training and observational records</td></tr>
</table>

!

In our example, the increase in business knowledge is the means of measurement. The Baseline of "15 Native Adults Level 0 - 1" reflects the starting point of knowledge for tracking purposes. The data points for Year 1, Year 2 and End of Project reflect the anticipated steady increase in business knowledge as a result of project enrollment.

Activity: Outcomes

Instructions: Use this Outcome Tracker to assign an Outcome to each of your Objectives, and to define an indicator, means of measurement, baseline, and yearly targets for each. Consider the following:

- What method will be used to measure the change of the objective?
- What is the starting point for the variable being measured?
- What is the estimated change in the variable each year?

Project Name:						
Current Community Condition:						
Project Goal:						
Objective 1:						
Outcome	**Indicator**	**Means of Measure**	**Baseline**	**Year 1**	**Year 2**	**Year 3**
Outputs:						

Objective work plan (OWP) (0 – 15 points)

11. **Aligns with the project narrative and implementation plan and provides details of how, when, and by whom project activities will be completed.**

12. **Identifies outputs that will demonstrate progress toward the project goal. The outputs are logical results of the successful completion of activities within the proposed timeframe.**

The OWP is the "blueprint" for achieving your project objectives. If handed to a newly hired staff member, they should be able to read the OWP and understand exactly what steps are needed to complete the project. The OWP should align with your project narrative. It should identify how, when, and by whom the key activities of your project will be implemented. It is highly recommended that you complete your OWP for each objective and each project year before addressing these criteria. Additionally, the OWP will be your guide for writing your implementation plan and creating your project budget.

The OWP includes the following details:

- **Key activities** – how the project will be implemented,
- **Timeframe** – start and end dates of when the key activities will be implemented,
- **Responsible staff** – who is responsible and who will carry out the key activities, and
- **Outputs** – the direct and tangible products and services from the key activities.

Note: The OWP can be completed using the fillable form on Grants.gov or the OMB approved Microsoft Word template, available on the Applicant Resources webpage. See pg. 131 of this manual for more information.

There should be one OWP provided for each objective. For example, if your project includes three (3) objectives, your application should include three (3) OWPs. Each of the OWPs will have all the key activities listed under the project year they will be implemented. If you only have one (1) objective, your application should only include one (1) OWP with activities listed under each project year they will be implemented in.

Key activities

Key activities are the key project tasks needed to successfully achieve each objective. Hiring staff, conducting training, developing curricula are all examples of key activities. Activities should identify ALL the major steps needed to complete the objective while not exceeding the maximum allowed for each year. Each objective can have up to 25 key activities per year. Administrative Activities do not count towards this 25 key activity maximum and are optional, but highly recommended to be included in your OWP.

Project staff

List all staff positions directly working on an activity. Staff titles should be used, as opposed to names of the staff, and be identical to those used in the Organizational Capacity and Budget sections of the application to avoid confusing reviewers.

Timeframes

All activities need start and end dates. These start and end dates should be reasonable, and the activity should be completed within that timeframe. You may want to consider adding a little bit of buffer time to each activity in case any challenges arise that may delay the completion of that activity. In the instance of an activity timeframe extending into multiple years, identify the activity starting and ending in one project year, and list it again in the following year with a new starting date being the first day of the next project year. Dates in the OWP should follow a standard format of MM/DD/YYYY.

+ When planning timeframes, consider using a Gantt Chart to visualize how activities overlap and how long each will take.

Below are the start and end dates of the project years for each ANA program area.

NOFO	Start Date	End Date
P&M	July 1	June 30
EMI	July 1	June 30
ERE	September 30	September 29
SEDS	September 30	September 29
SEDS-AK	September 30	September 29

+ Applicants are encouraged to include activities and budget line items to copywrite or protect knowledge, materials, and other outputs that originate from Native communities.

Outputs

Outputs are logical results of the successful completion of activities within the proposed activity's timeframe. They are the tangible products or services that are directly tied to the accomplishment of key activities. If applicable, include numbers with the outputs. For example, 4 coloring books, 12 financial literacy classes, 5 new apprentices, etc. Some examples of outputs are:

- Curricula or educational materials developed
- Ordinances or laws developed
- Sign-in sheets
- Number of classes taught
- Hours of each type of service provided
- MOUs

Remember the activities for each objective demonstrate how the objective will be completed and the project implemented. Therefore, the OWP, including the outputs, demonstrate progress toward meeting the project goal. For example, if the project goal is to increase access to cultural education programs, then an output of more language classes contributes to the achievement of the project goal.

OWP form

How to fill in the OWP form for each objective:

1. Copy and paste the Project Title, Project Goal, related Objective, and Outcome from your Project Narrative.
2. Number and list all activities needed to successfully achieve each of the project's objectives. List the quantifiable outputs in the Output section for each objective.
3. For each key activity, fill in the staff position(s) responsible for completing the activity.
4. Fill in the associated start date and end date for each activity. Activities should be listed in chronological order by the start date.
5. Repeat steps 2-4 for each project year.

The OWP is a standard form in Grants.gov; however, we suggest that you complete a Microsoft Word version of your OWP and then transfer the information to the standard OWP form found in Grants.gov. In order to be excluded from the application page limit, you must use either the standard OMB form in Grants.gov or the approved Microsoft version "OMB Control Number 0970-0542. Expires 09/30/2026"

Note: The official Word version of the OWP can be found on the Applicant Resources page of the ANA website.

EXAMPLE

Objective Work Plan (OWP)

Project Title: Small Bend Big HeARTS

Project Goal: To establish Small Bend Big HeARTS: a culturally-based Entrepreneurial Artist Incubator and a Native Cooperative Arts Marketplace in which Native working-aged adults can access economic opportunities to increase household income.

Objective 1: By the end of Year 3, 15 of the 30 Native Adults enrolled in the Small Bend Big HeARTS Artist Incubator will demonstrate an increase in knowledge of art entrepreneurship by at least 2 levels as measured on the business knowledge scale developed by RNAI.			
Outcome: Increase culturally-based upward economic mobility within the Native community of Small Bend, WA			
Outputs: 30 Native Adults enrolled with Participant MOUs signed; 5 Master Mentor MOUs; 30 curriculum books; at least 15 Participant Business Plans; Master Mentor training and observational records; Sustainability Plan			
Activities Year 1	**Project Staff**	**Start Date**	**End Date**
1 Onboard Key Staff: Project Director, Administrative Assistant	Executive Director	09/30/2025	10/31/2025
2 Engage Master Mentors and Sign MOUs	Executive Director	10/15/2025	11/15/2025
3 Kick-off and Staff Orientation	Executive Director	10/15/2025	11/15/2025
4 Establish Grant File	Executive Director; Project Director; Administrative Assistant	10/15/2025	11/15/2025
5 Attend Post Award Training	Project Director; Bookkeeper	10/15/2025	01/30/2026
6 Attend Grantee Meeting	Project Director; Administrative Assistant	10/15/2025	09/29/2026

7 Meet bi-weekly with existing steering committee	Project Director; Administrative Assistant	10/15/2025	09/29/2026
8 Engage Cohort 1 Participants and sign MOUs	Project Director	11/01/2025	11/15/2025
9 Finalize Classroom Curriculum	Project Director; Master Mentors	11/01/2025	11/15/2025
10 Launch Cohort 1 and Conduct Classroom Training	Project Director; Master Mentors	11/15/2025	12/31/2025
11 Conduct In-classroom Observations	Master Mentors	11/30/2025	01/15/2026
12 Collect Participant Feedback	Master Mentors	11/30/2025	1/15/2026
13 Collect, Analyze and Report on Project Data Quarterly	Administrative Assistance	11/01/2025	09/29/2026
14 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	01/01/2026	04/30/2026
15 Engage Cohort 2 Participants and sign MOUs	Project Director	04/01/2026	04/15/2026
16 Launch Cohort 2 and Conduct Classroom Training	Project Director; Master Mentors	05/01/2026	06/15/2026
17 Conduct In-classroom Observations	Master Mentors	05/15/2026	06/30/2026
18 Collect Participant Feedback	Master Mentors	05/15/2026	06/30/2026
19 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	07/01/2026	09/29/2026
20 Update Interested Individual Sign-up Sheet and Recruit Additional Participants as needed	Project Director; Administrative Assistant	08/01/2026	09/29/2026
Activities Year 2	**Project Staff**	**Start Date**	**End Date**
1 Attend Grantee Meeting	Project Director; Administrative Assistant	09/30/2026	09/29/2027

EXAMPLE

2 Continue to Collect, Analyze and Report on Project Data Quarterly	Administrative Assistance	09/30/2026	09/29/2027
3 Continue to Meet bi-weekly with existing steering committee	Project Director; Administrative Assistant	09/30/2026	09/29/2027
4 Engage Cohort 3 Participants and sign MOUs	Project Director	10/01/2026	10/15/2026
5 Establish Sustainability Plan based on collected and analyzed data	Executive Director; Administrative Assistant	10/01/2026	07/30/2027
6 Launch Cohort 3 and Conduct Classroom Training	Project Director; Master Mentors	10/15/2026	11/30/2026
7 Conduct In-classroom Observations	Master Mentors	11/01/26	12/15/2026
8 Collect Participant Feedback	Master Mentors	11/01/2026	12/15/2026
9 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	12/01/2026	03/31/2027
10 Engage Cohort 4 Participants and sign MOUs	Project Director	03/15/2027	03/31/2027
11 Launch Cohort 4 and Conduct Classroom Training	Project Director; Master Mentors	04/01/2027	05/15/2027
12 Conduct In-classroom Observations	Master Mentors	04/15/2027	05/30/2027
13 Collect Participant Feedback	Master Mentors	04/15/2027	05/30/2027
14 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	06/01/2027	09/29/2027
15 Update Interested Individual Sign-up Sheet and Recruit Additional Participants as needed	Project Director; Administrative Assistant	08/01/2027	09/29/2027
16 Present Sustainability Plan to Board of Directors, Steering Committee and other stakeholders	Executive Director; Administrative Assistant	08/01/2027	09/29/2027

Activities Year 3	Project Staff	Start Date	End Date
1 Attend Grantee Meeting	Project Director; Administrative Assistant	09/30/2027	09/29/2028
2 Continue to Collect, Analyze and Report on Project Data Quarterly	Administrative Assistance	09/30/2027	09/29/2028
3 Meet bi-weekly with steering committee	Project Director; Administrative Assistant	09/30/2027	09/29/2028
4 Engage Cohort 5 Participants and sign MOUs	Project Director	10/01/2027	10/15/202027
5 Revise Sustainability Plan based on feedback collected	Executive Director; Administrative Assistant	10/01/2027	05/01/2028
6 Launch Cohort 5 and Conduct Classroom Training	Project Director; Master Mentors	10/15/2027	11/30/2027
7 Conduct In-classroom Observations	Master Mentors	11/01/2027	12/15/2027
8 Collect Participant Feedback	Master Mentors	11/01/2027	12/15/2027
9 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	12/01/2027	03/31/2028
10 Engage Cohort 6 Participants and sign MOUs	Project Director	03/15/2028	03/31/2028
11 Launch Cohort 6 and Conduct Classroom Training	Project Director; Master Mentors	04/01/2028	05/15/2028
12 Conduct In-classroom Observations	Master Mentors	04/15/2028	05/31/2028
13 Collect Participant Feedback	Master Mentors	04/15/2028	05/31/2028
14 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	06/01/2028	09/29/2028
15 Pursue more partnerships based on Revised Sustainability Plan	Executive Director	06/01/2028	09/29/2028
16 Prepare for Cohort 7 using Sustainability Plan	Project Director; Administrative Assistant	08/01/2028	09/29/2028

EXAMPLE

Objective 2: By the end of Year 3, Native Adults participating in the artist-in-residence program of the Small Bend Big HeARTS Marketplace will increase their household income by 2% as self-reported through the sale of their artwork at a value above its cost-to-make.

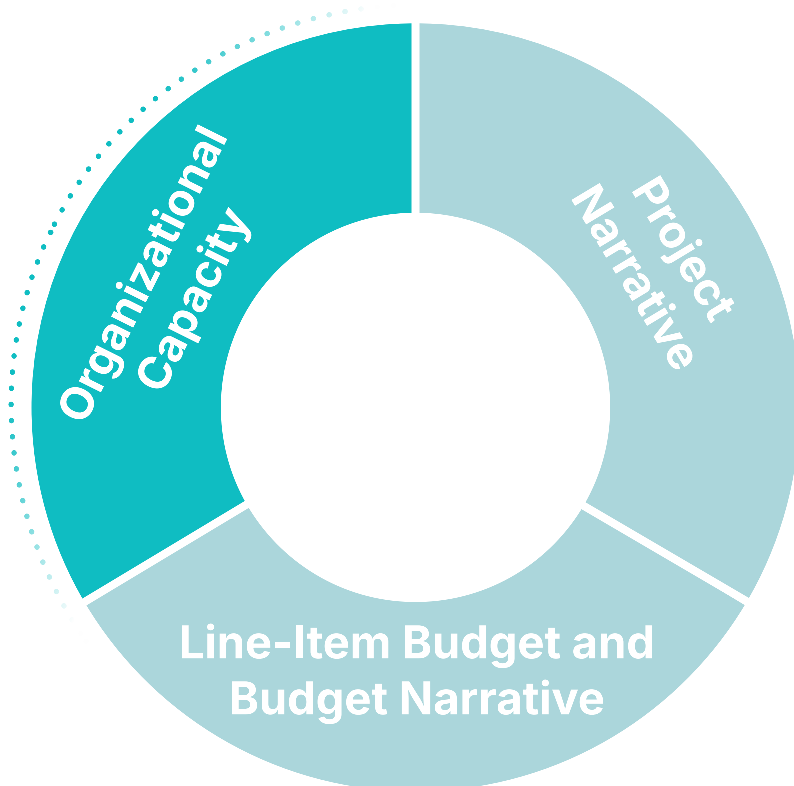
Outcome: Increase culturally-based upward economic mobility within the Native community of Small Bend, WA

Outputs: At least 15 artists-in-residence; a functioning arts market; income tracking forms; on-the-job curriculum; Master Mentor training and observational records

Activities Year 1	Project Staff	Start Date	End Date
1 Revise Existing Marketplace on-the-job training curriculum based on Cohort performance in-classroom	Project Director; Master Mentors	01/01/2026	01/30/2026
2 Install Marketplace Fixtures, Participant Artwork and Prepare for Grand Opening	Project Director; Administrative Assistant	01/01/2026	04/30/2026
3 Launch Cohort 1 Artists-in-Residence	Project Director; Master Mentors	01/01/2026	01/15/2026
4 Panel Participants Business Plan Pitches and provide feedback as needed	Master Mentors	01/15/2026	01/31/2026
5 Award Artist-in-Residence Stipends and sign MOAs	Executive Director; Project Director	02/01/2026	02/15/2026
6 Conduct On-the-Job Training and Observations	Master Mentors	02/15/2026	06/15/2026
7 Host Marketplace Grand Opening	Executive Director; Project Director; Administrative Assistant	03/01/2026	05/15/2026
8 Collect Participant Feedback	Master Mentors	04/15/2026	06/30/2026
9 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	04/15/2026	06/30/2026
10 Launch Cohort 2 Artists-in-Residence	Project Director	06/15/2026	06/30/2026

11 Panel Participants Business Plan Pitches and provide feedback as needed	Master Mentors	07/01/2026	07/15/2026
12 Award Artist-in-Residence Stipends and sign MOAs	Executive Director; Project Director	07/01/2026	07/15/2026
13 Conduct On-the-Job Training and Observations	Master Mentors	07/15/2026	09/29/2026
Activities Year 2	**Project Staff**	**Start Date**	**End Date**
1 Continue Cohort 2 Artists-in-Residence Program	Project Director; Master Mentors	09/30/2026	11/30/2026
2 Collect Participant Feedback	Master Mentors	10/01/2026	12/15/2026
3 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	10/01/2026	12/15/2026
4 Plan and host a Holiday Market featuring all Cohorts to date	Executive Director; Administrative Assistant	09/30/2026	12/15/2026
5 Launch Cohort 3 Artists-in-Residence	Project Director; Master Mentors	11/15/2026	11/30/2026
6 Panel Participants Business Plan Pitches and provide feedback as needed	Master Mentors	12/01/2026	12/15/2026
7 Award Artist-in-Residence Stipends and sign MOAs	Executive Director; Project Director	12/01/2026	12/15/2026
8 Conduct On-The-Job Training and Observations	Master Mentors	12/01/2026	04/30/2027
9 Collect Participant Feedback	Master Mentors	02/01/2027	04/30/2027
10 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	02/01/2027	04/30/2027
11 Launch Cohort 4 Artists-in-Residence	Project Director	05/01/2027	05/15/2027
12 Panel Participants Business Plan Pitches and provide feedback as needed	Master Mentors	05/15/2027	05/31/2027
13 Award Artist-in-Residence Stipends and sign MOAs	Executive Director; Project Director	05/15/2027	05/31/2027
14 Conduct On-the-Job Training and Observations	Master Mentors	05/15/2027	09/29/2027

15 Collect Participant Feedback	Master Mentors	07/01/2027	09/29/2027
16 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	09/01/2027	09/29/2027
Activities Year 3	**Project Staff**	**Start Date**	**End Date**
1 Plan and host a Holiday Market featuring all Cohorts to date	Executive Director; Administrative Assistant	09/30/2027	12/15/2027
2 Launch Cohort 5 Artists-in-Residence	Project Director; Master Mentors	09/30/2027	10/15/2027
3 Panel Participants Business Plan Pitches and provide feedback as needed	Master Mentors	10/15/2027	10/31/2027
4 Award Artist-in-Residence Stipends and sign MOAs	Executive Director; Project Director	10/15/2027	10/31/2027
5 Conduct On-The-Job Training and Observations	Master Mentors	11/01/27	04/30/2028
6 Collect Participant Feedback	Master Mentors	02/01/2028	04/30/2028
7 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	02/01/2028	04/30/2028
8 Launch Cohort 6 Artists-in-Residence	Project Director	05/01/2028	05/15/2028
9 Panel Participants Business Plan Pitches and provide feedback as needed	Master Mentors	05/15/2028	05/31/2028
10 Award Artist-in-Residence Stipends and sign MOAs	Executive Director; Project Director	05/15/2028	05/31/2028
11 Conduct On-the-Job Training and Observations	Master Mentors	05/15/2028	09/29/2028
12 Collect Participant Feedback	Master Mentors	07/01/2028	09/29/2028
13 Revise Curriculum based on feedback, as needed	Project Director; Master Mentors	09/01/2028	09/29/2028



Chapter 3

Organizational Capacity

Maximum points: 15
(EMI max points: 14)

This section of the review criteria includes all components of the organizational capacity section of your application. Reviewers will evaluate whether the application demonstrates that key staff and management have the expertise, knowledge, and credentials necessary to oversee federal funds, partners, delivery of project objectives and manage relevant data. In reaching their conclusions, reviewers will consider the degree to which the following sections are clear, logical, and detailed.

Data management plan (0-3 points)

The Data Management Plan is your strategy for outlining how data will be handled throughout the entirety of your project. It will be your process for collecting, monitoring and reporting on data, and who will be responsible. An effective data management plan will allow you to track effectiveness and make adjustments to your project as needed. This section will address Elements 13 & 14 and cover the concepts for creating a data management plan.

+ While it is not required at time of submission, the annual benchmarks in the Outcome Tracker can help to demonstrate how you will measure incremental progress toward achieving your project objectives.

13. Describe a strategy for using data to monitor and report progress toward project objectives.

To address Element 13, begin by identifying what data you will be collecting. To effectively monitor and report progress toward your project objectives, it is critical to identify both the type of data to be collected and the method of tracking progress. This could include measurable elements such as attendance rates, skills developed, and knowledge gained. You will be using this data to monitor project progress throughout the project.

Consider the tools you will use to capture data such as surveys, observations, or reports. By establishing the tools for data collection and storage upfront, you ensure that there is consistency in the data captured and that it will be easily accessible for monitoring. This could be comprised of spreadsheets, databases, file folders in locked cabinets, documents, computer servers, and cloud servers. Describe the process, if applicable, of how tools will be developed, by whom, and in what time frame if the tool does not already exist.

Once the data has been collected, it will be important to define your process of evaluation. Identify the methodologies you will use to assess your project's ongoing performance. This could be an internal process within your organization, or facilitated by an outside partner. Having a well-defined process to monitor and evaluate data is crucial for ensuring that projects stay on track, helps identify issues early, allows for timely adjustments, and supports decision-making.

Outline the frequency for how often you will monitor and evaluate the data. The frequency of this may depend on your capacity, so it is recommended to use a process that will be manageable for your organization. However, it is advised to monitor data often enough so that you can effectively assess if you are on track or need to make adjustments. You can use this information to make modifications throughout the project.

Reporting progress toward project objectives involves communicating how much has been completed in relation to the project objectives set for the project. Share the process you will use for compiling, organizing and distributing this information. Your reporting process will be guided by your organization. This could include providing updates to stakeholders or even using the results analyzed to create new projects.

14. Identifies staff responsible for data collection, tools, storage, and management.

To fully address element 14, identify all of the staff that will be responsible for the collecting, storing, and management of your data. There should be designated staff or partners responsible for these roles. If applicable, you will also include consultants, and/or partners. This will be needed for all staff that will be involved and should align with the other components in your application.

Additionally, detail how each staff member will support the functions of data collection, storage and management. Identify the staff who will be collecting data and in what form the data will be collected such as surveys, observations or pre/post tests. Identify who will evaluate and report on the data collected – this may be the initial staff who collected the data or a designated data analyst. Lastly, describe the tools that will be used – Google forms, Excel, Access database and where the storage of the materials will be such as on a server or in the cloud. Consider all aspects of their involvement regarding data and identify that in this section.

For example, your project may have a teacher responsible for administering pre/post-tests to youth in a language project. They would collect the results and share this information with the Project Director, who will be tasked with saving the results to an office hard drive. The Project Director would review and evaluate into a progress report. This data would then be shared with the Tribal Council or Board of Directors and other stakeholders.

Note: If your project is collecting sensitive information on project participants, describe the protocols that will be used to ensure that the information is securely maintained and not shared.

EXAMPLE: Data management plan

Tracking data for our Big Hearts project will entail two different processes, one for project-specific data and one for administrative oversight data. Project-specific data will be tracked through qualitative and quantitative means. Master Mentors will track participant progress through observations and a series of homework assignments, including the development of their business plans, the results of business plan pitches, and creation and sale of artwork. Observations will include: attendance tracked through sign-in sheets; participation and alertness tracked using Mentor notes written by hand or electronically; understanding tracked through oral conversation and Mentor notes; application of knowledge tracked through homework deliverables – including business plans and portfolio artwork – which Master Mentors will review and return to each participant with feedback. These observations will be collected and analyzed weekly to ensure participants are on track, and additional support will be provided if any participant is demonstrating a lack of progress or understanding. At the end of both the classroom phase and the artist-in-residence phase, participants will be reassessed using the Knowledge Scale. Under Objective 2, household income will also be assessed using self-reported Income Forms that will be collected quarterly and validated against sales made in the Marketplace using Point of Sale transaction records and Master Mentor observations.

Administrative oversight data, such as staff timesheets, Master Mentor wages, and the collection and compilation of project-specific data will be monitored by the Administrative Assistant and overseen by the Project Director. The Administrative Assistant will be responsible for validating data on a quarterly basis and Objective Progress Reporting on a semi-annual basis. The Project Director is responsible for conducting the bi-weekly steering committee meetings which will result in meeting minutes and attendance records. They will also compile and report updates to stakeholders on a quarterly basis. All data will remain confidential in a locked filing cabinet in the Project Director's office as well as in a shared cloud drive that can only be accessed with prior approval. Please see Oversight Plan for more information on our financial data tracking process.

Finally, detail how data will be used. Consider that activity data can be used to make improvements in the next project year while oversight data and the data documenting outcomes can be used to secure future funding. You may be required to provide updates to stakeholders or even use results analyzed to create new projects. An easy way to ensure you've touched on all the above is to consider the following within your application narrative:

- What data will be collected?
- How often will data be collected: weekly, monthly, quarterly, or annually?
- Who will collect and analyze the data, including staff, volunteers, consultants, participants, and/or partners?
- What systems/tools will be used to capture and store data?
- How will data be used?

Staffing plan – (0-5 points)

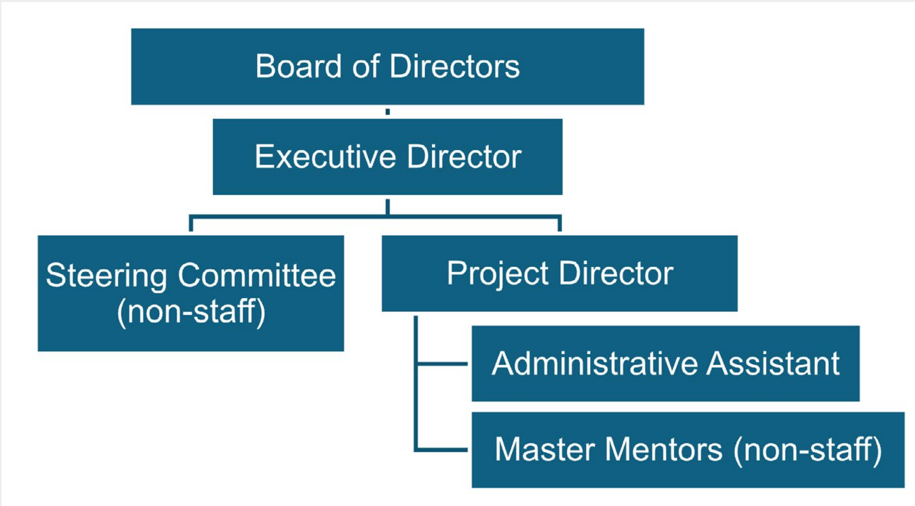
Applications are required to provide a staffing plan in a narrative format and by attaching resumes and project-specific job descriptions. In this section, you will need to identify what staff will be needed to complete all project activities and describe each of their roles and responsibilities.

15. **Identifies all staff supporting the project and how they will support project activities and be managed.**
16. **Explain the recruitment and hiring process for positions (including PI/PD, staff, partners, and consultants) that need to be filled.**

Having a clear understanding of your project can assist you in identifying what positions you will need, who will fill them, and what their roles and responsibilities will be. For example, as a Project Director, consider the work history and experience of your staff. If senior staff do not have the experience of managing a grant, provide them with the administrative support to track project data, keep records, monitor the budget, and submit required reporting. This will allow senior staff to focus on project implementation, while allowing you, as a Project Director, to stay current with the grant administrative duties.

It is helpful to include an organizational chart, such as the example shown below. The organizational chart should demonstrate the hierarchy of the project staff and how that fits in with your tribe, or organization. Do not include an organizational chart of your entire tribal government.

EXAMPLE: Staffing plan



Due to the page count limit, it is highly recommended that resumes and CVs be edited down to two pages each and only include relevant qualifications and experience needed for the project.

In the narrative, document who will be the PI/PD and the Authorized Organizational Representative (AOR) responsible for overseeing the project and describe additional positions needed for successful project implementation, such as administrative support staff, instructors, coordinators, and volunteers. If specific persons have been identified, include those names and attach their resumes or Curriculum Vitae (CVs). Then, describe in detail their relevant experience that will be applicable to this project.

If internal or existing staff do not have the necessary experience, you may need to engage key partners. For key partners, describe how they will support the project with their experiences and capabilities. Include resumes and/or Statement of Qualifications (SOQ) in your attachments. For some partnerships, you may also need to include draft Memorandums of Agreement or Understanding. And if you intend to engage a consultant, you'll want to include a Statement of Work. More information is provided in the next section on Partnerships and Consultants.

If your project needs to hire for new project positions, include a description of your tribe or organization's hiring policy and procedures. Detail the steps that will need to be taken to announce the job vacancy, recruit and interview candidates, and select a candidate for the project position. The following is a checklist to follow:

- Identify the AOR and PI/PD for the project (See Appendix A of this manual).
- The AOR and PI/PD cannot be the same person, and the separation of these duties must be identified.
- PI/PD responsibilities include monitoring progress and maintaining oversight of program reporting, staff, and partners.
- AOR will have official signing responsibility for the award.
- If a permanent PI/PD or AOR is unknown, identify who will take on the role until the position is filled and provide a timeline for filling the role with permanent personnel.
- Describe how the project will continue if positions become vacant at any time during the project period.

Note: It is important to note the PI/PD cannot be the same person who is identified as the AOR. Using your tribe or organization's personnel policies and procedures regarding roles and separation of duties may help define who could best serve in these project-specific roles.

EXAMPLE: Staffing plan, narrative

RNAI is composed of a fully Native Board of Directors who oversee our Executive Director (AOR). The Executive Director is a master rug maker who has 12 years of experience as a business leader in the arts after successfully launching their rug making business in which they also sourced and resold Native rugs, nationwide. The Executive Director has six years of experience managing RNAI, with three years managing two Federal grant awards totaling roughly $2 million. With an understanding of financial and grants management, accounting, and payroll; they will be responsible for ensuring RNAI is in compliance with grant requirements. The Project Director has 15 years of experience managing cultural projects ranging from language programming to place-based environmental education and everything in between. The Project Director is also an accomplished potter, creating pottery for sale at regional art fairs and festivals. They will be responsible for ensuring that the project progresses as planned, monitoring Master Mentor activities, meeting with the Steering Committee to continually engage with the community at large, and reporting progress to the Board of Directors and other stakeholders. The Administrative Assistant has worked with RNAI for the past six years.

Activity: Staffing plan

Use the table below to list your key staff positions, their qualifications, their main roles/responsibilities to the project, and what attachments are included with your application.

- Column 1 (Key Staff): List the key staff position titles.
- Column 2 (Qualifications): List qualifications needed for each position.
- Column 3 (Roles/Responsibilities): Describe their role and responsibilities to the project.
- Column 4 (Attachment): List the type of documentation you will provide in the attachments such as CVs, resumes, or job descriptions.

Key Staff Positions	Qualifications	Roles / Responsibilities	CV or resume attached?

Partnerships and consultants – (0-2 points)

17. Identifies partners and/or consultants and explains their role in supporting project activities.

> **Note: If the project does not plan on including these entities, then please indicate so by stating: "Our project will not include the support of partners, consultants, or subrecipients."**

Identify each partner and/or consultant and explain how they will support project activities. Describe their role and importance in project implementation and details of their expertise for filling the position. This should include any resumes or Statement of Qualifications (SOQs) which substantiate their capabilities, knowledge and expertise.

Include as an attachment the necessary documentation, such as: Scopes of Work, Memoranda of Understanding or Agreement (MOU/MOA), and/or Letters of Commitment which describe their role in the project and the work they will be performing. If agreements have not been finalized with the partners, consultants, or subrecipients, then describe the plan to bring them to completion.

Finally, thoroughly describe the process used to manage these entities. A discussion on oversight should encompass the key personnel in charge of monitoring the partnership or consultant, how frequently this monitoring will take place, and methods to ensure project progress is being made. The application should identify processes for communicating with partners or consultants and explain how agreements will be managed and maintained.

Similarly, you will need to do the same for any subrecipients. Be aware that subrecipients must adhere to the rules and regulations defined by the NOFO and the Code of Federal Regulations. See 2 CFR Part 200.332 for more information on subrecipient monitoring.

It may be helpful to outline this for the reviewer in a table format providing clear succinct information the reader can easily identify. Additionally, this will help ensure the team has included all the necessary documents requested and required in the NOFO.

Note: This is a reminder to create a contingency plan to address what the tribe/organization will do should a partner or consultant fall through. For contingency planning, see pages 42-44 of this manual.

Activity: Key Partnerships and Consultants

Use the table below to list possible partners and/or consultants and how they will contribute to your project. Fill in the columns with the information provided below.

- Column 1 (Key Partners): List the name of the partner or consultant.
- Column 2 (Qualifications): Explain what expertise the partner or consultant provides to the project.
- Column 3 (Roles/Responsibilities): Describe their role and responsibilities.
- Column 4 (Attachment): List the type of documentation you will provide in the attachments such as MOAs or Letters of Commitment.

Key Partner or Consultant	Qualifications	Roles / Responsibilities	Attachment

Oversight plan – (0-5 points)

18. Describes a plan for proper oversight of federal award funds, including the identification of staff and internal controls for financial management and accurate accounting practices.

Oversight is the process by which the tribe or organization's financial staff and administrative management ensure projects are performed in compliance with federal award requirements and tribal/organizational internal policies and procedures. Your policies and procedures should align with local laws and federal regulations to ensure compliance in managing grant awards both programmatically and financially. For ANA, award recipients are required to ensure proper oversight in accordance with 2 CFR part 200, Subpart D Post Federal Award Requirements, Subpart E Cost Principles.

Begin to address this element by describing the financial internal controls of your tribe or organization including the policies and procedures (aligned with current federal regulations 2 CFR part 200) which clearly define how the disbursement of funds, purchasing, cash drawdowns, and related authorizations are handled. Clearly outline the tribe or organization's procedures to avoid conflicts of interest in the purchasing process. Additionally, include the process for updating the project PI/PD of their spending, and the process for updating administrative management when required.

Specifically identify the relevant financial staff or the financial contractor (individual CPAs or accounting firms), who will be responsible for expenditures, receivables, drawing down funds, filling out financial reports for the grant and ensuring internal controls are in place when authorizing expenditures. Additionally, include the staff or contractor's responsibilities, qualifications and experience. Attach a resume and job description or SOQ.

Last, identify the financial systems used for record-keeping and financial management. There are many accounting programs, NetSuite, Sage and QuickBooks to name a few. Identify the system being used and then describe how the system's financial management is compliant with the federal regulations through the tracking of expenditures and receivables for each specific grant the tribe or organization is responsible for to show compliance.

EXAMPLE: Oversight plan

RNAI works with a consulting bookkeeper to manage its finances. In working with our bookkeeper, we have established financial policies and procedures that align with the requirements of the Code of Federal Regulations (CFR) and follow Generally Accepted Accounting Principles (GAAP). The bookkeeper works closely with the Project Director to handle all accounts receivable and payable transactions, credit card and bank statement reconciliations, cash drawdowns, and federal financial reporting. The Executive Director meets monthly with the bookkeeper for updates to oversee and verify expenses as well as to resolve reconciliation questions. RNAI has fund accounts set up to differentiate the income and expenditures for all grant accounts. The consulting Bookkeeper has held the position with RNAI since our doors opened and has an additional 13 years as a CPA. As mentioned, RNAI has had 2 federal grant awards: 1. SBA - $450,000 for a three-year project, and 2. NEA - $1.5 million for a four-year project. These grants have been completed with no carryovers or extensions with the NEA grant closing at the end of September of this year. RNAI met all the deliverables and exceeded our deliverables on the SBA project by 4%. RNAI complies with required audits and has done independent audits annually to ensure we are complying with our policies and procedures. The policy and procedures are updated as needed to ensure the highest level of efficiency and effectiveness.

Activity: Financial Oversight

Briefly describe the financial oversight of federal awards for your tribe or organization. Below are some questions to ask yourself when describing your oversight plan:

- What kind of accounting software do you use for your bookkeeping?
- Does your organization practice a two-signature or other accountability system for large purchases? Are there any other internal controls you practice?
- How will you ensure that project funds are spent on a timely and accurate manner?

Chapter 4

Budget

Maximum points: 10
(EMI max points: 10)

Line-item budget and budget narrative (0-10 points)

The line-item budget and budget narrative list the resources and the costs associated with implementing your project. When evaluating these documents, reviewers will assess if the resources identified are adequate to carry out project activities and if the related costs are reasonable. Project costs should be well researched, supported with calculations showing how you arrived at the costs, and include descriptions of how the proposed costs will be used to implement your project. For unique or high-value items, documentation should be included in the attachments to confirm the amount proposed. It should be very clear to the reviewer by the detail provided that your budget and budget justification are not simply a “best guess estimate” of what it will take to complete the project but are, in fact, an informed reflection of the costs necessary to successfully complete your project.

ANA fully funds awards upfront. This means the entire awarded grant amount for all project years is available to you at the beginning of the project. This allows your project budget to be structured differently for each year for variable annual budgets, as long as your total budget request remains under the total funding threshold dictated in the NOFO. For example, a 2-year Language P&M or ERE project can have a Year 1 budget of $400,000 and a Year 2 budget of $200,000. This provides greater flexibility in financial planning and project execution. Although this allows for variable budget amounts, high startup costs can be a risk factor that ANA can deem excessive or unsustainable, and they may choose not to fund the project.

For EMI projects, the maximum amount of federal funding you can spend each year is $300,000.

Line-Item Budget

Reviewers will consider the following when evaluating your line-item budget:

19. **The application includes a detailed line-item budget with appropriate object class categories for every year of the project, including costs allocated for federal and non-federal shares, and delineates staff by full-time equivalent or percentage of time to the project.**

A separate line-item budget should be provided for each year of your project even if your budget is the same from year to year. If you are proposing a 3-year project, then you should include three individual line-item budgets for each 12-month period. Your line-item budget should be formatted in four columns as follows:

Column 1 - Object Class Categories

Object Class Categories are main budget headings which are further broken down into separate line-item entries. For example, for the Object Class Category entitled Other, line-items could include printing costs, licenses, local mileage, meeting room space, postage, etc.

Since you will provide a line-item budget for each project year, expenses listed under each Object Class Category should reflect costs for just one budget year – not for the entire project period. For example, if you have a line-item under Personnel for a Project Director, you will show their full-time equivalent percentage and their annual salary in your Year 1 budget. If your project spans 3 years, you would also include 2 additional line-item budgets that list the Project Director and their cost and time commitment for Years 2 and 3.

Object Class Categories are:

Personnel
Description: Annual costs of employee salaries and wages. See 2 CFR §200.430 for more information on allowable personnel costs. Make sure to include their time commitment to the project as a percentage or full-time equivalent (FTE). Identify the project director or principal investigator, if known at the time of application. Do not include the personnel costs of consultants, contractors and subrecipients under this category.

Fringe Benefits
Description: Costs of employee fringe benefits are allowances and services provided by employers to their employees in addition to regular salaries and wages. Fringe benefits can include health insurance, Federal Insurance Contributions Act (FICA) taxes, retirement, taxes, etc. Break down the amount of each benefit (or percentage of total benefits) or note the negotiated fringe benefit rate. For more information on Fringe Benefits please refer to 2 CFR §200.431. Do not include the fringe benefits of consultants, contractors, and subrecipients.

Typically, fringe benefit amounts are determined by applying a calculated rate for a particular class of employee (full-time or part-time) to the salary and wages requested. Fringe rates are often specified in the approved indirect cost rate agreement. Fringe benefits may be treated as a direct cost or indirect cost in accordance with the applicant’s accounting practices. Only fringe benefits as a direct cost should be entered under this category.

Travel
Description: Costs of project-related travel such as transportation, lodging, and subsistence, by employees of the applicant organization who are in travel status on official business. Travel by non-employees such as consultants, contractors or subrecipients should be included under the Contractual line item. Local travel for employees in nontravel status should be listed under the Other category. Travel costs should be developed in accordance with the applicant’s travel policies and 2 CFR § 200.475.

Equipment
Description: "Equipment" means an article of nonexpendable, tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost that equals or exceeds the lesser of: the capitalization level established by the recipient or subrecipient for financial statement purposes, or $10,000. See 2 CFR §200.439 for more information.

Supplies
Description: Costs of all tangible personal property, other than those included under the Equipment definition. Computers should go in this category if the acquisition cost is under $10,000. This also includes office and other consumable supplies with a per-unit cost of less than $10,000. See 2 CFR § § 200.1, 200.314(a) for more information.

Contractual
Description: Cost of all contracts and subawards except for those that belong under other categories such as Equipment, Supplies, etc. Include third-party evaluation contracts, procurement contracts, and subawards. You must use procurement procedures at 2 CFR §200.320 micro-purchase threshold of $50,000; 2 CFR §200.317 — 200.327). Additionally, subawards are subject to the requirements at 2 CFR §200.331 — 200.333.

List costs related to professional and consultant services by persons who are members of a particular profession or possess a special skill, and who are not officers or employees in the Other category. (These arrangements may be through either a consultant agreement directly with an individual or a contract with a company that employs the consultant.)

If applicable and charged as a direct cost, include costs of third-party renting or leasing agreements for equipment, and third-party renting or leasing agreements for real property by address for each building, facility, administrative office, space, structure, land, and other real property.

Other
Description: Enter the total of all other costs. Such costs may include, but are not limited to: individual consultant costs, local travel, insurance, food (when allowable), professional service costs (including audit charges), printing and publications, training costs (such as tuition and stipends), staff development costs, and administrative costs when not treated as an indirect cost. Please note costs must be allowable per 2 CFR Part 200 Subpart E.

+Food is generally not allowable, except when justified as a necessary cultural or programmatic expense within the context of the proposed project.

Indirect Costs
Description: Indirect costs are those for a common or joint purpose benefitting more than one project and that cannot be easily separated by project. These are also referred to as Facilities and Administration (F&A) costs. To charge indirect costs you can select one of two methods:

Method 1 — Approved rate. You currently have an indirect cost rate approved by your cognizant federal agency.

Method 2 — De minimis rate. Per 2 CFR §200.414(f), if you do not have a current negotiated indirect cost rate, you may elect to charge a de minimis rate. If you are awaiting approval of an indirect cost proposal, you may also use the de minimis rate. If you choose this method, costs included in the indirect cost pool must not be charged as direct costs. The de minimis rate is 15% of modified total direct costs (MTDC). The de minimis rate does not require documentation and may be used indefinitely.

+ Attach a copy of your negotiated indirect cost rate agreement in your appendices.

+ Be careful not to rely on future program income for your non-federal share.

Program Income
Description: The estimated amount of gross income, if any, expected to be directly generated by or earned from this project. Program income includes, but is not limited to, income from fees for services performed, the use or rental of real or personal property acquired under federally funded projects, the sale of commodities or items fabricated under an award, license fees and royalties on patents and copyrights, and interest on loans made with award funds. See 2 CFR §§ 200.307 and 300.315 for more information.

Column 2 – Federal Share

This column contains the costs that are being requested from ANA. As you work on your budget, make sure that your Federal Share for does not exceed the ceiling amount identified in Step 1 (Funding Details) of each NOFO.

Column 3 – Cost Share (also known as Non-Federal Share or Match)

ANA requires that 20% of the total project cost be contributed to the project by the applicant or applicant's partners as Cost Share. When calculating the Cost Share, it is important to note that it is not the same as 20% of the Federal Share. *See the graphics on the following page for tips on calculating the Cost Share, based on a yearly budget request of $300,000.*

You can meet the Cost Share requirement through any combination of:

- In-kind (non-cash) contributions from partners or other third parties
- Cash contributed by your organization
- Cash contributed by partners or other third parties

The Cost Share should be documented by the entity providing it and could be in the form of a Tribal Council resolution, a non-profit board resolution, a Memorandum of Agreement by a partnering organization, and/or a commitment letter. Include signed documentation that clearly states the dollar amount of the commitment in your application attachments.

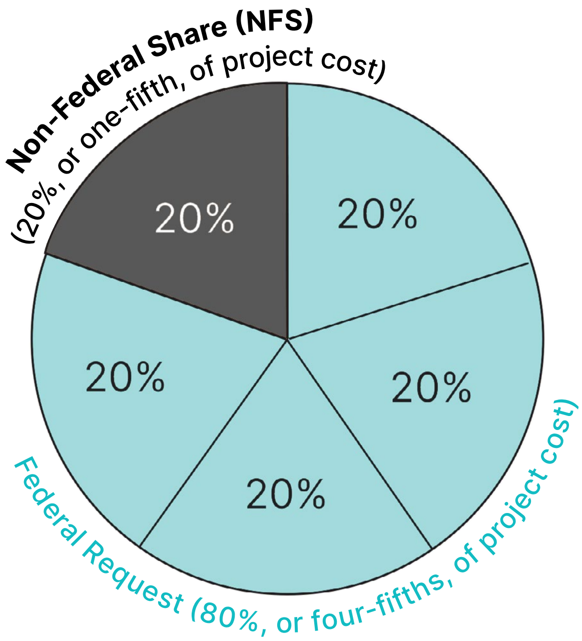
+ Under section 803(d)(3) of NAPA (42 USC 2991b(e)(3)), projects funded through the ERE NOFO are allowed to use other federal funding to meet the required 20% match as long as the authorizing statute for the matching federal funds does not expressly prohibit such use.

Column 4 – Total

This column shows the total of the Federal Share and the Cost Share for each line item.

Calculating Non-Federal Share

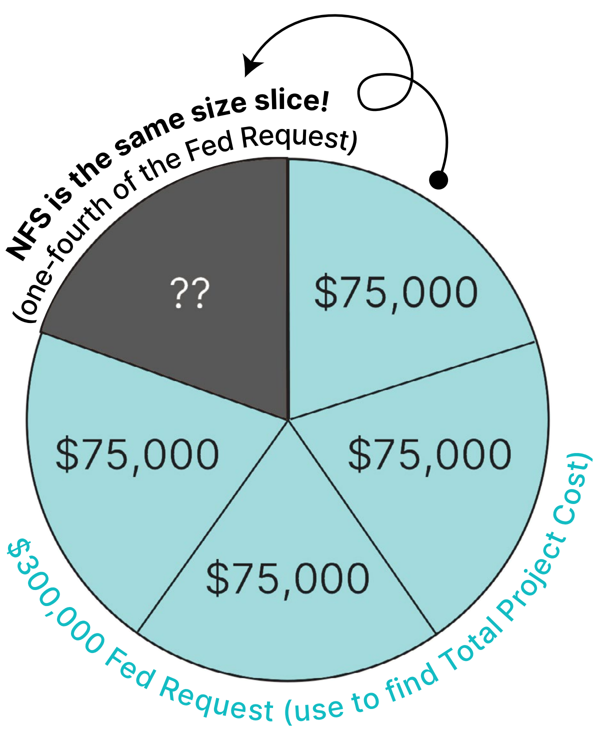
It's not 20% of your federal share! Here are two methods for figuring out how much match (cost share) you'll need to provide to the project.



[Total project cost = the whole pie]

Calculation Method 1:

Step 1:	
Federal Request	$300,000
÷ 80%	÷ 0.80
Total Project Cost	$375,000
Step 2:	
Total Project Cost	$375,000
- Federal Request	$300,000
Non-Federal Share	**$75,000**
Check your math:	
Total Project Cost	$375,000
x 20%	x 0.20
Non-Federal Share	**$75,000**



Calculation Method 2:

Step 1:	
Federal Request	$300,000
x 20% (or ÷ 4 pieces)	x 0.25 (or ÷ 4)
Non-Federal Share	**$75,000**
Step 2:	
Non-Federal Share	**$75,000**
+ Federal Request	$300,000
Total Project Cost	$375,000
Check your math:	
Total Project Cost	$375,000
x 20%	x 0.20
Non-Federal Share	**$75,000**

How to Build Your Budget

Creating your budget requires time and research. To start the process, check to see if your organization has had prior ANA awards or received grants from other funders. Looking back at prior projects and their budgets is a good way to get a start on creating your budget.

You may need help from your accounting department or an accountant. You will also need their input for the costs of employee salaries, fringe benefits, and the indirect cost rate (if applicable).

As stated in the Overview, your costs should not be "best guess estimates." Research project costs and keep a working file of backup documentation to support those costs. If you need a specific piece of equipment, seek out vendors or use the internet to find the cost for the exact model that you need for the project. Provide a copy of the vendor quote or internet page in the attachments of your application so that the reviewers can verify that the cost presented is accurate. If your project requires consultants, make sure to get a proposal from them that states their hourly rate, the number of hours they will provide, and exactly what services they will provide. That proposal, often a Statement of Work, should be included in your application attachments. While you do not need to provide documentation for every cost, do provide backup for any unique and/or expensive items.

As you enter costs in your budget, they should be identified as either Federal share, Match (cost share) or a combination of both. For example, if you have determined that you will need $3,750 for printing costs in the first year of the project, you might budget for $2,000 as a federal request and $1,750 to be provided as cost share by your organization.

While most costs are dictated by your project's scope, ANA does require travel costs for the Post Award Training and the Annual Grant Recipient Meeting to be included in the budget. ANA no longer provides a set amount to budget for these events, so use your

+ Costs may differ by state and project location. Communicate local cost factors, like limited regional vendors, local prices higher than national averages, high shipping costs and non-standard fees.

organization’s travel policy to determine the costs for airfare, lodging, per diem, ground transportation, etc. There are several things to keep in mind when calculating these costs:

Post-Award Training

- This is a required 2-day meeting held in Year 1 only
- Both the PI/PD and the finance person responsible for financial reporting are required to attend
- Native Language recipients attend a national training in the first quarter of the project
- SEDS and ERE recipients will attend regional trainings that are typically as follows:
    - » Alaska Post-Award Training is usually held in Anchorage
    - » Pacific Post-Award Training is usually held in Honolulu
    - » Western Post-Award Training is usually held in Phoenix
    - » Eastern Post-Award Training is usually held in Washington, D.C.

Annual Grant Recipient Meeting

- This is a required 3-day meeting each year of the project
- Two project staff must attend, usually the PI/PD and another staff person (the finance person is not required)
- Usually held in Washington, D.C., each project year. Budget accordingly.

Upon completion of the line-item budget, have another team member or the accounting department review the figures for accuracy. Once you’ve verified that your budget is correct, you can start creating your budget narrative.

Optional ANA travel for National Native American Language Summit

Each year, ANA cohosts a one-day National Native American Language Summit. Applicants are encouraged to budget for two project staff to attend, but attendance is not required. The summit is held in a centralized location that will be announced in advance of the event.

Unallowable Costs

45 CFR Part 75 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Department of Health and Human Services (HHS) Awards details the costs that are allowable, unallowable, and allowable with approval. The cost principles that provide specific information on each of the selected items of cost can be found in 45 CFR Parts 75.421 through 75.475. In addition, there are certain costs that ANA will not fund.

Unallowable costs include:

- Organized fundraising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions.
- Reimbursement of pre-award costs.
- Construction.
- Activities that qualify as major renovations and alterations.
- The purchase of real property; and
- Activities in support of any foreseeable litigation against the U.S. government that is unallowable under the Cost Principles in 45 CFR Part 75.

+ Fund raising costs for the purposes of meeting the Federal program objectives are allowable with prior written approval from the Federal awarding agency.

+ ANA highly encourages applicants to use the Budget template provided. Be sure to use format your spreadsheet with text wrap and one-page width, and export your final budget as a PDF (see pg. 131).

A chart summarizing Allowable Costs under 45 CFR Part 75 is provided in Appendix D of this manual. Appendix E contains a summary of 45 CFR Part 75.

We highly recommend creating your budget using a spreadsheet to ensure cost calculations are correct. ANA has Excel budget templates available in the Application Resources page on the ANA website. While use of these templates is not required, they are helpful. If you would rather create your own budget, make sure to structure it in the required format (see pg. 94) and double-check to ensure the math is correct.

Note: It is strongly recommended that as you develop your budget, you turn on the Wrap Text function so that all of your information is included when you export your line-item budget and budget narrative as a PDF. Exporting your line-item budget and budget narrative to a PDF file is the best way to ensure that all of your budget sheets are included in your application.

Standard Form 424-A

Once you have completed your budget, sum the dollar amounts across the first three years of your project (ANA's funding period) and use those three-year totals and subtotals to complete the SF-424A. ANA has specific requirements for completing this form; refer to see pg. 152 of this manual for detailed instructions.

The following is an example of a detailed line-item budget and its associated SF424A.

Rural Native Arts Initiative
BUDGET YEAR ONE

CATEGORY/ITEM DESCRIPTION	Federal Share	Cost Share	Total
PERSONNEL	Full and Part time employees only		
Project Director @ 1 FTE	$56,250	$18,750	$75,000
Administrative Assistant @ .2 FTE	$9,000	$0	$9,000
Executive Director @ .1 FTE	$10,500	$0	$10,500
TOTAL PERSONNEL	**$75,750**	**$18,750**	**$94,500**
FRINGE BENEFITS	Benefits for full and part-time employees, individual rate may differ		
FICA @ 7.65%	$5,795	$1,434	$7,229
FUTA @ 6% of first $7,000 of wages/employee	$840	$420	$1,260
SUTA @ 1.20%	$909	$225	$1,134
Health Insurance @ $1500/month per employee	$18,900	$4,500	$23,400
Retirement @ 2%	$1,515	$375	$1,890
TOTAL FRINGE BENEFITS	**$27,959**	**$6,954**	**$34,913**
TRAVEL	Employee/staff overnight travel only, not for local mileage		
Post Award Training - 2 people	$3,146	$0	$3,146
ANA Grantee Meeting - 2 people	$4,680	$0	$4,680
TOTAL TRAVEL	**$7,826**	**$0**	**$7,826**
EQUIPMENT	Usable life of a year and unit capital cost in excess of $10,000		
N/A	$0	$0	$0
TOTAL EQUIPMENT	**$0**	**$0**	**$0**
SUPPLIES	Less than $5,000 per unit		
Office Supplies	$1,200	$0	$1,200
TOTAL SUPPLIES	**$1,200**	**$0**	**$1,200**
CONTRACTUAL	Generally for contracts that require a formal bidding process		
N/A	$0	$0	$0
TOTAL CONTRACTUAL	**$0**	**$0**	**$0**
OTHER	All other costs not list in categories above		
Master Mentor - Elder Artisans (2)	$22,100	$0	$22,100
Master Mentor - Business Leaders (3)	$33,150	$0	$33,150
Microsoft 365 Business Premium Subscription	$264	$0	$264
HP Pavilion 15.6" Laptop	$825	$0	$825
Mileage for local travel	$350	$0	$350
All in One SmartPOS-129 Professional Cash Register System	$987	$0	$987
Bookkeeping Services	$0	$3,600	$3,600
Native Artist Stipend @ $2000/Artist	$10,000	$0	$10,000
Marketplace warehouse building w/office space	$0	$18,000	$18,000
Marketplace display units (including shipping)	$6,500	$0	$6,500
Folding tables - 15 tables @ $60/each	$800	$0	$800
Small Checkout Counter	$350	$0	$350
Folding chairs - 30 @ $40/each	$1,200	$0	$1,200
24" Clothing Display Rack 2 @ $80/ea.	$160	$0	$160
Nesting Retail Display Table Set 2 @ $230/ea.	$460	$0	$460
Printing costs	$300	$0	$300
TOTAL OTHER	**$77,446**	**$21,600**	**$99,046**
DIRECT COST TOTAL	$190,181	$47,304	$237,485
INDIRECT COST @ 15% (de minimis)	$27,027	$7,096	$34,123
TOTAL PROJECT COST YEAR 1	**$217,208**	**$54,400**	**$271,608**
Required Non-Federal Share		$ 54,302.00	

It is strongly recommended that you don't exceed the required match amount in any project year

Rural Native Arts Initiative
BUDGET YEAR TWO

CATEGORY/ITEM DESCRIPTION	Federal Share	Cost Share	Total
PERSONNEL	Full and Part time employees only		
Project Director @ 1 FTE	$57,656	$19,219	$76,875
Administrative Assistant @ .2 FTE	$9,225	$0	$9,225
Executive Director @ .1 FTE	$10,762	$0	$10,762
TOTAL PERSONNEL	**$77,643**	**$19,219**	**$96,862**
FRINGE BENEFITS	Benefits for full and part-time employees, individual rate may differ		
FICA @ 7.65%	$5,940	$1,470	$7,410
FUTA @ 6% of first $7,000 of wages/employee	$840	$420	$1,260
SUTA @ 1.20%	$932	$231	$1,163
Health Insurance @ $1600/month per employee	$20,160	$4,800	$24,960
Retirement @ 2%	$1,553	$384	$1,937
TOTAL FRINGE BENEFITS	**$29,425**	**$7,305**	**$36,730**
TRAVEL	Employee/staff overnight travel only, not for local mileage		
ANA Grantee Meeting - 2 people	$4,874	$0	$4,874
TOTAL TRAVEL	**$4,874**	**$0**	**$4,874**
EQUIPMENT	Usable life of a year and unit capital cost in excess of $10,000		
N/A	$0	$0	$0
TOTAL EQUIPMENT	**$0**	**$0**	**$0**
SUPPLIES	Less than $5,000 per unit		
Office Supplies	$1,200	$0	$1,200
TOTAL SUPPLIES	**$1,200**	**$0**	**$1,200**
CONTRACTUAL	Generally for contracts that require a formal bidding process		
N/A	$0	$0	$0
TOTAL CONTRACTUAL	**$0**	**$0**	**$0**
OTHER	All other costs not list in categories above		
Master Mentor - Elder Artisans (2)	$22,100	$0	$22,100
Master Mentor - Business Leaders (3)	$33,150	$0	$33,150
Microsoft 365 Business Premium Subscription	$264	$0	$264
Mileage for local travel	$350	$0	$350
Bookkeeping Services	$3,200	$1,000	$4,200
Native Artist Stipend @ $2000/Artist	$10,000	$0	$10,000
Marketplace warehouse building w/office space	$0	$18,000	$18,000
Printing costs	$300	$0	$300
Holiday Marketplace Event	$332	$0	$332
TOTAL OTHER	**$69,696**	**$19,000**	**$88,696**
DIRECT COST TOTAL	$182,838	$45,524	$228,362
INDIRECT COST @ 15% (de minimis)	$25,926	$6,829	$32,755
TOTAL PROJECT COST YEAR 2	**$208,764**	**$52,352**	**$261,116**
Required Non-Federal Share		$ 52,191.00	

Rural Native Arts Initiative

BUDGET YEAR THREE

CATEGORY/ITEM DESCRIPTION	Federal Share	Cost Share	Total
PERSONNEL	Full and Part time employees only		
Project Director @ 1 FTE	$59,098	$19,699	$78,797
Administrative Assistant @ .2 FTE	$9,456	$0	$9,456
Executive Director @ .1 FTE	$11,031	$0	$11,031
TOTAL PERSONNEL	**$79,585**	**$19,699**	**$99,284**
FRINGE BENEFITS	Benefits for full and part-time employees, individual rate may differ		
FICA @ 7.65%	$6,088	$1,507	$7,595
FUTA @ 6% of first $7,000 of wages/employee	$840	$420	$1,260
SUTA @ 1.20%	$955	$236	$1,191
Health Insurance @ $1700/month per employee	$21,420	$5,100	$26,520
Retirement @ 2%	$1,597	$394	$1,991
TOTAL FRINGE BENEFITS	**$30,900**	**$7,657**	**$38,557**
TRAVEL	Employee/staff overnight travel only, not for local mileage		
ANA Grantee Meeting - 2 people	$4,874	$0	$4,874
TOTAL TRAVEL	**$4,874**	**$0**	**$4,874**
EQUIPMENT	Usable life of a year and unit capital cost in excess of $10,000		
N/A	$0	$0	$0
TOTAL EQUIPMENT	**$0**	**$0**	**$0**
SUPPLIES	Less than $5,000 per unit		
Office Supplies	$1,200	$0	$1,200
TOTAL SUPPLIES	**$1,200**	**$0**	**$1,200**
CONTRACTUAL	Generally for contracts that require a formal bidding process		
N/A	$0	$0	$0
TOTAL CONTRACTUAL	**$0**	**$0**	**$0**
OTHER	All other costs not list in categories above		
Master Mentor - Elder Artisans (2)	$23,800	$0	$23,800
Master Mentor - Business Leaders (3)	$35,700	$0	$35,700
Microsoft 365 Business Premium Subscription	$264	$0	$264
Mileage for local travel	$350	$0	$350
Bookkeeping Services	$2,600	$1,900	$4,500
Native Artist Stipend @ $2000/Artist	$10,000	$0	$10,000
Marketplace warehouse building w/office space	$0	$18,000	$18,000
Printing costs	$300	$0	$300
Holiday Marketplace Event	$332	$0	$332
TOTAL OTHER	**$73,346**	**$19,900**	**$93,246**
DIRECT COST TOTAL	$189,905	$47,256	$237,161
INDIRECT COST @ 15% (de minimis)	$26,986	$7,088	$34,074
TOTAL PROJECT COST YEAR 3	**$216,891**	**$54,345**	**$271,236**
Required Non-Federal Share		$ 54,222.69	

Rural Native Arts Initiative

BUDGET TOTAL FOR 3 YEARS

CATEGORY/ITEM DESCRIPTION	Federal Share	Cost Share	Total
PERSONNEL	Full and Part time employees only		
Project Director @ 1 FTE	$173,004	$57,668	$230,672
Administrative Assistant @ .2 FTE	$27,681	$0	$27,681
Executive Director @ .1 FTE	$32,293	$0	$32,293
TOTAL PERSONNEL	**$232,978**	**$57,668**	**$290,646**
FRINGE BENEFITS	Benefits for full and part-time employees, individual rate may differ		
FICA @ 7.65%	$17,823	$4,411	$22,234
FUTA @ 6% of first $7,000 of wages/employee	$2,520	$1,260	$3,780
SUTA @ 1.20%	$2,796	$692	$3,488
Health Insurance @ $1700/month per employee	$60,480	$14,400	$74,880
Retirement @ 2%	$4,665	$1,153	$5,818
TOTAL FRINGE BENEFITS	**$88,284**	**$21,916**	**$110,200**
TRAVEL	Employee/staff overnight travel only, not for local mileage		
Post Award Training - 2 people	$3,146	$0	$3,146
ANA Grantee Meeting - 2 people	$14,428	$0	$14,428
TOTAL TRAVEL	**$17,574**	**$0**	**$17,574**
EQUIPMENT	Usable life of a year and unit capital cost in excess of $10,000		
N/A	$0	$0	$0
TOTAL EQUIPMENT	**$0**	**$0**	**$0**
SUPPLIES	Less than $5,000 per unit		
Office Supplies	$3,600	$0	$3,600
TOTAL SUPPLIES	**$3,600**	**$0**	**$3,600**
CONTRACTUAL	Generally for contracts that require a formal bidding process		
N/A	$0	$0	$0
TOTAL CONTRACTUAL	**$0**	**$0**	**$0**
OTHER	All other costs not list in categories above		
Master Mentor - Elder Artisans (2)	$68,000	$0	$68,000
Master Mentor - Business Leaders (3)	$102,000	$0	$102,000
Microsoft 365 Business Premium Subscription	$792	$0	$792
HP Pavilion 15.6" Laptop	$825	$0	$825
Mileage for local travel	$1,050	$0	$1,050
All in One SmartPOS-129 Professional Cash Register System	$987	$0	$987
Bookkeeping Services	$5,800	$6,500	$12,300
Native Artist Stipend @ $2000/Artist	$30,000	$0	$30,000
Marketplace warehouse building w/office space	$0	$54,000	$54,000
Marketplace display units (including shipping)	$6,500	$0	$6,500
Folding tables - 15 tables @ $60/each	$800	$0	$800
Small Checkout Counter	$350	$0	$350
Folding chairs - 30 @ $40/each	$1,200	$0	$1,200
24" Clothing Display Rack 2 @ $80/ea.	$160	$0	$160
Nesting Retail Display Table Set 2 @ $230/ea.	$460	$0	$460
Printing costs	$900	$0	$900
Holiday Marketplace Event	$664	$0	$664
TOTAL OTHER	**$220,488**	**$60,500**	**$280,988**
DIRECT COST TOTAL	$562,924	$140,084	$703,008
INDIRECT COST @ 15% (de minimis)	$79,939	$21,013	$100,951
TOTAL PROJECT COST (All 3 yrs)	**$642,863**	**$161,097**	**$803,959**

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Assistance Listing Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. ANA Social and Economic Development Strategies - FEDERAL	93.612	$	$	$ 642,863.00	$	$ 642,863.00
2. ANA Social and Economic Development - COST SHARE	93.612				161,097.00	161,097.00
3.						
4.						
5. Totals		$	$	$ 642,863.00	$ 161,097.00	$ 803,960.00

Standard Form 424A (Rev. 7- 97)
Prescribed by OMB (Circular A -102) Page 1

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total
	(1) ANA Social and Economic Development Strategies - FEDERAL	(2) ANA Social and Economic Development - COST SHARE	(3)	(4)	(5)
a. Personnel	$ 232,978.00	$ 57,668.00	$	$	$ 290,646.00
b. Fringe Benefits	88,284.00	21,916.00			110,200.00
c. Travel	17,574.00				17,574.00
d. Equipment					
e. Supplies	3,600.00				3,600.00
f. Contractual					
g. Construction					
h. Other	220,488.00	60,500.00			280,988.00
i. Total Direct Charges (sum of 6a-6h)	562,924.00	140,084.00			$ 703,088.00
j. Indirect Charges	79,939.00	21,013.00			$ 100,952.00
k. TOTALS (sum of 6i and 6j)	$ 642,863.00	$ 161,097.00	$	$	$ 803,960.00
7. Program Income	$	$	$	$	$

Authorized for Local Reproduction

Standard Form 424A (Rev. 7- 97)
Prescribed by OMB (Circular A -102) Page 1A

SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8. ANA Social and Economic Development Strategies - FEDERAL	$	$	$	$
9. ANA Social and Economic Development - COST SHARE	161,097.00			161,097.00
10.				
11.				
12. TOTAL (sum of lines 8-11)	$	$	$	$ 161,097.00

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	$	$	$	$	$
14. Non-Federal	$				
15. TOTAL (sum of lines 13 and 14)	$	$	$	$	$

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16. ANA Social and Economic Development Strategies - FEDERAL	$	$	$	$
17. ANA Social and Economic Development - COST SHARE				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	$	$	$	$

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges:	22. Indirect Charges:
23. Remarks:	

Authorized for Local Reproduction

Standard Form 424A (Rev. 7- 97)
Prescribed by OMB (Circular A -102) Page 2

Budget Narrative

The budget narrative provides information for the reviewer on exactly how you arrived at the line-item budget costs and briefly explains why they are necessary for the project. You should provide a budget narrative for each annual budget that includes math formulas to show how you calculated costs. Justify each cost, and demonstrate that each is well-researched and not blindly estimated. Reviewers will use the following to evaluate your budget narrative:

20. The line-item budget includes a budget narrative for every year of the project. The budget narrative provides a breakdown of how all costs are calculated for each entry in the line-item budget and includes a basis for estimated costs, such as equipment, personnel, and travel. Vendor quotes are provided for equipment over $10,000.

How to Justify Costs in each Object Class Category

Personnel
For each salaried position provide: the name of the individual (if known), their title; time commitment to the project in months; time commitment to the project as a percentage or full-time equivalence (FTE); annual salary; grant salary; wage rates; etc. Provide a brief description of their project responsibilities. Identify the project director or principal investigator if known at the time of application.

Fringe Benefits
Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act (FICA) taxes, retirement, taxes, etc.

Travel
For each trip, show: the total number of travelers; travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used to travel out of town; and other transportation costs and subsistence allowances. Travel costs for key project staff to attend ACF-sponsored workshops/conferences/recipient orientations should be detailed in the budget justification. This category is for

salaried staff only, usually for overnight and out-of-state travel only. Consultant and local travel costs would go under "Other."

Equipment

For each type of equipment requested, provide: a description of the equipment; the cost per unit (over $10,000); the number of units; the total cost; and a plan for use on the project; as well as use and/or disposition of the equipment after the project ends. Include a cost quote or other documentation that shows the cost in your attachments.

Supplies

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

Contractual

Indicate whether the proposed agreement qualifies as a subaward or contract in accordance with 45 CFR §75.351 (effective on or after 10/1/2025: 2 CFR §200.331). Provide:

- the name of the contractor or subrecipient, if known
- a description of anticipated services
- a justification for why they are necessary
- a breakdown of estimated costs
- an explanation of the selection process

Additionally, for subawards, provide a detailed budget and budget narrative for each subaward, by entity name, along with the same justifications referred to in the instructions above.

For contracts, demonstrate that you will conduct procurement transactions in a manner to provide, to the maximum extent practical, open, and free competition. You must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold stated in 48 CFR §2.101.

Other
Provide a breakdown of costs, computations, a narrative description, and a justification for each cost under this category.

Indirect Costs
If you have an approved indirect cost rate, indicate the percentage and include a copy of the agreement in the attachments. If you are using the de minimis rate of 15%, indicate that you are using 15% of modified total direct costs.

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

Supporting documentation is a key factor for evaluating your budget. Make sure to include the following as application attachments:

- Tribal or board resolution, or a letter, identifying the source(s) and amount of your cost share.
- Cost quotes, vendor quotes or internet pricing for any items over $10,000. Also include cost back-up information if you are purchasing a unique item.
- Consultant cost quotes indicating the services they will provide, and their costs for those services broken down by hourly rate and number of hours.

The following is an example of a detailed budget narrative. We highly recommend that you follow this format when preparing your budget narrative.

Sample Budget Narrative

Rural Native Arts Initiative
BUDGET JUSTIFICATION YEAR 1

CATEGORY/ITEM DESCRIPTION	CALCULATION AND JUSTIFICATION
PERSONNEL	Explain calculation of salary for each position and position project responsibility
Project Director @ 1 FTE	The Project Director, Rose Jones, receives an annual salary of $75,000/year. We are requesting 75% of her salary ($56,250) in federal funds and RNAI will provide 25% cost share ($18,750). Rose is responsible for ensuring that the projet progresses as planned, monitoring Master Mentor activities, meeting with the Steering Committee, and reporting to BOD. See Rose Jone's resume in the attachments.
Administrative Assistant @ .2 FTE	The Administrative Assistant, Monica Smith, receives an annual salary of $45,000. She will devote 20% of her time to this position for a federal request of $9,000 ($45,000 X .2 = $9,000). She is responsible for day-to-day operations, coordinating Marketplace activities, and monitoring data records. See Monica Smith's resume in the attachments.
Executive Director @ .1 FTE	The Executive Director, Dawn Hill, receives an annual salary of $105,000. She will devote 10% of her time to this project for a federal request of $10,500. With expertise in financial and grants management, accounting and payroll, she will ensure RNAI is in compliance with grant requirements. See Dawn Hill's resume in the attachments.
FRINGE BENEFITS	Describe the benefits given and differences based on type of employee
FICA @ 7.65%	Calculated at 7.65% X $75,750 = $5795 (federal request) and 7.65% X $18,750 = $1,434 (cost share)
FUTA @ 6% of first $7,000 of wages/employee	Federal unemployment tax is calculated on the first $7000 of wages per employee. We based the calculation on 2 employees or 2 X $7,000 X .06 = $840 (federal request) and for 1 employee at 1 X $7,000 X .06 = $420 (cost share)
SUTA @ 1.20%	Calculated at .0120 percent of wages. $75,750 X .012 = $909 (federal request) and $18,750 X .012 = $225 (cost share)
Health Insurance @ $1500	Total health insurance cost for a full time employee is $18,000/year. For the Project Director 75% X $18,000 = $13,500 (federal request). For the Administrative Assistant 20% X $18,000 = $3,600 (federal request). The cost for the Executive Director is $18,000 X 10% = $1,800 (federal request). Total federal request is $18,900. For the Project Director 25% X $18,000 = $4,500 will be cost share.
Retirement @ 2%	Retirement is calculated on salaries. $75,750 X 2% = $1,515 (federal request). $18,750 X 2% = $375 (cost share).

TRAVEL	Describe employee travel
Post Award Training - 2 people	Project Director and bookkeeper travel to Phoenix to attend 2-day training. Airfare: $600; Lodging 4-days X $225/night + $17/tax per night = $531; Meals 2 days @ $86/day + 2 travel days @ $65/day = $302; Airport parking @ $20/day X 4 days = $80; Taxis to and from hotel $60 = Total travel cost per person = $1573 X 2 staff = $3,146.
ANA Grantee Meeting - 2 people	2 staff travel to Washington, DC to ANA Grantee Meeting. Airfare: $750; Lodging 4-days X $225/night + $29/tax per night = $1016; Meals 3 days @ $92/day + 2 travel days @ $69/day = $414; Airport parking @ $20/day X 5 days = $100; Taxis to and from hotel $60 = Total travel cost per person = $2340 X 2 staff = $4680.
EQUIPMENT	Describe equipment and need by project
N/A	No equipment required.
SUPPLIES	Describe supplies to be purchase and need by project
Office Supplies	Based on historic costs, RNAI spends $100/month for office supplies per project. Includes POS machine tape, copy paper, toner, pens, highlighters, note pads. $100 X 12 months = $1,200.
CONTRACTUAL	For large contract item not for lesser professional services
N/A	No contracts required.
OTHER	Describe calculation of cost and why the item is needed
Master Mentor - Elder Artisans (2)	Each Master Mentor - Elder Artisan will provide 4 hrs/week X 6 weeks of instruction for a total of 24 hours. They will also meet 1 hour a week with a participant for one-on-one mentoring for 21 weeks for a total of 21 hours. Lastly they will provide support at the marketplace for an additional 40 hours. This totals 85 hours/cohort. Each Master Mentor will work with 2 cohorts. 170 hours X $65/hour = $11,050 per Mentor X 2 Mentors = $22,100.
Master Mentor - Business Leaders (3)	Each Master Mentor - Business Leader will provide 4 hrs/week X 6 weeks of instruction for a total of 24 hours. They will also meet 1 hour a week with a participant for one-on-one mentoring for 21 weeks for a total of 21 hours. Lastly they will provide support at the marketplace for an additional 40 hours. This totals 85 hours/cohort. Each Master Mentor will work with 2 cohorts. 170 hours X $65/hour = $11,050 per Mentor X 3 Mentors = $33,150.
Microsoft 365 Business Premium Subscription	Annual subscription for Word, Excel, PowerPoint, Outlook, Clipchamp, Microsoft Loop. Includes advanced identity and access management and cyberthreat protection. Will be installed on HP Pavilion for Project Director.

HP Pavilion 15.6" Laptop	Laptop for Project Director with 64GB Ram, 2TB SSD, Win 11 and HP Fast Charge. $825 (federal request).
Mileage for local travel	Travel to pick up Master Mentor Elders and participants 500 miles X .70/mile = $350 (federal request)
All in One SmartPOS-129 Professional Cash Register System	Professional all in one POS System to handle payment transactions at the marketplace. Includes 15" cashier touchscreen, cash drawer, hand held scanner, and thermal printer. $987 (federal request)
Bookkeeping Services	Monthly fee of $300 X 12 months = $3,600 (cost share). Includes tracking financial transactions, monitoring budget, bank reconciliation, payroll processing, drawdowns and preparing financial reports.
Native Artist Stipend @ $2000/Artist	Participants who complete the 6 weeks of classroom instruction and 5 months of mentorship will receive $2000. 5 participants X $2,000 = $10,000 (federal request)
Marketplace warehouse building w/office space	RNAI owns a 17,500 sf warehouse with office spaces. RNAI will provide the warehouse and one office totaling 1200 sf for this project. 1200 sf X $1.25/sf = $1,500/month X 12 months = $18,000 (cost share)
Marketplace display units (including shipping)	5' 4" gondola shelving unit that can be configured either side-by-side or back-to-back to feature participant's artwork. Each fixture comes with 2 shelves that are anchored together. 10 units X $650/ea. = $6,500 (federal request) Cost includes shipping.
Folding tables - 15 tables @ $60/each	6' folding tables for use at the Marketplace. 15 tables X $60 = $800 (federal request)
Small Checkout Counter	Small counter unit to hold POS system. $350 (federal request)
Folding chairs - 30 @ $40/each	Folding chairs for tables used at the Marketplace. 30 chairs X $40 = $1,200 (federal request)
24" Clothing Display Rack 2 @ $80/ea.	2 24" wide clothing display racks for clothing such as ribbon skirts, made by participants. 2 X $80 = $160 (federal request)
Nesting Retail Display Table Set 2 @ $230/ea.	Nesting table sets (2 staggered height tables) for displaying art. 2 X $230 = $460 (federal request)
Printing costs	10 training manuals @ $25/manual = $250. Flyers for advertising Marketplace $50. $250 + $50 = $300 (federal request)
INDIRECT COST @ 15% (de minimis)	Calculation based on total direct costs less $10,000 costs for participant stipends. $190,181- $10,000 = $180,181 X 15% = $27,027 (federal request). Calculation for cost share is $47,304 X 15% = $7,096

Rural Native Arts Initiative

BUDGET JUSTIFICATION YEAR 2

CATEGORY/ITEM DESCRIPTION	CALCULATION AND JUSTIFICATION
PERSONNEL	Explain calculation of salary for each position and position project responsibility
Project Director @ 1 FTE	The Project Director, Rose Jones, will receive a cost of living increase of 2.5% increasing her salary from $75,000/year to $76,875. We are requesting 75% of her salary ($57,656) in federal funds and RNAI will provide 25% cost share ($19,219). Rose is responsible for ensuring that the projet progresses as planned, monitoring Master Mentor activities, meeting with the Steering Committee, and reporting to BOD. See Rose Jone's resume in the attachments.
Administrative Assistant @ .2 FTE	The Administrative Assistant, Monica Smith, will receive a 2.5% cost of living increase raising her annual salary from $45,000 to $46,125. She will devote 20% of her time to this position for a federal request of $9,225 ($46,125 X .2 = $9,225). She is responsible for day-to-day operations, coordinating Marketplace activities, and monitoring data records. See Monica Smith's resume in the attachments.
Executive Director @ .1 FTE	The Executive Director, Dawn Hill, will receive a cost of living increase of 2.5% increasing her salary from $105,000 to $107,625. She will devote 10% of her time to this project for a federal request of $10,762. With expertise in financial and grants management, accounting and payroll, she will ensure RNAI is in compliance with grant requirements. See Dawn Hill's resume in the attachments.
FRINGE BENEFITS	Describe the benefits given and differences based on type of employee
FICA @ 7.65%	Calculated at 7.65% X $77,643 = $5,940 (federal request) and 7.65% X $19,219 = $1,470 (cost share)
FUTA @ 6% of first $7,000 of wages/employee	Federal unemployment tax is calculated on the first $7000 of wages per employee. We based the calculation on 2 employees or 2 X $7,000 X .06 = $840 (federal request) and for 1 employee at 1 X $7,000 X .06 = $420 (cost share)
SUTA @ 1.20%	Calculated at .0120 percent of wages. $77,643 X .012 = $932 (federal request) and $19,219 X .012 = $231 (cost share)
Health Insurance @ $1600/month	Total health insurance cost for a full time employee is $19,200/year. For the Project Director 75% X $19,200 = $14,400 (federal request). For the Administrative Assistant 20% X $19,200 = $3,840 (federal request). The cost for the Executive Director is $19,200 X 10% = $1,920 (federal request). Total federal request is $20,160. For the Project Director 25% X $19,200 = $4,800 will be cost share.
Retirement @ 2%	Retirement is calculated on salaries. $77,643 X 2% = $1,553 (federal request). $19,219 X 2% = $384 (cost share).
TRAVEL	Describe employee travel
ANA Grantee Meeting - 2 people	2 staff travel to Washington, DC to ANA Grantee Meeting. Airfare: $750; Lodging 4-days X $235/night + $30/tax per night = $1060; Meals 3 days @ $96/day + 2 travel days @ $72/day = $432; Airport parking @ $25/day X 5 days = $125; Taxis to and from hotel $70 = Total travel cost per person = $2437 X 2 staff = $4874.
EQUIPMENT	Describe equipment and need by project
N/A	No equipment purchased
SUPPLIES	Describe supplies to be purchase and need by project
Office Supplies	Based on historic costs, RNAI spends $100/month for office supplies per project. Includes POS machine tape, copy paper, toner, pens, highlighters, note pads. $100 X 12 months = $1,200.

CONTRACTUAL	For large contract item not for lesser professional services
N/A	No contracts required.
OTHER	Describe calculation of cost and why the item is needed
Master Mentor - Elder Artisans (2)	Each Master Mentor - Elder Artisan will provide 4 hrs/week X 6 weeks of instruction for a total of 24 hours. They will also meet 1 hour a week with a participant for one-on-one mentoring for 21 weeks for a total of 21 hours. Lastly they will provide support at the marketplace for an additional 40 hours. This totals 85 hours/cohort. Each Master Mentor will work with 2 cohorts. 170 hours X $65/hour = $11,050 per Mentor X 2 Mentors = $22,100.
Master Mentor - Business Leaders (3)	Each Master Mentor - Business Leader will provide 4 hrs/week X 6 weeks of instruction for a total of 24 hours. They will also meet 1 hour a week with a participant for one-on-one mentoring for 21 weeks for a total of 21 hours. Lastly they will provide support at the marketplace for an additional 40 hours. This totals 85 hours/cohort. Each Master Mentor will work with 2 cohorts. 170 hours X $65/hour = $11,050 per Mentor X 3 Mentors = $33,150.
Microsoft 365 Business Premium Subscription	Annual subscription for Word, Excel, PowerPoint, Outlook, Clipchamp, Microsoft Loop. Includes advanced identity and access management and cyberthreat protection. Will be installed on HP Pavilion for Project Director.
Mileage for local travel	Travel to pick up Master Mentor Elders and participants 500 miles X .70/mile = $350 (federal request)
Bookkeeping Services	Monthly fee of $350 X 12 months = $4,200. Federal request of $3,200 and cost share of $1,000. Includes tracking financial transactions, monitoring budget, bank reconciliation, payroll processing, and preparing financial reports.
Native Artist Stipend @ $2000/Artist	Participants who complete the 6 weeks of classroom instruction and 5 months of mentorship will receive $2000. 5 participants X $2,000 = $10,000 (federal request)
Marketplace warehouse building w/office space	RNAI owns a 17,500 sf warehouse with office spaces. RNAI will provide the warehouse and one office totaling 1200 sf for this project. 1200 sf X $1.25/sf = $1,500/month X 12 months = $18,000 (cost share)
Holiday Market	Advertising for Holiday Market $50; Holiday plastic tablecloths 8-pack @ $9 X 2 = $18; holiday decorations $50; light refreshments - cookies and drinks $150; 600 9 oz. plastic cups @ $24, 4 packages of 100 count napkins @ $10 = $40.
Printing costs	10 training manuals @ $25/manual = $250. Flyers for advertising Marketplace $50. $250 + $50 = $300 (federal request)
INDIRECT COST @ 15% (de minimis)	Calculation based on total direct costs less $10,000 costs for participant stipends. $182,838 - $10,000 = $172,838 X 15% = $25,9262 (federal request). Calculation for cost share is $45,524 X 15% = $6,829.

Rural Native Arts Initiative
BUDGET JUSTIFICATION YEAR 3

CATEGORY/ITEM DESCRIPTION	CALCULATION AND JUSTIFICATION
PERSONNEL	Explain calculation of salary for each position and position project responsibility
Project Director @ 1 FTE	The Project Director, Rose Jones, will receive a cost of living increase of 2.5% increasing her salary from $76,875 to $78,797. We are requesting 75% of her salary ($59,098) in federal funds and RNAI will provide 25% cost share ($19,699). Rose is responsible for ensuring that the projet progresses as planned, monitoring Master Mentor activities, meeting with the Steering Committee, and reporting to BOD. See Rose Jone's resume in the attachments.
Administrative Assistant @ .2 FTE	The Administrative Assistant, Monica Smith, will receive a 2.5% cost of living increase raising her annual salary from $46,125 to $47,278. She will devote 20% of her time to this position for a federal request of $9,456 ($47,278 X .2 = $9,456). She is responsible for day-to-day operations, coordinating Marketplace activities, and monitoring data records. See Monica Smith's resume in the attachments.
Executive Director @ .1 FTE	The Executive Director, Dawn Hill, will receive a cost of living increase of 2.5% increasing her salary from $107,625 to $110,316. She will devote 10% of her time to this project for a federal request of $11,031. With expertise in financial and grants management, accounting and payroll, she will ensure RNAI is in compliance with grant requirements. See Dawn Hill's resume in the attachments.
FRINGE BENEFITS	Describe the benefits given and differences based on type of employee
FICA @ 7.65%	Calculated at 7.65% X $79,585 = $7,229 (federal request) and 7.65% X $19,699 = $1,434 (cost share)
FUTA @ 6% of first $7,000 of wages/employee	Federal unemployment tax is calculated on the first $7000 of wages per employee. We based the calculation on 2 employees or 2 X $7,000 X .06 = $840 (federal request) and for 1 employee at 1 X $7,000 X .06 = $420 (cost share)
SUTA @ 1.20%	Calculated at .0120 percent of wages. $79,585 X .012 = $955 (federal request) and $19,699 X .012 = $236 (cost share)
Health Insurance @ $1600/month	Total health insurance cost for a full time employee is $19,200/year. For the Project Director 75% X $19,200 = $14,400 (federal request). For the Administrative Assistant 20% X $19,200 = $3,840 (federal request). The cost for the Executive Director is $19,200 X 10% = $1,920 (federal request). Total federal request is $20,160. For the Project Director 25% X $19,200 = $4,800 will be cost share.
Retirement @ 2%	Retirement is calculated on salaries. $79,585 X 2% = $1,597 (federal request). $19,699 X 2% = $394 (cost share).
TRAVEL	Describe employee travel
ANA Grantee Meeting - 2 people	2 staff travel to Washington, DC to ANA Grantee Meeting. Airfare: $750; Lodging 4-days X $235/night + $30/tax per night = $1060; Meals 3 days @ $96/day + 2 travel days @ $72/day = $432; Airport parking @ $25/day X 5 days = $125; Taxis to and from hotel $70 = Total travel cost per person = $2437 X 2 staff = $4874.
EQUIPMENT	Describe equipment and need by project
N/A	No equipment purchased
SUPPLIES	Describe supplies to be purchase and need by project
Office Supplies	Based on historic costs, RNAI spends $100/month for office supplies per project. Includes POS machine tape, copy paper, toner, pens, highlighters, note pads. $100 X 12 months = $1,200.

CONTRACTUAL	For large contract item not for lesser professional services
N/A	No contracts required.
OTHER	Describe calculation of cost and why the item is needed
Master Mentor - Elder Artisans (2)	Each Master Mentor - Elder Artisan will provide 4 hrs/week X 6 weeks of instruction for a total of 24 hours. They will also meet 1 hour a week with a participant for one-on-one mentoring for 21 weeks for a total of 21 hours. Lastly they will provide support at the marketplace for an additional 40 hours. This totals 85 hours/cohort. Each Master Mentor will work with 2 cohorts. 170 hours X $70/hour = $11,900 per Mentor X 2 Mentors = $23,800.
Master Mentor - Business Leaders (3)	Each Master Mentor - Business Leader will provide 4 hrs/week X 6 weeks of instruction for a total of 24 hours. They will also meet 1 hour a week with a participant for one-on-one mentoring for 21 weeks for a total of 21 hours. Lastly they will provide support at the marketplace for an additional 40 hours. This totals 85 hours/cohort. Each Master Mentor will work with 2 cohorts. 170 hours X $70/hour = $11,900 per Mentor X 3 Mentors = $35,700.
Microsoft 365 Business Premium Subscription	Annual subscription for Word, Excel, PowerPoint, Outlook, Clipchamp, Microsoft Loop. Includes advanced identity and access management and cyberthreat protection. Will be installed on HP Pavilion for Project Director.
Mileage for local travel	Travel to pick up Master Mentor Elders and participants 500 miles X .70/mile = $350 (federal request)
Bookkeeping Services	Monthly fee of $375 X 12 months = $4,500. Federal request of $2,600 and cost share of $1,900. Includes tracking financial transactions, monitoring budget, bank reconciliation, payroll processing, and preparing financial reports.
Native Artist Stipend @ $2000/Artist	Participants who complete the 6 weeks of classroom instruction and 5 months of mentorship will receive $2000. 5 participants X $2,000 = $10,000 (federal request)
Marketplace warehouse building w/office space	RNAI owns a 17,500 sf warehouse with office spaces. RNAI will provide the warehouse and one office totaling 1200 sf for this project. 1200 sf X $1.25/sf = $1,500/month X 12 months = $18,000 (cost share)
Holiday Market	Advertising for Holiday Market $50; Holiday plastic tablecloths 8-pack @ $9 X 2 = $18; holiday decorations $50; light refreshments - cookies and drinks $150; 600 9 oz. plastic cups @ $24, 4 packages of 100 count napkins @ $10 = $40.
Printing costs	10 training manuals @ $25/manual = $250. Flyers for advertising Marketplace $50. $250 + $50 = $300 (federal request)
INDIRECT COST @ 15% (de minimis)	Calculation based on total direct costs less $10,000 costs for participant stipends. $189,905 - $10,000 = $179,905 X 15% = $26,986 (federal request). Calculation for cost share is $47,256 X 15% = $7,088

The final assessment that reviewers will make to score your budget and budget narrative is the following:

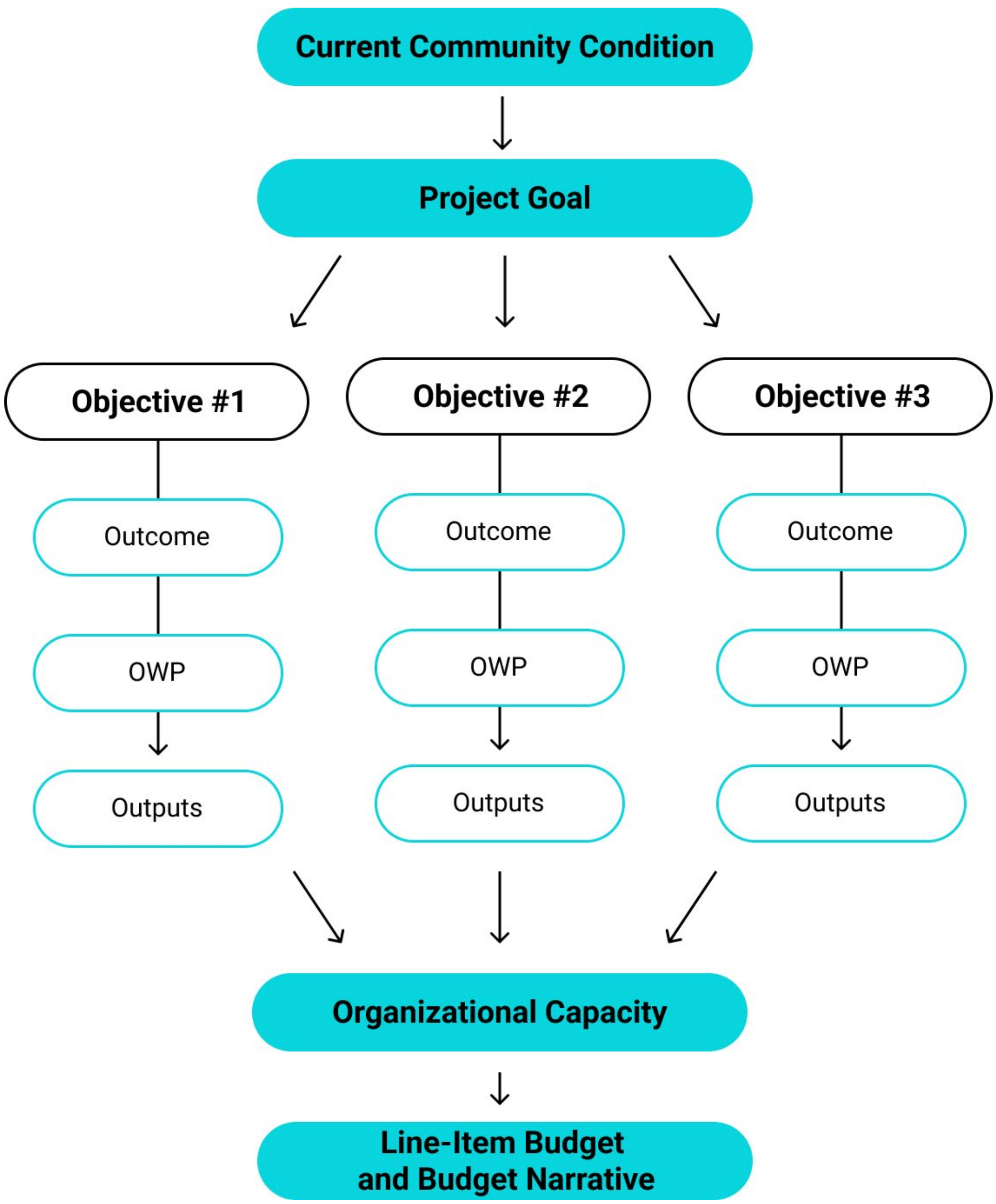
21. The expenditures listed in the line-item budget and budget narrative align with the implementation plan and OWP.

When you are creating your budget, the costs included should be referenced in your project implementation plan and in your OWP to be fully justified. Reviewers should not be surprised with the inclusion of costs that were not previously noted in your application.

Note: We suggest that you use your completed OWP or project implementation plan to help you identify budget items. What will you need to purchase or pay for in order to accomplish each of your project activities? If you missed an item, go back and either revise your budget or your implementation plan and OWP to include the omitted item.

ANA Application Development Workflow

By completing the lessons and activities on the previous pages, you've successfully learned how to address each evaluation criterion in ANA's NOFOs and develop a strong ANA grant application. The following illustration summarizes what you've learned in one handy conceptual map.



Current Community Condition: What is the one barrier impacting your community that the project will address?

Project Goal: How will your project reduce or remove the barrier described in the Current Community Condition?

Objectives: What achievable, measurable objectives will your project accomplish to move you to achieving your Project Goal?

Outcomes: How will achieving each Objective improve the lives of community members?

Objective Work Plan: What are the milestone activities you will undertake to achieve the objective? Who will do each, and when?

Outputs: What kind of tangible products or services will result from completion of project activities?

Organizational Capacity: What staff do you need to carry out the project, supervise staff and partners, manage finances, and oversee the grant? What kind of experience does your organization have managing public grants and following standard policies and procedures?

Line-Item Budget and Budget Narrative: What are the costs required to complete your activities? How did you calculate each cost and why is it necessary for the project?

Chapter 5

Submitting Your Application

Application checklist

Make sure that you have everything you need to apply:

Component	How to Upload	Included in page limit?
☐ **Project summary**	Use the Project Abstract form.	Yes
☐ **Project narrative**	Use the Project Narrative Attachment form.	Yes
☐ **Line-item budget and budget narrative**	Use the Budget Narrative Attachment form.	Yes
Attachments	Insert each in a single Other Attachments form.	
☐ Indirect Cost Agreement, if applicable		Yes
☐ Proof of nonprofit status, if applicable		Yes
☐ Governing body documentation	*(Not required, but recommended, at time of submission. Due prior to award.)*	Yes
☐ Assurance of community representation on board of directors, if applicable		Yes
☐ Language nest or language survival school certification (EMI applicants only)		Yes
☐ Letters of support and letters of commitment		Yes
☐ Maintenance of effort certification		No
☐ Other attachments		Yes
Standard forms		
☐ Application for Federal Assistance (SF-424)	Use the Application for Federal Assistance (SF-424) form.	No
☐ Budget Information for Non-Construction Programs (SF-424A)	Use the Budget Information for Non-Construction Programs (SF-424A) form.	No
☐ Disclosure of Lobbying Activities (SF-LLL)	Use the Disclosure of Lobbying Activities (SF-LLL) form.	No
☐ Assurances for Non-Construction Programs (SF-424B)	Use the Assurances for Non-Construction Programs (SF-424B) form.	No
☐ Grants.gov Lobbying Form	Use the Grants.gov Lobbying Form.	No
☐ Project/Performance Site Location(s) (SF-P/PSL)	Use the Project/Performance Site Location(s) form.	No
☐ Objective work plan (OWP)	Use the Objective Work Plan form, or upload OMB-approved editable form to Other Attachments Form (Optional Other Attachments).	No

Write the Project Summary

Now that the application has been developed and all the criteria addressed, compose your project summary.

The project summary is an overview of the application. It provides a succinct, one-page description of the project and should not cross-reference other parts of the application. The summary should be single-spaced, in Times New Roman 12-point font, and must include:

- At the top: the project title, applicant name, address, phone numbers, email addresses, and, if applicable, website URL
- A brief description of the project, including the needs and population you will address and your proposed services

+ The ANA Applicant Resources webpage includes a handy template you can use to format your one-page Project Summary.

Note: The application checklist in the NOFO directs applicants to upload the Project Summary to the Project Narrative Attachment Form as part of your compiled project narrative PDF. However, if your Grants.gov Workspace lists the Project Abstract Summary Form as mandatory, you may upload the one-page Project Summary there.

Getting Your Application Package Together

A competitive proposal requires the applicant to be as organized and thorough as possible. A well-organized application will assist reviewers in locating and evaluating key information during the merit review process. The ANA application has specific formatting requirements for both electronic and print copy submission. ANA staff will review the application formatting prior to merit review for compliance purposes.

Application Format and Page Limitations

ANA has established a total page limit of 100 pages for applications submitted in response to the NOFOs. That page limitation excludes the required forms (including the MS Word or PDF version of the OWP), one-page project summary, assurances, and certifications listed in Step 3 of the NOFO. **The checklist on the previous page of this manual lists each application component exempt from the page limitation**. All other items are included in the page limit.

Applications must follow specific, required formatting guidelines:

- **Page**: 8.5 inches x 11 inches (letter) page size. 1-inch margins all around.
- **Fonts**: Times New Roman, 12-point font. (Footnotes and text in tables and graphics may be set in 10-point font).
- **Line Spacing**: The project narrative must be double-spaced. The table of contents and project summary must be single-spaced. The line-item budget, budget narrative, and attachments, as well as tables and footnotes throughout, may be single-spaced.

+ Use your page count wisely! Consider what is essential to communicate your project effectively, and cut the fluff.

Pages in excess of the 100-page limit will be removed in initial review and will not be considered in the merit review scoring process. Additionally, ANA will use a formula to determine the adjusted page count for applications with fonts, margins, or line spacing that are too small. Blurred or illegible pages will also be cut.

Application Components

While applicants may seek exemptions to apply by paper (see pg. 162), ANA prefers applicants to submit their applications electronically via Grants.gov.

While each application component may be uploaded separately to the Grants.gov Workspace application system, doing so may cause components to be delivered to reviewers in a randomized order. Therefore, **it is highly recommended that applicants consolidate components into a few PDF documents to preserve your intended formatting and to keep the page order aligned with your table of contents**. For more information on Grants.gov Workspace, go to page 143.

The following list includes all required components of the application. Components have been grouped to suggest how you might order and consolidate documents before uploading to the Grants.gov Workspace application portal.

Upload to the **Project Abstract Form**:

- **Project summary:** Use the template available in the Applicant Resources page to create your one-page summary of the project (see pg. 127). Save the file or export to PDF, and upload.

Consolidate the following documents into one PDF, in your intended order and upload to the **Project Narrative Attachment Form** ("Mandatory Project Narrative File" field):

- **Table of contents:** At the beginning of your application, include a table of contents that guides a reader through the contents of files in your application.

- **Project narrative:** This critical section of your application is where you will describe your project in detail, conveying strategies for achieving intended objectives and outcomes. Reviewers will read through and score this narrative against the review criteria. By formatting the narrative to follow the sequential order of numbered elements in the review criteria, applicants make it easier for panel reviewers to follow along and evaluate the narrative. See Chapter 2 of this manual for strategies on how to address the review criteria effectively.

  - » Introduction
  - » Current community condition
  - » Project goal
  - » Objectives
  - » Project implementation plan
  - » Community-based strategy
  - » Population to be served
  - » Outcomes

- **Organizational capacity:** This section addresses review criterion 2 and should follow the project narrative as part of the narrative document.
  - » Data management plan
  - » Staffing plan
  - » Partnerships and consultants
  - » Oversight plan

Fill out online, or upload to the Project Narrative Attachments Form

+ While the Objective Work Plan may be listed as Optional in Grants.gov Workspace, it is a Mandatory component of your application.

- **Objective work plan:** The OWP may be prepared using one of two official OMB-approved forms: (1) using the online standard form embedded in the Grants.gov Workspace portal, or (2) using a Word document template available in the ANA Application Toolkit on the Applicant Resources page and uploaded to the "Optional Project Narrative Files(s)" upload field, a subset of the Project Narrative Attachment Form in Grants.gov Workspace. See pg. 67 of this manual for details on preparing an effective OWP.

Upload to the **Budget Narrative Attachment Form**

+ We highly recommend that you convert all spreadsheets into PDF documents prior to upload to avoid any attachment errors!

- **Line-item budget and budget narrative:** Often prepared in Excel or spreadsheet format, the budget lists costs that are essential to the project and justifies the calculation and necessity of each cost item. The line-item budget and budget narrative may be combined into a single spreadsheet or prepared as two separate but complementary documents. ANA recommends using the Budget Template available in the online ANA application resource page. See Chapter 4 of this manual for how to address the budget review criteria effectively.

Consolidate into one PDF, in your intended order, and upload to the **Other Attachments Form**

- **Assurance of community representation on the board of directors**: Federally- or state-recognized tribes, Alaska Native village governments, and public government agencies in the US territories are not required to submit this document. **All other applicants must submit this documentation to be considered for review.**

! Very often **applications are disqualified because they failed to include the assurance of community representation on the board of directors**, which is required for all Native nonprofit organizations. The Applicant Resources page provides a handy template you can use to format this required assurance.

- **EMI Language Certification:** Required of EMI applicants only. All EMI applicants must submit an official document that certifies your organization has at least three years of experience operating and administering a Native American language survival school, a Native American language nest, any other educational program in which instruction is conducted in a Native American language. **ANA will not fund EMI applications that do not include this certification.** See pg. 21 of this manual for details.

- **Indirect cost rate agreement:** If applicable, attach evidence of your negotiated indirect cost rate agreement approved by your cognizant federal agency. (Not applicable if you claim the de minimis rate or are not claiming indirect costs).

- **Proof of nonprofit status, if applicable**

- **Governing body documentation:** Written formal board resolutions, meeting minutes from the governing body, and/or letters from the authorizing official reflecting approval of the project, agreement to abide by the conditions of the award and related federal regulations, and the submission of the ANA grant application. This required document is typically included on organizational letterhead.

- **Letters of commitment and letters of support:** Often included on partner organization's letterhead and signed by a partner representative, letters are exempt from formatting requirements but are counted toward the page limit.

- **Maintenance of effort (MOE) certification:** This certification uses standardized verbiage and must be included and signed by an Authorizing Official. See the maintenance of effort wording at ACF's website for a handy one-page MOE template.

- **Other attachments, as needed.** Consider labeling attachments consistent with how they are referenced in your table of contents and narrative.

Standard Forms, **filled out online in Grants.gov Workspace**

- **Application for Federal Assistance (SF-424):** This form will ask you to provide contact info for (1) a person to be contacted on matters involving the application, and (2) an authorized representative of the applicant organization. Make sure that in the days and months after the application's submission, both individuals regularly check their emails and answer phone calls, as ANA may reach out for more information or negotiate pre-award terms. (See pg. 151 in this manual for additional details about filling out the SF-424)

- **Budget Information for Non-Construction Programs (SF-424A):** (See pg. 152 in this manual for additional details about filling out the SF-424A)

Note: Prepare the SF-424 and SF-424A after you have completed your project budget so that they reflect consistent budget totals and sub-totals. **These documents are not scored elements and do not replace the required line-item budget and budget justification.**

- **Disclosure of Lobbying Activities (SF-LLL):** If applicable.

- **Assurances for Non-Construction Programs (SF-424B):** Read, acknowledge, and sign online.

- **Grants.gov Lobbying Form:** Submitted with the application or before award.

- **Project/Performance Site Location(s) (SF-P/PSL):** Cite your primary location and up to 29 additional performance sites.

Submitting an Electronic Application

Submitting an Electronic Application
Every applicant is required to submit their ANA application electronically, via the Grants.gov Workspace system. Waivers to submit by paper can be requested under rare circumstances (see pg. 162).

In order to submit your application successfully and be determined eligible for an ANA grant, there are several federal government online systems you'll need to access to ensure your organization is properly registered and compliant. This takes time. Without starting early, you may find yourself up against the grant submission deadline unable to submit your application.

This section covers all of the steps you'll need to undertake in order to submit a grant application to ANA successfully. Additional guidance can be found in the "Help" section of each government website mentioned below.

1. Create an account in Login.gov.
You will need to first set up a Login.gov account, "the public's one account for government." Go to the Login.gov Create an Account page and follow the step-by-step instructions for the "Individual" option. You will need to provide three main pieces of information:

- *Email Address:* Provide a personal rather than work email address. Your Login.gov account identifies you as an individual and can be associated with multiple organizations.
- *Secure Password:* At least 12 characters and no commonly used words or phrases.
- *Authentication Method:* Methods include an authentication app and SMS text.

2. Get a UEI and register for SAM.gov.

On April 4, 2022, the federal government began using the Unique Entity ID (UEI), a 12-digit alphanumeric code that identifies and verifies individual entities, like nonprofits and tribes. UEIs are assigned in the SAM.gov system.

+ Completing your SAM.gov registration is required and **can take up to 3 weeks!** Plan accordingly.

Note: To be eligible to receive an ANA grant award, and in order to submit your Grants.gov application package, all recipients must be registered in the System for Awards Management (SAM.gov), with Active registration status and an assigned UEI.

Before starting a new registration, do a search to see if your organization is already registered in SAM. Visit https://www.sam.gov, and log in to your SAM user account using your Login.gov credentials (users must be logged in to search Entity Registrations in SAM). Next, click the "Search" tab, and search for both "Active" and "Inactive" entities.

a. If your organization is registered with Active status, note the deadline and your UEI number. SAM registrations must be renewed annually.

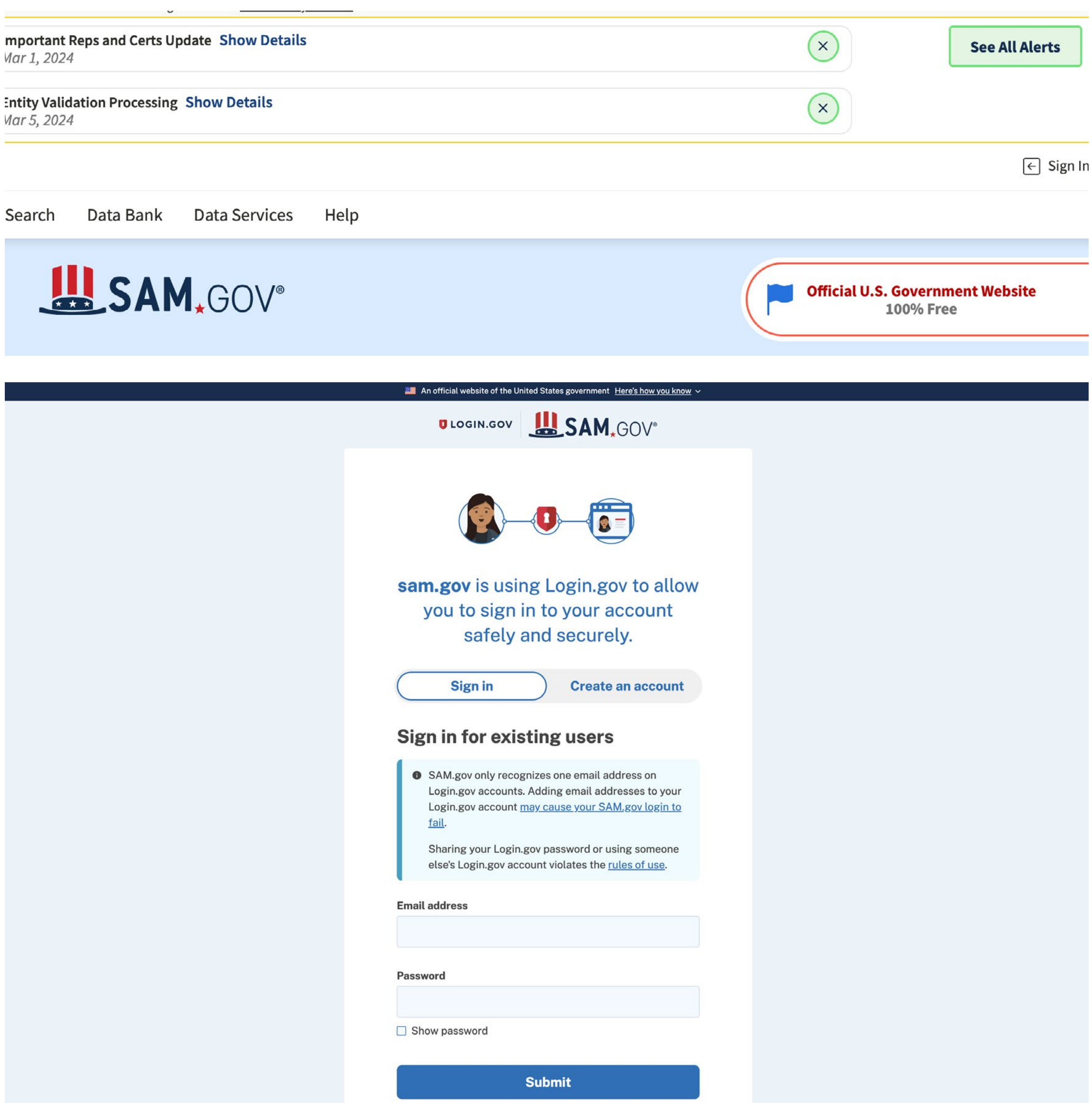
b. If your organization shows up with Inactive status, note your UEI number, and log in to renew the entity.

c. If your organization does not appear, and if you are not aware of an active SAM registration for your organization, then it likely has not been registered in SAM. Initiate a new SAM registration.

Entity administrators may choose to have their entity information hidden from public search. If you do not find your entity listed, start a registration to find out if the entity has been previously registered.

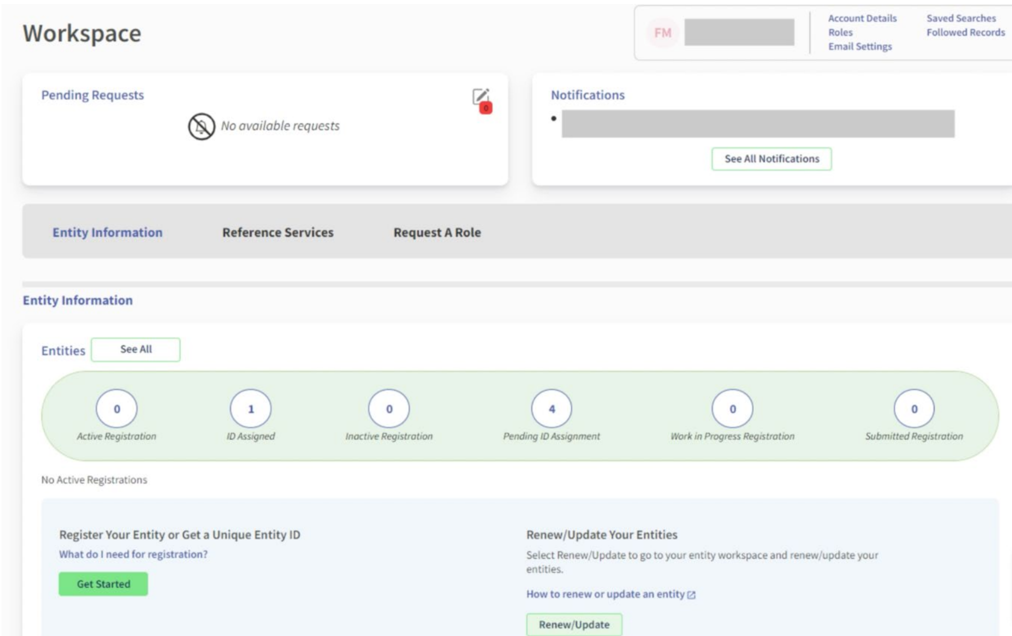
Registering a new SAM Account:
SAM provides helpful, detailed instructions on how to "Get Started with Registration and the Unique Entity ID" on the [SAM Entity Registration webpage](). Help operators are also available via phone and live chat Monday to Friday, 8 a.m. to 8 p.m. ET, at the [Federal Service Desk.]()

1. Click "Sign in" and log into SAM.gov with your Login.gov credentials. If this is your first time logging into SAM, you may be prompted to create a new user account.

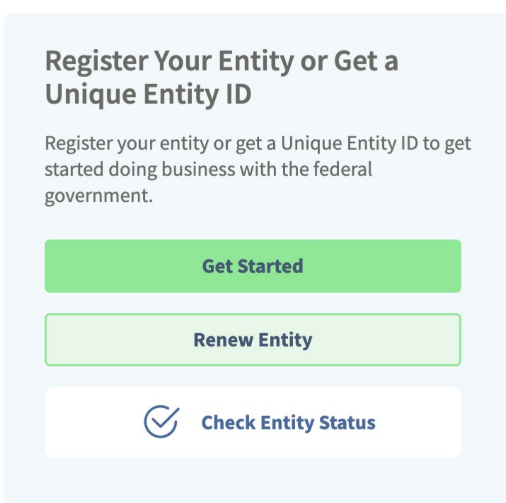


2. Once you're successfully signed in, you'll find yourself in the SAM.gov Workspace. This page will show you all entities for which you have an assigned role, and the status of each entity. Entities already registered can be renewed.

+ Though similar in name, the SAM.gov Workspace and Grants.gov Workspace are completely distinct and separate online workspaces and should not be confused.

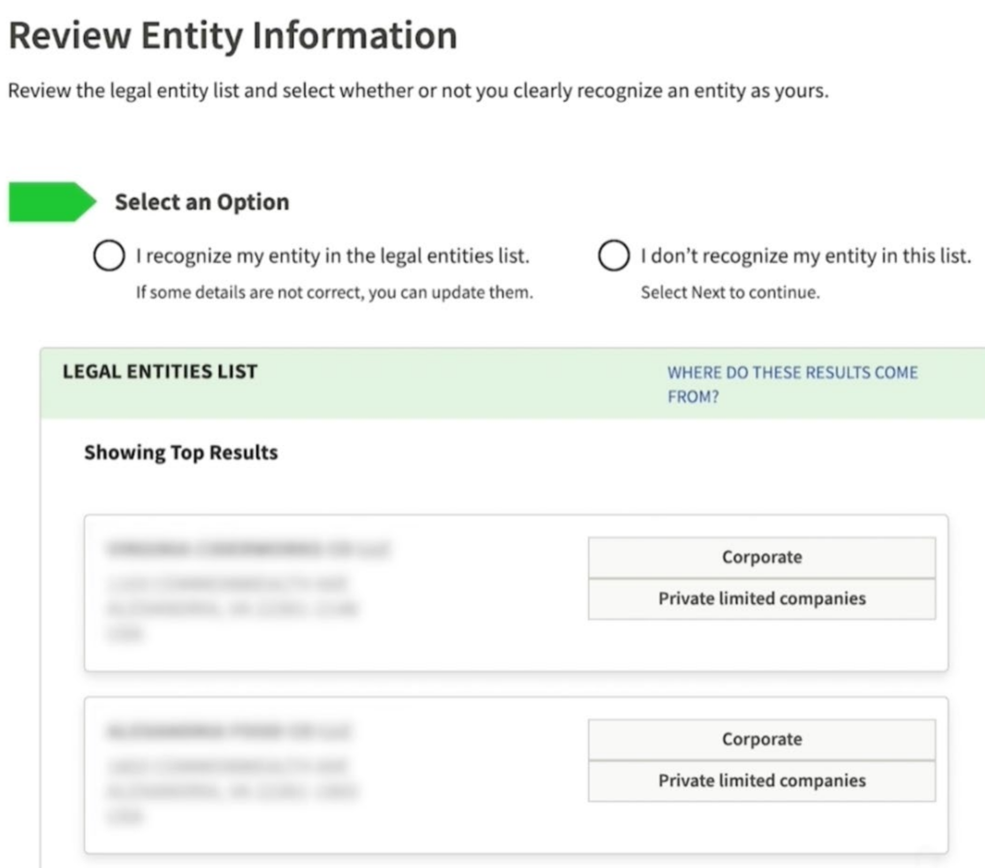


3. If your organization is not already registered, click on "Get Started" to register a new entity and get a UEI.



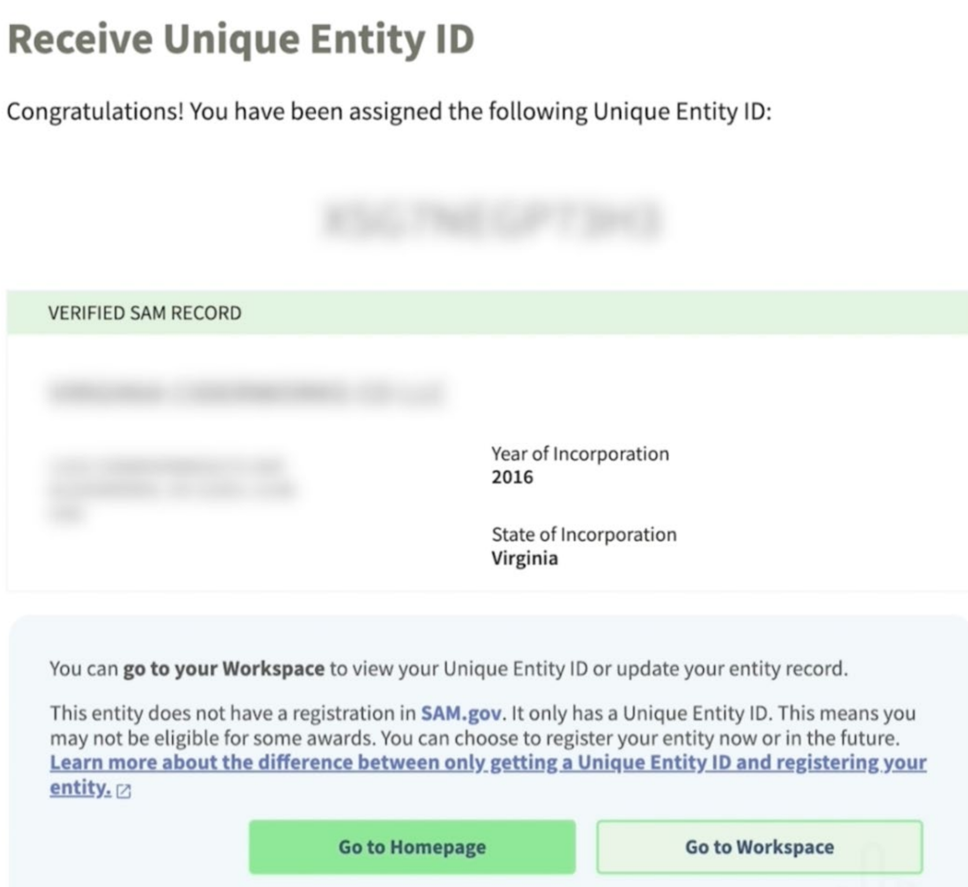
4. Click “Create New Entity,” and answer the questions specific to your organization, indicating that you want to do business with the federal government to apply for federal financial assistance. This registration process will take approximately 30 minutes, depending upon the size and complexity of your entity. Download the Registration Checklist and Quick Start Guide for Financial Assistance Registrants for guidance.

5. If the database finds an entity with a name similar to yours, it may prompt you to review and reconcile what may be duplicate entities. If you recognize an entity that has been previously registered, update details. If not, continue on.



6. Validate your entity's information. You will need to provide official documentation as evidence of your organization's legal business name, physical address (not a P.O. box or virtual office), start year, and country or state of incorporation. SAM.gov provides a list of acceptable documentation. Be sure that the spelling of your business name and physical address match your documentation and is re-stated consistently throughout each instance of the registration process. Validate your entity with the appropriate documentation. In some cases, this may require you to wait a few days for your documentation to be reviewed.

7. Request your Unique Entity ID. Choose whether or not you want your entity to be publicly searchable in SAM, and certify that you are authorized to conduct transactions on behalf of the entity. Your UEI should be assigned immediately, and an email verification will be sent to your email address.



8. After receiving your UEI, you can either click "Done" (or "Go to Workspace") and continue with registration later, or click "Continue Registration" to keep going. When you continue your registration, SAM.gov displays the registration sections you must complete. For Financial Assistance Awards Only, those are Core Data, Representations and Certifications, and Points of Contact. Refer to the guide you downloaded earlier for a checklist of the information you must provide and the questions you must answer. Registration must be completed within 90 days of starting.

9. Allow at least ten business days after you submit your registration for it to become active in SAM.gov. If your entity fails TIN or CAGE code validation, SAM.gov will email you instructions on updating your information and resubmitting your registration.

10. If you are the person who submitted the registration and are signed in to your SAM.gov account, you can check your entity registration status. Sign in to SAM.gov, click "Check Entity Status," and search by your UEI number.

You must renew and revalidate your entity's registration at least every 12 months from the date you last certified and submitted the registration in SAM, and sooner if your entity's information changes. To renew, simply log into your SAM account, select "Register/Update Entity," and then "Complete Registrations." If you have an inactive profile, log into your SAM profile and click "Inactive Registration."

!

Note: Take note of who is designated as the E-Business Point of Contact (or "EBiz POC") in your SAM account. The EBiz POC you enter during your SAM.gov registration will receive emails from Grants.gov to authorize requests from other people in your organization to collaborate on grant applications in Grants.gov. The EBiz POC will approve the Grants.gov Authorized Organization Representative (AOR).

3. Grants.gov Registration

Applicants find and submit applications for federal grants at Grants.gov. In order to apply for an ANA grant, you will need to first register for a Grants.gov account.

Once you have completed the previous two registration steps (UEI and SAM), you are ready to register with Grants.gov as an Organization Applicant at https://www.grants.gov/applicants/applicant-registration. This applies to a company; a state, local, or tribal government; an academic or research institution; a not-for-profit organization; or any other eligible entity.

> **Note**: It may take an additional two business days for a new SAM registration to become available in the Grants.gov system.

1. Click the Register button on the top-right corner of the home page, and create an individual Grants.gov account using the same email address (likely the same as your Login.gov address) you used in SAM.gov for your EBiz POC.

2. Confirm your email address using the temporary code sent to you.

3. Add an Organization Applicant profile with Grants.gov using the UEI obtained from SAM.gov.

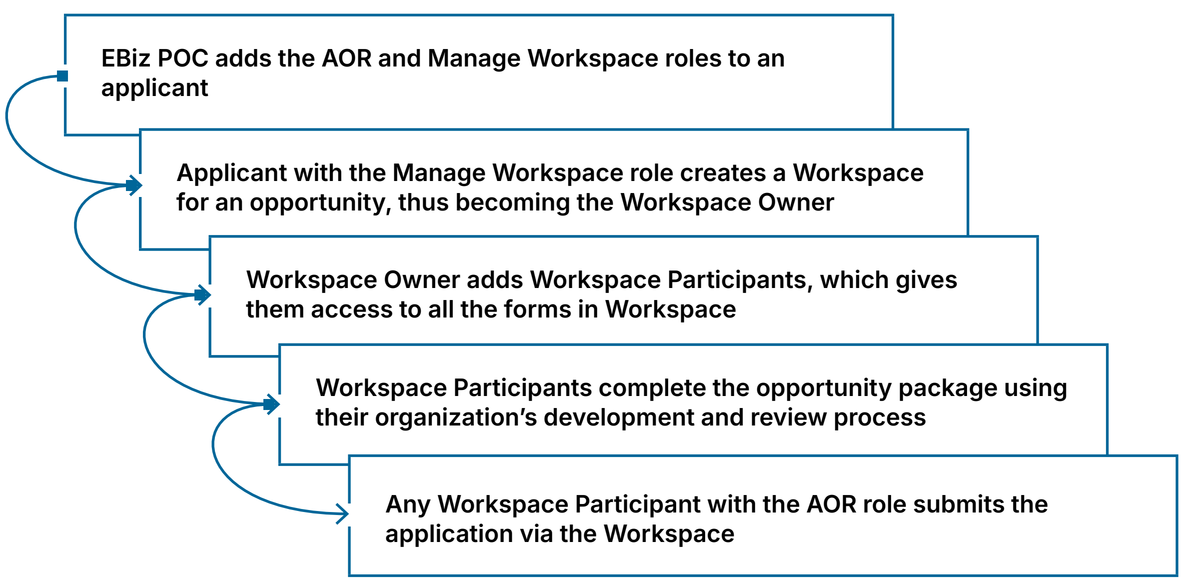
Additionally, you will need to know what your user role will be: EBiz POC and/or Authorized Organization Representative (AOR). The EBiz POC manages all of the individuals in their organization who can submit grant applications. The AOR has the ability to submit grant applications on behalf of their organization.

The "Applicants" section of the Grants.gov website provides guidance to help you understand the different user roles, and corresponding privileges, that an organization may assign to individuals collaborating on a grant application in the Grants.gov Workspace system. Various individuals with Grants.gov accounts may collaborate on the same grant application in Workspace, provided they are assigned roles for the applicant organization by the EBiz POC.

Each individual that will be using Grants.gov Workspace will need to register, creating a username and password. These individuals may be associated with the organization and can complete their individual registration by associating themselves to the organization. They may also be outside the organization and can be associated to individual Workspaces with this or any other organization. The Workspace owner will add the appropriate participants to the various Workspaces based on the need to participate in submitting each particular application.

Once all of the registrations are complete, you can start using Workspace where you can fill out downloadable or web-based forms, attach files, and submit your application packet.

Below are the steps for submitting.



Note: Have your E-Biz POC check their email (junk email, too) for requests from Grants.gov to update or approve the AOR's grants submission privileges. If they don't approve you as requested, you will not be able to submit your application.

4. Grants.gov Workspace

Grants.gov Workspace is the mandatory application portal for organizations applying for funding opportunities, including ANA grants. Workspace is a shared, online environment where members with permission to a particular Workspace (internal or external to the organization) may simultaneously access and edit different forms within an application. For each NOFO you apply to, you will create an individual Workspace.

+ Remember, a current and compliant SAM.gov account is required in order to submit an application via your Grants.gov account.

Note: For an overview of Grants.gov Workspace, including tutorial videos, guides and infographics, visit https://www.grants.gov/applicants/workspace-overview.

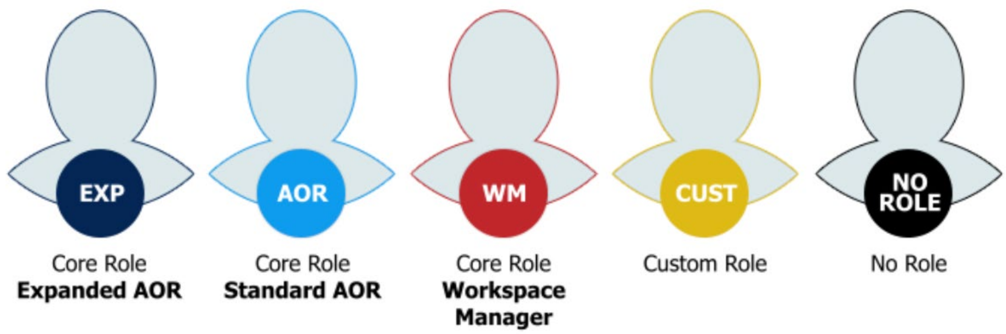
Workspace is the space where you work on your grant application. Workspace allows a team of registered Grants.gov applicants to use a shared online space for completing individual forms and submitting the final application. These forms can be filled out by different users in the application, alleviating the need to distribute a single PDF package file via email or a flash drive to numerous individuals. Only one form can be worked on at a time, while multiple users can work simultaneously in the application's Workspace.

Upon completion of individual sections and forms, applicants have the ability to upload completed forms to the Workspace so other team members may view and edit the forms. Additionally, each form can be checked for errors immediately.

Applicants can also reuse saved Workspace forms when applying for new funding opportunities. To be uploaded successfully to a new Workspace, the saved form must share the exact name and version of the form in the new funding opportunity.

Workspace Roles and Privileges

When an applicant organization user registers with Grants.gov, a user with the Expanded AOR role can assign the user a core role, a custom role, or no role.



Core Roles

Users assigned a core role have a specified list of privileges inside Grants.gov. The Expanded AOR role comes with the most privileges, some of which are administrative. The Standard AOR role allows the user to submit the final application, among other things. The Workspace Manager role, meanwhile, is the most basic core role in Grants.gov. It is the minimum role required to create a workspace and begin work on an application.

Assigning and Using Custom Roles

Users with a custom role can be given any combination of the below privileges. If your organization uses custom roles rather than the core roles in Grants.gov, we encourage you to develop internal training resources based around your custom roles. Why? The Grants.gov Online User Guide uses the core roles (i.e., Workspace Manager, Standard AOR, and Expanded AOR) to explain which users may access and perform actions.

Completing the Online Application

Note: For details on the components required to be in your application and where to upload them in the Grants.gov Workspace online application package, refer to the "Application Components" section of this chapter on page 129.

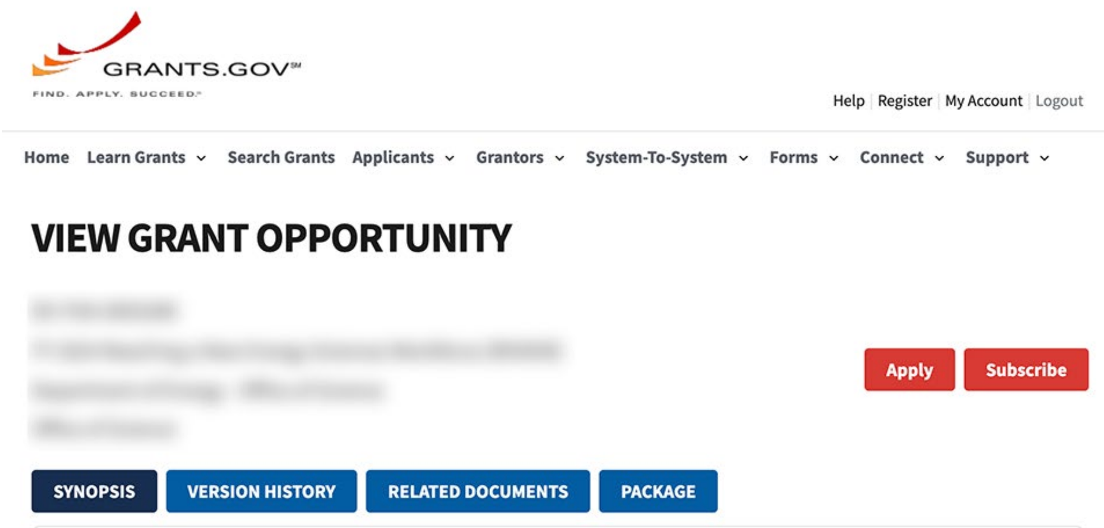
+ If the "Apply" button appears grey, instead of red, and you are unable to click it, then you are probably not logged in to the correct account.

To start an application in Grants.gov Workspace:

1. Log in to your Grants.gov account with the AOR role.
2. Click on Search, and search by the Assistance Listing (formerly CFDA) number for the NOFO that you want to apply to.

Assistance Listing/ CFDA Number	Funding Opportunity Title
93.612	Social and Economic Development Strategies (SEDS)
93.612	Social and Economic Development Strategies for Alaska (SEDS-AK))
93.587	Native American Language Preservation and Maintenance
93.587	Native American Language Preservation and Maintenance – Esther Martinez Immersion
93.581	Environmental Regulatory Enhancement

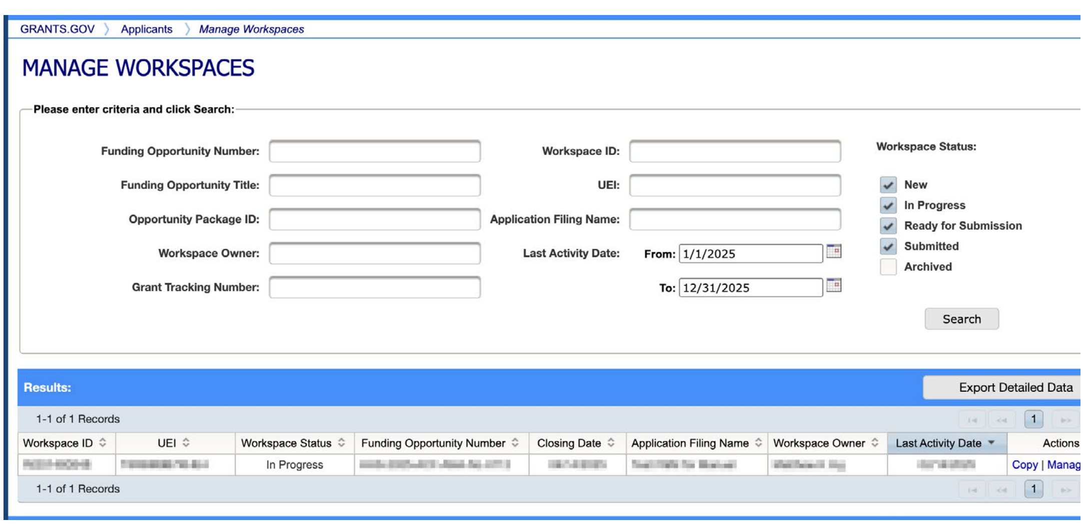
3. Locate the funding opportunity in the Search Results, and click on the link in the "Opportunity Number" column.
4. On the resulting "View Opportunity" page, you'll find details about the funding opportunity. Click the red "Apply" button to start a new Workspace application.



Managing Workspaces

Whether it's to collaborate on an application with other members from your organization or to continue from where you left off, you can find and search for in-progress Grants.gov Workspaces. From the Applicants tab in Grants.gov, select the Manage Workspaces link.

On this page, you will find numerous options to search for the applications you have access to. One way to find them all is to simply click the Search button and see the list available below. Choose the application you would like to work on and click on the Manage Workspace link in the Actions column.



File Naming Conventions

Carefully read and observe electronic file naming conventions. Improperly named files will not pass validation at Grants.gov. Such applications will not be received by ACF and are disqualified from competitive review.

- For files that will be attached to forms limit the filename to 50 or fewer characters.
- Do not attach any documents with the same name. All attachments should have a unique name.
- Attachments that do not satisfy the following rules regarding the use of special characters may cause the entire application to be rejected or cause issues during processing.

The table below lists allowable special characters that can be used in file names:

A-Z or a-z	Comma ,	Hyphen -	Plus Sign +	Underscore _
Tilde ~	Curly Brackets { }	Number Sign #	Semicolon ;	At Sign @
Ampersand &	Dollar Sign $	Parentheses ( )	Space	Exclamation Point !
Apostrophe '	Equal Sign =	Percent Sign %	Square Brackets [ ]	Period .

*Ampersand in XML must use the & format.

Note: Do not use special Native language characters to label files as this could cause a validation error impacting the application submission. Native language diacritical markings in filenames may not be read by the system and could cause an error.

Adobe Acrobat Software Tip Sheet
You should verify that you are using a version of Adobe Acrobat or Reader that is compatible with Grants.gov. To do this, from the Grants.gov homepage select the Applicants tab. Next, click the Adobe Software Compatibility link.
https://www.grants.gov/applicants/adobe-software-compatibility

This page provides information regarding the compatible versions for Windows and Mac OS users, and provides an "Adobe Versioning Test Workspace PDF" you can use to verify that your version of Adobe Acrobat Reader is properly installed.

If you can see the application package, you are able to complete and submit grant applications on Grants.gov. If you cannot see the package, several things may be happening:

- Your browser settings may be keeping you from opening the test package. A quick solution is to save the test application package to your desktop (by right-clicking on the link) and opening it separately.
- You may not have the correct version of Adobe Reader. Go to https://get.adobe.com/reader/ and install a FREE Adobe Reader to work with your application package.

ANA Application Documents in Workspace
Open and complete all of the documents listed in Mandatory and Optional Documents list. The documents listed in the Mandatory Documents list may be predefined forms, such as the SF-424 and SF-424A, or documents that need to be uploaded and attached, such as the Project Narrative and Other Attachments.

This manual uses screen shots to depict as accurate a picture of what you will see in Workspace at the time of publication. Workspace pages may have been modified since the time of publication and actual views may vary.

Include in Package	Form Name (Click to Edit)	Requirement
☑	Application for Federal Assistance (SF-424) [V4.0]	Mandatory
☑	Grants.gov Lobbying Form [V1.1] READ-ONLY	Mandatory
☑	Budget Information for Non-Construction Programs (SF-424A) [V1.0]	Mandatory
☑	Assurances for Non-Construction Programs (SF-424B) [V1.1] READ-ONLY	Mandatory
☑	Project/Performance Site Location(s) [V4.0]	Mandatory
☑	Project Narrative Attachment Form [V1.2]	Mandatory
☑	Other Attachments Form [V1.2]	Mandatory
☑	Budget Narrative Attachment Form [V1.2]	Mandatory
☑	Project Abstract [V1.2]	Mandatory
☐	Disclosure of Lobbying Activities (SF-LLL) [V2.0]	Optional
☑	Objective Work Plan [V1.3]	Optional

Workspace provides two options for completing required forms: (1) download the form, to your desktop, and upload it once complete, or (2) use the webform version, and fill it out online.

Fill in the requested information for each form. Workspace should automatically save your webform progress every 5 minutes. Still, it is suggested that you save regularly so that you don't lose your work.

It does not matter what order in which you select the Mandatory and Optional documents. They will appear in a predetermined order set within the application package.

When you open a form, the mandatory fields which must be completed are noted by a red asterisk. Optional fields and completed fields are displayed in white.

For each of the forms, this manual will cover those items on the form that applicants often find confusing to fill out. For detailed assistance, we suggest you download the instructions for the forms at https://www.grants.gov/forms/forms-repository/sf-424-family (see "Form Instructions" column), review the instructions you downloaded with the application package, and contact your ANA Regional T/TA Center (see back cover for contact info).

SF-424

Required web-fillable forms, such as the SF-424, will require you to enter information into the required fields in order to pass validation and allow you to submit.

The SF-424 will only require one or two fields to be populated and will still pass validation. **Even so, it is very important to ensure this form is completely and accurately filled out** in order for the government to correctly process your application and award budget.

Include in Package	Form Name (Click to Edit)	Requirement	Form Status	Last Updated Date/Time	Locked By	Actions
☑	Application for Federal Assistance (SF-424) [V4.0]	Mandatory	In Progress	Feb 26, 2025 05:55:06 AM EST	---	Lock | Download | Upload | Reuse | Webform
☑	Grants.gov Lobbying Form [V1.1] READ-ONLY	Mandatory	---	---	---	Lock | Download | Upload | Reuse | Webform
☑	Budget Information for Non-Construction Programs (SF-424A) [V1.0]	Mandatory	Passed	Feb 26, 2025 05:54:39 AM EST	---	Lock | Download | Upload | Reuse | Webform

Note: If you complete the SF-424 first, it will automatically populate the other forms with similar fields with the information you entered.

Because ANA only uses a single funding period, enter the full funding request in line 18 of the SF-424, "Estimated Funding" (EMI applicants should use only the first three years). Enter the amounts requested, or to be contributed during the first funding/budget period by each contributor. The value of in-kind contributions should be included on appropriate lines, as applicable.

+ In Line 17 of the SF-424, provide the start and end date of the full project. For EMI projects, that end date may span as far as five years.

SF-424A

There are several sections of this form that applicants have found a bit confusing. We suggest you download the instructions for details of each section. An example of a completed SF-424A can be found on page 109.

> **Note:** In this form, some of the fields will pre-populate similar areas and some will not. Be sure each section is filled out clearly.

Section A – Budget Summary:

Since ANA uses a single funding period (three project years), you will use that amount to complete the SF-424A unless otherwise noted. Though EMI projects may span up to five years, EMI applicants should only use the first three years to prepare the SF-424A. To start Section A, fill out Line 1 for the Federal Share and Line 2 for the Match (Cost Share). Under the column labeled "Grant Program Function or Activity (a)," you will type in the grant program under which you are applying (for example, "SEDS") followed by "Federal" in row 1 and "Match" in row 2. Under the column labeled "Catalog of Federal Domestic Assistance (b)," you will type the Federal Assistance Listing number you found in the NOFO (for example, "93.612") to search for and download the application package (also found in Step 1 of the NOFO).

Since this is a new application, you will leave Columns C and D blank. Under the New or Revised Budget heading Federal 1(e), you will enter the amount of federal funding being requested for year one, and for Non- Federal 2(f) you will enter the match (cost share) amount identified in your budget for year one.

Section A - Budget Summary:

	Grant Program Function or Activity (a)	Assistance Listing Number (b)	Estimated Unobligated Funds		New or Revised Budget		
			Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1.	ANA SEDS - Federal Share	93.612	$	$	$ 642,863.00	$	$ 642,863.00
2.	ANA SEDS - Cost Share	93.612				161,907.00	161,907.00

Section B – Budget Categories (6. Object Class Categories)
The headings for columns 1 and 2 in Section B may be pre-populated with the content entered in column A, rows 1 and 2 of Section A.

Fill out column 1 with the total amount of Federal Share, providing subtotals for each object class category. Do the same for column 2, but for the match funds. Remember to use the single (three-year) funding period for your object class category totals.

Note: The totals in Section B, 6(k)(1) and 6(k)(2), should match the totals from Section A, 1(g) and 2(g), respectively.

Section B - Budget Categories:

6. Object Class Categories	Grant Program, Function or Activity				
	(1) ANA SEDS - Federal Share	(2) ANA SEDS - Cost Share	(3)	(4)	Total (5)
a. Personnel	$ 232,978.00	$ 57,668.00	$	$	$ 290,646.00
b. Fringe Benefits	88,284.00	21,916.00			110,200.00
c. Travel	17,574.00				17,574.00
d. Equipment					
e. Supplies	3,600.00				3,600.00
f. Contractual					
g. Construction					
h. Other	220,488.00	60,500.00			280,988.00
i. Total Direct Charges (sum of 6a-6h)	562,924.00	140,084.00			$ 703,008.00
j. Indirect Charges	79,939.00	21,013.00			$ 100,952.00
k. TOTALS (sum of 6i and 6j)	$ 642,863.00	$ 161,097.00	$	$	$ 803,960.00
7. Program Income	$	$	$	$	$

Section C – Non-Federal Resources

Fill out row 8, indicating the source(s) of your match (cost share). If column A pre-populates two row headings, edit them — you only need to use row 8. In the Applicant column (b), list match contributions provided by the applicant organization. In the State column (c), indicate any match provided by a State or territorial government. In the Other Sources column (d), list match (cash or in-kind) that you are receiving from project partners and other entities.

Section C - Non-Federal Resources:

	(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.	ANA SEDS - Federal Share	$	$	$	$
9.	ANA SEDS - Cost Share	161,097.00			161,097.00
10.					
11.					
12.	TOTAL (sum of lines 8-11)	$ 161,097.00	$	$	$ 161,097.00

Section D – Forecasted Cash Needs

ANA applicants <u>should not</u> fill out Section D of the SF-424A.

Section D - Forecasted Cash Needs:

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	$	$ *	$ *	$ *	$ *
14. Non-Federal	$	*	*	*	*
15. TOTAL (sum of lines 13-14)	$	$	$	$	$

Section E – Budget Estimates of Federal Funds Needed for Balance of the Project

Because ANA awards three years of funding with the initial award, only EMI applicants with projects spanning more than three years will complete Section E. Applicants for any other ANA funding opportunity will leave Section E blank.

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project:

(a) Grant Program	Future Funding Periods (Years)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16. ANA SEDS - Federal Share	$	$	$	$
17. ANA SEDS - Cost Share				
18.				
19.				

+ Note: EMI applicants proposing a five-year project will indicate Federal funds needed for year 4 in column (d) and year 5 in column (e).

Note: The SF-424 and -424A are not scored in merit review and do not replace your required line-item budget and budget narrative.

Section F - Other Budget Information

If you are claiming a negotiated indirect cost rate, or the standard 15% de minimis rate, indicate the rate you are claiming on Line 22.

Section F - Other Budget Information:

21. **Direct Charges:**	
22. **Indirect Charges:**	15% de minimis indirect cost rate
23. **Remarks**	

+ For a listing of what should be included in the project narrative, see the Application Components section, pg. 129.

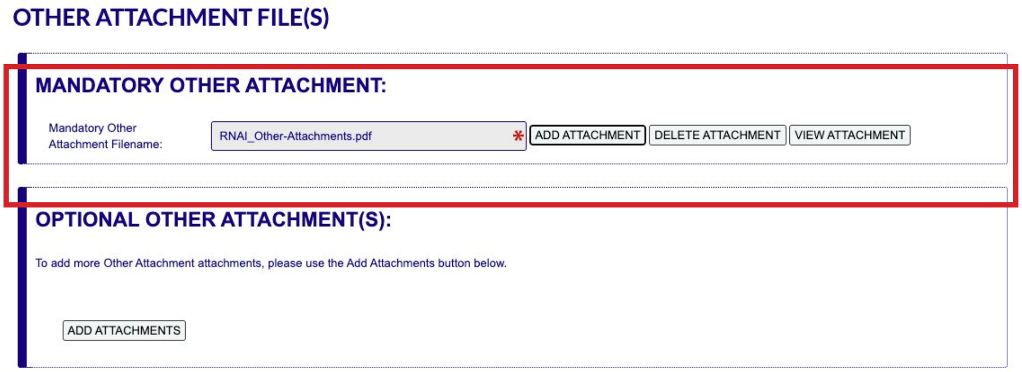
Project Narrative Attachment Form

The narrative portion of your application will be uploaded via the Project Narrative Attachment Form. Click on the "Add Attachment" button, and locate the project narrative document you wrote. The project narrative should follow the proper formatting requirements (see pg. 128) and be saved using acceptable file naming conventions (see pg. 148). It is recommended to save your narrative as a PDF in order to retain your intended formatting.

Other Narrative Attachments Form

Upload letters of commitment, required certifications, governing body documentation, assurance of community representation on the board of directors, appendices, and other attachments as needed. We recommend that you combine all of the documents into a single PDF, in order to deliver the attachments in your intended order to ANA and to align with the table of contents in your narrative, and upload it to the "Mandatory Other Attachment" field.

+ For a listing of standard attachments to be uploaded to the Other Narrative Attachments Form, see the Application Components section, pg. 129.



Budget Narrative Attachment Form

Upload your line-item budget and budget narrative. It is recommended that applicants use the official ANA budget template located on the Applicant Resources page.

When saving an Excel worksheet as a PDF, it is important to set the print area in a way that all of the columns will appear on the same page with rows continuing on sequentially. This will allow the reviewer to have a complete view of each budget category. To do this, go to the Page Layout tab, highlight what should be printed, and select the Print Area dropdown arrow and select Set Print Area. Preview the document to ensure that all columns are fitting on the width of the page. Rows can extend onto other pages. When you have multiple worksheets, you can save them all as a PDF within Excel. Highlight all Worksheet tabs by clicking the first tab labeled "Year 1 Line Item" hold the shift key and select the very last Worksheet tab you are using. Next, select - File - Save as PDF. Make sure all of

+ The process for exporting to PDF may vary greatly depending on your version of Excel or other software. Refer to your application's help documentation for guidance.

the sheets you would like to print are listed in the box on the right-hand side labeled “Sheets in PDF”. Then, click the button “Convert to PDF”. Lastly, make sure to review your documents to ensure that they are printed properly and readable by a reviewer.

Objective Work Plan Form

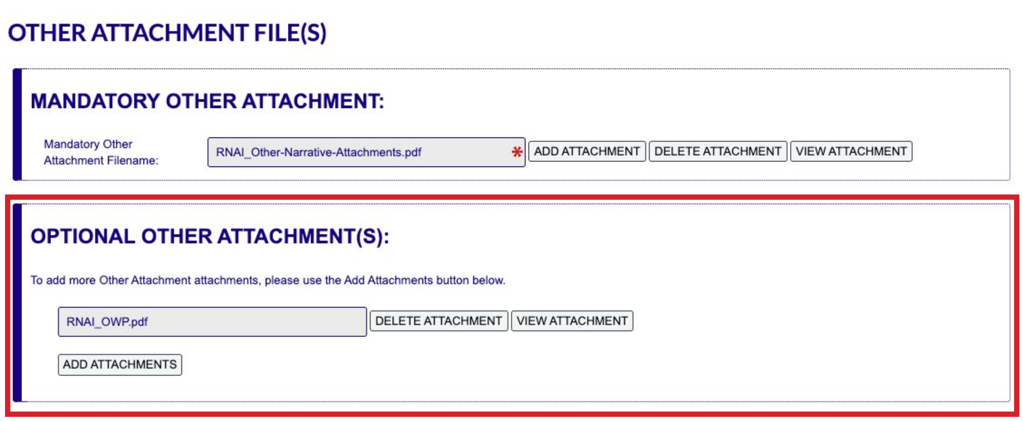
Lastly, we will cover the Objective Work Plan Form. The OWP form (electronic or MS Word version) is not counted in the 100-page limit or as a separate file as it is an ANA mandatory OMB-approved form.

We highly encourage you to use the MS Word version of the OWP, which is easier to edit. Be sure to check that it has a current OMB date stamp.

Note: If the OWP is not OMB approved, it may count toward your 100-page limit. The approved OWP form will have the OMB number and a valid expiration date on it.

Save your completed form as a PDF and upload it as a separate file using the Optional Other Attachment section from the Other Attachments Form link. Select the Add Attachments button, and find the OWP file on your computer.

Select the file and click the Open button. You will see the name of your file in a new highlighted field which appears after the file is attached.



Submitting the Application Successfully

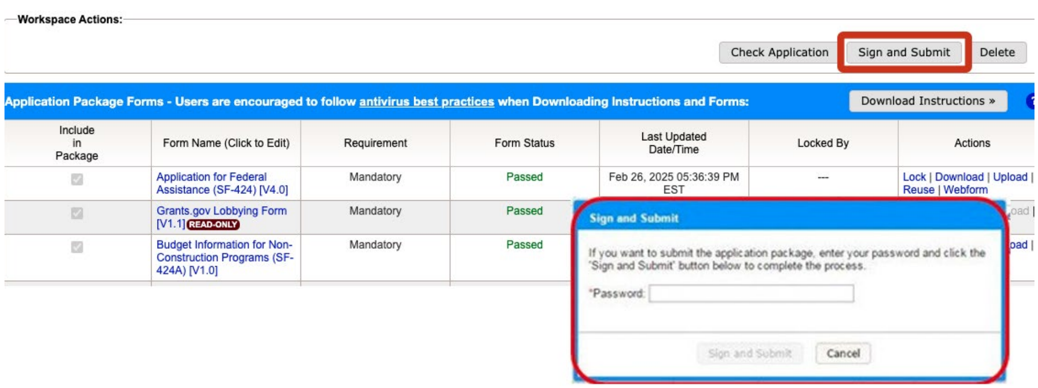
Once you have completed all required documents and attached any required or optional documentation, select Save to save your package. If errors are found, select the Check Package button which will identify each error. Then correct each error. Be sure the status of all the forms for the application appear only as Passed. If there are forms which appear as Passed [Locked], contact those users to be sure they have finished the forms and have them Unlock the form before notifying the AOR the application is ready to submit.

Once there are no errors, the Sign & Submit button will be activated. Notify the AOR the application is ready to be submitted.

Sign and Submit

An application may be submitted through Workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. This action will submit your application to the federal grant-making agency if completed successfully.

The Sign and Submit button can be found in the Workspace Actions box. The button will be visible and activated for Workspace participants with the AOR role. The AOR will need to sign in and go to the Forms tab of the Workspace for the application. The AOR should check that all the forms for the application in the Form Status column have Passed the verification. If any of the forms have a status of Passed [Locked] the AOR will be asked to confirm the action. By clicking the Continue button, the AOR will unlock all the forms previously locked by others. Once all the forms are unlocked, a Sign and Submit pop-up window will appear. The AOR will then reenter their password and select the Sign and Submit button which signs the application as an official representative of the organization.



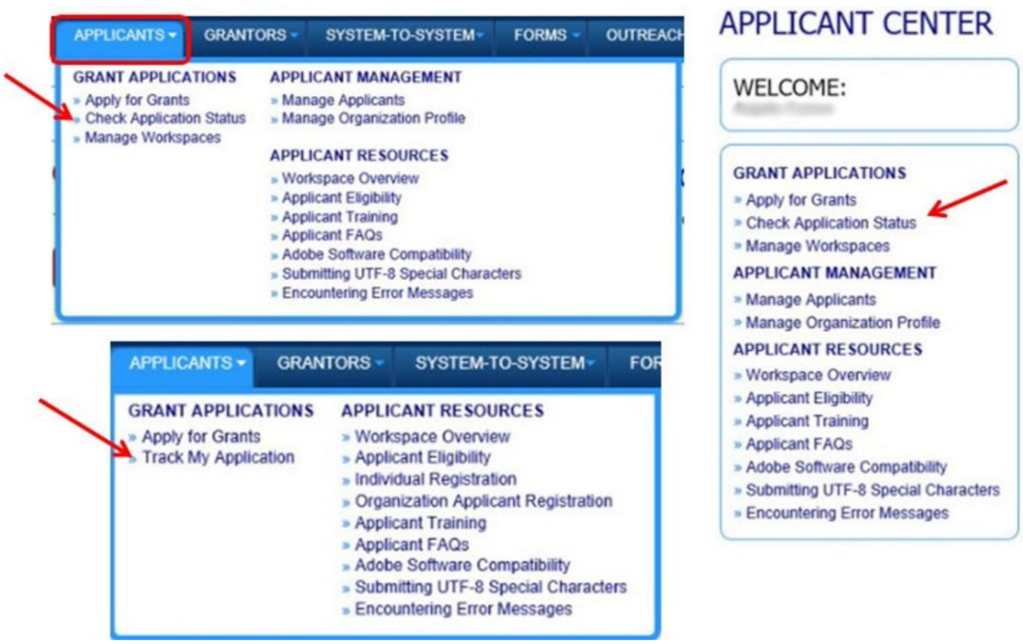
Finalizing Your Application

After submitting the application, a PDF confirmation page will appear. This screen will contain a Grants.gov tracking number and other information. Save this page to your computer. The Workspace Status will change to Submitted.

There are several ways to track a Workspace Package application:

- When logged in, click the Check Application Status link under the Applicants drop-down menu and search for the submitted package.

- When logged in, click the Check Application Status link on the Applicant Center page under the Applicant Actions heading on the left menu, and search for the submitted package.
- When not logged in, click on the Track My Application link under the Applicant drop-down menu and enter the Grants.gov Tracking Number. Then click the Submit Tracking Number(s) button. The results page will appear with a listing of the valid tracking numbers entered.



Note: All official emails are sent to the Authorized Organization Representative.

Please ensure that your AOR checks their email regularly and maintains communication with collaborators.

Grants.gov Contact Center

- Support available 24/7 (closed on federal holidays)
- Website: https://www.grants.gov/support
- Email: support@grants.gov
- Toll-Free Phone Number: 1-800-518-4726 (U.S.)

Submitting a Paper Application

If you are considering a paper format application submission, a waiver is required. Some applicants may have limited or no internet access and/or limited computer capacity, which may prohibit them from uploading large files to the internet at Grants.gov. To accommodate such situations, you must request an exemption from the required electronic submission, **which must be received no later than 14 dates before the application due date**. Requests for exemption from required electronic application submission will be acknowledged with a written approval or disapproval via email from the Office of Grants Management within five business days. The exemption will allow applicants to submit a paper application by hand-delivery, applicant courier, overnight/express mail couriers, or by other representatives of the applicant.

Note: ANA will not consider applications received in paper format that didn't have a previously approved exemption from ACF.

To receive this exemption, applicants must submit a written request to ACF stating that the applicant qualifies for the exemption for one of two reasons:

- Lack of internet access or internet connection, or
- Limited computer capacity that prevents the uploading of large documents (files) to the internet at Grants.gov.

Applicants may request and receive the exemption from the required electronic application submission by either:

- Submitting an email request to electronicappexemption@acf.hhs.gov, or
- Sending a written request to the Office of Grants Management contact listed in Step 5 (Submit Your Application) of the funding opportunity.

An exemption is applicable to all applications submitted by the applicant organization during the Federal Fiscal Year (FFY) in which it is received. Applicants will need to request a new exemption from the required electronic submission for any succeeding FFY.

Exemption requests by email to electronicappexemption@acf.hhs.gov and by postal mail must include all of the following information:

- Notice of Funding Opportunity Title,
- Funding Opportunity Number,
- The listed Federal Assistance Listing number,
- Application due date of specified NOFO,
- Name of the applicant organization and Unique Entity Identifier (UEI) number from SAM.gov,
- Authorized Organization Representative (AOR) name and contact information,
- Name and contact information of person to be contacted on matters involving the application, and
- The reason the applicant is requesting an exemption from electronic application submission – the reason must be either a lack of internet access or connection, or a lack of computer capacity that prevents uploading large documents (files) to the internet.

+ We suggest you submit this request 30 to 45 days before the due date.

Exemption requests must be received by ACF no later than 2 weeks before the application due date. This is 14 calendar days prior to the application due date. If the 14th calendar day falls on a weekend or a federal holiday, the due date for receipt of an exemption request will move to the next federal business day following the weekend or federal holiday.

Once ACF has approved your exemption, download your forms package under the “Package” Tab in Grants.gov. Print, fill out, and then include the paper forms, narrative documents, and other required application components in your paper application submission to ANA.

The Application Review Process

Initial Review
Before advancing applications to the merit review phase, ANA conducts an initial review of each application to make sure they meet basic requirements and to screen applications for disqualification factors.

ANA will not consider an application that:

- Requests funding above the award ceiling
- Is submitted after the deadline
- Is from an individual, including a sole proprietorship or a foreign entity
- Is received in paper format that didn't have a previously approved exemption from ACF
- Is from an applicant organization that has an active ANA award with the same Assistance Listing number (formerly known as the CFDA number) as this NOFO that will go beyond the start date of a possible new award
- Is from an applicant organization that failed to meet or document the assurance of community representation on board of directors
- (EMI only) Does not include an attachment certifying that you have at least three years of experience operating and administering a Native American language nest, Native American language survival school, or any other immersion educational program in which instruction is conducted in a Native American language

If your application is disqualified, ANA will let you know via email within 30 days of the application deadline.

Merit Review
ANA recruits professionals (community leaders and subject matter experts) who possess experience and qualifications relevant to ANA program areas to serve as reviewers and facilitators in the ANA merit review process. Reviewers analyze, score and comment on ANA grant applications.

+ Reviewers may not be familiar with the customs and conditions of your Native community. Write accordingly.

Generally, review panels are composed of three reviewers and one chairperson. Panel chairpersons work with a team of reviewers to facilitate discussion and consolidate comments, while the panel reviewers score the application. For more information and to become a panel reviewer, visit the Merit Panel Review page on the ANA website.

Analysis Score and Comments
Application reviewers are assigned five to ten applications per review session. For two weeks during the merit review session, reviewers read the applications, take notes, and score and comment on them. Panel reviewers are only able to score on the NOFO merit review criteria. During the merit review session, review panelists participate in analytical discussions, critical thinking, and writing while working with the other reviewers and the review chairpersons to develop a comprehensive panel summary report that summarizes the scores and comments of the panel of reviewers.

Internal Review
Applications that receive high scores from merit review advance to the internal review phase. Here, ANA staff determine if applications are consistent with policies, regulations, and program funding priorities.

Merit review scores are not the only factor that determines which applications get funded. ANA also considers the need of the populations to be served, the geographic distribution of projects, and the past performance of applicants. Final decisions will depend on funding available to make awards in the current fiscal year.

ANA's Commissioner has discretion to make all final funding and award decisions and may choose not to fund proposed projects based on factors such as regional distribution, similarity to other funded projects and lack of substantial community involvement. See Step 4 of the NOFO for a full list of discretionary considerations ANA's Commissioner may exercise.

Organizations that have received funding for two consecutive projects under the same Federal Assistance Listing number (formerly known as the CFDA number) may not be funded for a third consecutive project within the same Assistance Listing number if other applicants who have not received ANA funding in the past three years are within the scoring range to be funded.

What Happens Next

You've submitted...now what?

> **Note**: Make sure that the application contact (PI/PD, if known) and authorized representative listed on the SF-424 have a full copy of the application you submitted on Grants.gov.

> + Make sure all your documents and attachments have been submitted on time! ANA will not add documents to an application for any applicant after the deadline.

Check your submission

It is crucial to review your submitted application before the deadline. Ensure that you have not exceeded the page limit or missed out on any essential information. If you find that you have left something out, you can add or edit the forgotten information in Grants.gov workspace and resubmit the entire application. However, please note that resubmission is only allowed until the application deadline. If multiple applications are received from the same tribe or organization for the same grant assistance number, ANA will use the last application received in Grants.gov

Pre-award negotiations

Pre-award negotiation is a process that allows ANA to address any inconsistencies or clarification needed in the grant application. This may include requesting additional information such as a copy of the business plan, providing more detailed information, or updating budgets and forms. Your grant application should include contact information for two individuals. The first contact person should be listed on page 1 of the SF-424, section F, and is the person who should be contacted regarding any matters involving the application. On page 3 section 21, information is provided for the authorized representative. Pre-award negotiation for Native Language grants usually occurs in May or June, while social, economic development and environmental regulatory grants conduct negotiations between August and September. It is crucial that the contact person listed on the first page of the SF-424 is well-informed about the project and application contents and promptly responds to any inquiries made by ANA. If the contact person does not respond, ANA will contact the authorized representative.

+ Check your phone, email, and mail! If your contact person (PI/PD, if known) or authorized representative does not respond to pre-award inquiries in a few days, ANA may move on to other prospective awards.

Outcome tracker

The outcome tracker is a document that provides important information on how you can keep track of your progress towards achieving the desired results for each objective. You will need to complete the tracker, with help from a regional TTA center, once your grant has been awarded. You can find the template and an example in the Applicant Resource page for reference. It is no longer a required part of the application.

Unfunded application technical assistance

ANA training and technical assistance providers reach out to unsuccessful applicants and can provide a comprehensive review of the application, reviewer comments, and guidance in strengthening the application. Applicants are encouraged to re-apply for ANA funding during the next funding cycle after making appropriate revisions to the application. Many applicants who have taken advantage of technical assistance and revised their applications have succeeded in obtaining higher scores, some in the funding range, in the following year's competition.

Post award training

The required Post-Award Training is for a project person (usually the PI/PD) and the individual responsible for fiscal tracking and reporting to get basic information on the management of an ANA grant. If they haven't been hired before the Post-Award Training is announced for your region, please call your Program Specialist to discuss other options. Requests to send an extra person(s) should also be made to your Program Specialist.

Project reports

Project reports include semi-annual programmatic and financial reports. The first reports due after the award vary depending on the type of grant awarded. All Native Language grant recipients have their first report due January 30th following their July award. Social and economic development and environmental regulatory grant recipients must submit their first report by April 30 following their September 30th award.

Notice of Award

A Notice of Award (NOA) will be sent to the Authorizing Representative and the contact person (Principal Investigator/Project Director) listed on the SF-424, usually by the first day of the award via email.

- July 1 is the start date for Native language (P&M and EMI) awards.
- September 30 is the start date for social and economic development (SEDS and SEDS-AK) and environmental regulatory enhancement (ERE) awards.

Check your NOA for accuracy as soon as possible.

Conclusion

While ANA funding is competitive, ANA offers a variety of free trainings and technical assistance services to help your community achieve its goals. Once you have identified a project that will help you address the current community condition, ANA Training and Technical Assistance (TTA) Providers can help you develop an application for ANA funding consideration.

In addition to providing training to applicants during Pre-Application workshops like the one in which this manual is used, regional TTA providers will review your draft application for free, providing guidance and recommendations that you can use to improve your application prior to submitting. After you have developed at least 75% of your application, you can contact your technical assistance provider for a review of the proposal. Information for the regional training and technical assistance centers can be found on the back page of this manual and on the ANA website: https://acf.gov/ana.

Thank you for your interest in partnering with the Administration for Native Americans to support your Native community. This training and manual reflect ANA's commitment to assisting Native communities and reducing barriers as they endeavor to achieve self-sufficiency. We hope the content of this manual has given you the confidence to develop and submit a sound proposal for a project that benefits your community.

Appendices

Appendix A: Acronyms and Glossary of Terms

Program-specific terms and concepts in the NOFOs are based on the following acronyms and definitions:

ACF: Administration for Children and Families

Alteration and Renovation: Generally defined as work required to change the interior arrangements or installed equipment in an existing facility to be more effectively used for its designated purpose or adapted for an alternative use to meet a programmatic requirement.

Assistance Listing: The Assistance Listing is a government-wide compendium of federal programs, projects, services, and activities that provide assistance or benefits to the American public. It contains financial and non-financial assistance programs administered by departments and establishments of the federal government. A listing of current programs in the Assistance Listing is available at https://SAM.gov under Assistance Listings, formerly known as the Catalog of Federal Domestic Assistance (CDFA). Each program listed has a unique identifier code called the Assistance Listing Number. HHS programs are found under the prefix 93.XXX.

Authorized Organizational Representative (AOR): The individual named by the applicant/recipient organization, who is authorized to act for the applicant/recipient organization and to assume the obligations imposed by the federal laws, regulations, requirements, and conditions that apply to applications or awards.

Beneficiaries: Individuals within the community that benefit from the project.

Board Resolution: A board resolution is an acceptable form of governing body documentation to approve the project. A current, signed, and dated document reflecting a formal decision voted on by the applicant's official governing body in support of the project for the entire project period. The resolution must indicate who is authorized to sign documents and negotiate on behalf of the tribe or organization

(AOR). The resolution should indicate that the community was involved in the project planning process and include the specific dollar amount of any eligible matching funds (if applicable).

Community to be served: The geographical/organizational community that benefits from the project.

Construction: Construction of a new building or major alteration and renovation of an existing building, including the installation of fixed equipment, but excluding the purchase of land and ancillary improvements (e.g., parking lots or roads). Please note construction costs are not allowable under any ANA funding opportunities.

Contingency Plan: A set of specific actions to reduce anticipated negative impacts on a project in the event challenges arise, but these actions may not result in major project scope changes, unforeseen risks, or extraordinary events.

Core Administration: Salaries and other expenses for those functions that support the ongoing operations of an applicant organization as a whole or for purposes that are not related to the actual management or implementation of the ANA-funded project.

Cost Sharing: The portion of project costs not paid by Federal funds (unless otherwise authorized by Federal statute). This may include the value of allowable third-party in-kind contributions, as well as expenditures by the recipient. **See also** 45 CFR §75.306. It is also referred to as non-federal share (NFS) or match.

Current Community Condition: A challenge or issue preventing the community from achieving its goals. A specific and current community condition should be related to the purpose of the proposed project. The current community condition should be specific enough to provide general baseline information for the project so that the achievement of project goals and outcomes can be used to show an enhancement in the condition described.

EMI: Native American Language Preservation and Maintenance - Esther Martinez Immersion (EMI), an ANA funding opportunity.

ERE: Environmental Regulatory Enhancement (ERE), an ANA funding opportunity.

Federal Share: The portion of total project costs that are paid for by the federal agency, 45 CFR §75.2. Financial assistance is provided by ANA in the amount of 80 percent of the approved costs of the project.

FTE: Full Time Equivalent Unit of measurement to determine the number of full-time hours worked by all employees in an organization. See 26 CFR §54.4980H-2(c).

Governing Body: A body of members of an organization that meets one of the following criteria: (1) consisting of duly elected or designated representatives, (2) appointed by duly elected officials, or (3) selected by traditional tribal means. The body must have the authority to enter into contracts, agreements, and grants on behalf of the organization or individuals who elected, designated, appointed, or selected them. Examples include board of directors, board of regents, tribal council, executive committee, etc.

Governing body documentation: Written formal board resolutions, meeting minutes from the governing body, and/ or letters from the authorizing official reflecting approval of the project, agreement to abide by the conditions of the award and related federal regulations, and the submission of the ANA grant application. This required document is typically included on organizational letterhead.

HHS: Department of Health and Human Services

Indirect Costs (IDC): Costs not readily identified with a specific project or organizational activity but incurred for the joint benefit of projects and other activities. Indirect costs are usually grouped into common pools and charged to benefiting objectives through an allocation process/indirect cost rate. Also known as overhead costs.

An indirect cost rate is simply a device for determining fairly and expeditiously the proportion of general (non-direct) expenses that each project will bear. It is the ratio between the total indirect expenses and some equitable direct cost base. **See** 2 CFR Part 200 Subpart E - Direct and Indirect (F&A) Costs.

In-kind Contributions: The value of non-cash contributions (i.e., property or services) that: (1) Benefit a federally assisted project or program; and (2) Are contributed by non-Federal third parties, without charge, to a non-Federal entity under a federal award. Also known as non-federal share. **See** 45 CFR §75.306, **Cost sharing or matching or non-federal share.**

Loan Capital: Monies derived from grant funds that are used to make loans to individuals or business entities or to establish revolving or other loan accounts or funds. This is not an allowable expense.

Minor Alterations and Renovations: Changes to physical characteristics that would not involve expansion, new construction, development or repair of parking lots, or activities that would change the facility's footprint. Costs are allowed up to the lesser of an amount below $250,000 or 25 percent of the total approved budget for a budget or performance period.

NAPA: Native American Programs Act of 1974, as amended

NOFO: Notice of Funding Opportunity

Objectives: Brief statements that describe measurably what will be expected to be achieved by the end of a project period and will lead to achieving the project goal. ANA permits a maximum of three project objectives for the entire project period. The project objectives are required to include measurable achievements. Each project objective must relate to one primary outcome and lead to achieving the project goal. The project objectives describe a change that brings the community closer to addressing the current community condition. The NOFO provides a framework:

- A timeline describing when the objective will be completed. This should be expressed in project years (for example: "by the end of year 1")
- A description of what will be completed through the objective (for example, "Participants will successfully complete trainings")
- A measure of the amount of change expected by the end of the project (for example, "75% of program participants will have completed the training program")

Objective Work Plan (OWP): The plan for the activities and timeline for achieving the project objectives and producing the outputs and expected outcomes for each objective. The OWP is a stand-alone document that mirrors the project's implementation plan and identifies all the key elements of the project description, including the project goal, objectives, activities, outputs and outcomes, staff responsibility, and timeframe for the completion of each activity.

Outcome(s): The expected change or consequence that will result from achieving the implementation plan. Outcomes can include an overall increase in capacity, a change in intended knowledge, awareness, attitudes, skills, behaviors; etc. ANA requires one primary outcome per objective. Outcomes can be the same or different for each of the project objectives. Outcomes are not outputs.

Outcome Tracker: Consists of a model or an outline that shows how all the project elements connect to each other, similar to a logic model. The outcome tracker states the project goal, project objectives, outcome, indicator, and outputs for each objective, and the means for measuring the indicator, defining benchmarks at the following points in time: baseline (beginning of project) and end of each project year. An outcome tracker will be developed for each project objective during the post-award process with technical assistance from ANA and is not required to be submitted with the application.

Output: Tangible products or services that result from the completion of milestone activities. Outputs also can be used to monitor progress toward achieving project objectives. They are not the same as outcomes.

P&M: Native American Language Preservation and Maintenance (P&M), an ANA funding opportunity.

Principal Investigator/Program Director (PI/PD): The individual(s) designated by the recipient to direct the project or program supported by the grant. The PI/PD is responsible and accountable to officials of the recipient organization for the proper conduct of the project, program, or activity.

Program Income: Gross income earned by the non-Federal entity that is directly generated by a supported activity or earned as a result of the Federal award during the period of performance except as provided in 45 CFR §75.307(f). (See Period of performance.) Program income includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under Federal awards, the sale of commodities or items fabricated under a federal award, license fees, and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds. Interest earned on advances of Federal funds is not program income. Except as otherwise provided in Federal statutes, regulations, or the terms and conditions of the Federal award, program income does not include rebates, credits, discounts, and interest earned on any of them. **See also** 45 CFR §§75.307, 75.407, and 35 U.S.C. 200–212 (applies to inventions made under Federal awards). Program income is used in addition to the federal funds to support the project.

Project Goal: A tangible statement of what a project should achieve.

Project Participants: Those individuals directly taking part in project activities (i.e., unemployed single parents that are taking financial literacy classes, youth interns, fluent Elders selected to be the master in the master-apprentice model, teacher candidates, newly elected council members to be trained, etc.).

Period of Performance: The time during which the non-Federal entity may incur new obligations to carry out the work authorized under the Federal award. The Federal awarding agency or pass-through entity must include the start and end dates of the period of performance in the Federal award. (**see** 45 CFR §§75.210(a)(5) **and** 75.352(a)(1)(v)).

Real Property: Land, including land improvements, structures, and appurtenances thereto, but excludes moveable machinery and equipment. **See** 45 CFR §75.2.

Recipient: An entity, usually but not limited to non-Federal entities, that receives a federal award directly from a federal awarding agency to carry out an activity under a federal program. The term recipient does not include subrecipients. Recipients were previously referred to as grantees.

SAM: System for Award Management

SEDS: Social and Economic Development Strategies (SEDS), an ANA funding opportunity.

SEDS-AK: Social and Economic Development Strategies for Alaska (SEDS-AK), an ANA funding opportunity.

Sub-objectives: While sub-objectives are mentioned in the NOFO, they are not a part of ANA's evaluation criteria or project framework. Avoid using the term "sub-objectives" and do not list more than three objectives in your application.

TTA: Training and Technical Assistance. ANA, in collaboration with four regional TTA centers, provides free training and technical assistance to prospective applicants across the U.S. and Pacific territories.

Appendix B: Calendar for Planning the Writing of Your Application

ANA Proposal Development Calendar — Timeline for Completion

Application: ______________________________ Complete by: __________________

Required Grant Component	Person Responsible	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	DUE
Program Components Project Narrative Organizational Capacity										
Financial Components Line-Item Budget Budget Narrative										
Other Information Proof of Nonprofit Status, if applicable Governing body documentation Assurance of community representation on board of directors, if applicable Project Summary Indirect Cost Agreement, if applicable Resumes and Job Descriptions Letters of support and letters of commitment Maintenance of Effort Other Attachments Table of Contents										

continued from previous page

Required Grant Component	Person Responsible	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	DUE
Standard Forms Application for Federal Assistance (SF-424) Budget Information for Non-Construction Programs (SF-424A) Disclosure of Lobbying Activities (SF-LLL), if applicable Grants.gov Lobbying Form Assurances for Non-Construction Programs (SF-424B) Project/Performance Site Location(s) (SF-P/PSL) Objective Work Plan (OWP)										
Other Edit and Spell Check Internal and External Review Format Submit in Grants.gov										

Appendix C: Requirements for a Business Plan, if necessary

Business Plan

When federal grant funds are used to support a business operation, ANA may contact you during pre-award negotiation and ask you to provide a business plan. The business plan typically includes:

- An executive summary
- A description of the industry
- A description of the products or services to be produced, sold, or marketed
- Market research
- A marketing plan
- An operational plan
- An assessment of risks and assumptions
- Financial statements (if already in operation)
- Projected operational costs

Business Plans are not required in the application submission. If you include a business plan you must make sure your application does not exceed 100 pages. In order to stay within the page limit, you can submit an Executive Summary of your business plan instead of a full business plan.

Appendix D: OMB Cost Principles

The next three pages provide a graphic of the allowability of selected elements of cost detailed in the regulations. It is important to read the specific requirements located in sections 75.421 through 75.475 of CFR 45 if you have questions about specific costs.

	Allowable	Prior Approval Required	Not Allowable
Advertising and Public Relations - read the regulations			
Advisory Councils - read the regulations			
Alcoholic Beverages			X
Alumni/ae Activities			X
Audit Services	X (w/restrictions)		
Bad Debts			X
Bonding Costs	X		
Collections of Improper Payments	X		
Commencement and Convocation Costs			X (w/exception)
Compensation - Personal Services - read the regulations	X		
Compensation - Fringe Benefits	X		
Conferences	X		
Contributions and Donations - read allowability of contributions to the tribe or organization			X
Defense and Prosecution of Criminal and Civil Proceedings, Claims, Appeals and Patent Infringements - some exceptions			X

	Allowable	Prior Approval Required	Not Allowable
Depreciation	X		
Employee Health and Welfare Costs	X		
Entertainment Costs			X
Equipment and Other Capital Expenditures		X	
Exchange Rates		X	
Fines, Penalties, Damages and Other Settlements - some exceptions			X
Fund Raising and Investment Management Costs		X (If to meet Federal program objectives)	
Gains and Losses on Disposition of Depreciable Assets - read the regulations			
General Costs of Government			X
Goods or Services for Personal Use			X
Idle Facilities and Idle Capacity			X (two exceptions)
Insurance and Indemnification	X		
Intellectual Property	X		
Interest - read the regulations			
Lobbying			X
Losses on Other Awards or Contracts			X
Maintenance and Repair Costs	X (read the regulations)		

	Allowable	Prior Approval Required	Not Allowable
Materials and Supplies Costs, including costs of Computing Devices	X		
Organization Costs		X	
Proposal Costs	X		
Publication and Printing Costs	X		
Rearrangement and Reconversion Costs - read the regulations		X	
Recruiting Costs	X		
Relocation Costs of Employees	X (based on specific criteria)		
Rental Costs of Real Property and Equipment - read the regulations	X		
Selling and Marketing - direct costs only		X	
Specialized Service Facilities	X (specific conditions)		
Student Activity Costs			X
Taxes	X		
Termination Costs	X		
Training and Education Costs	X		
Transportation Costs	X		
Travel Costs - read the regulations	X		
Trustees Travel and Subsistence Costs	X		

Appendix E: Summary of 45 CFR Part 75

The Department of Health and Human Services adoption of the Office of Management and Budget Guidance in 2 CFR Part 200 has been codified into 45 CFR Part 75. The objective of the 2 CFR Part 200 reform is to reduce both the administrative burden and risk of waste, fraud, and abuse.

The purpose of the Federal financial management regulations is to ensure that government funds are used by governments and organizations efficiently and effectively to provide the services and/or goods authorized by the Federal agency that awarded the funds. They also ensure that the governments and organizations financial management systems provide accurate, reliable, and timely financial information to the Federal government.

On December 26, 2013, the Office of Management and Budget (OMB) issued 2 CFR Part 200 which consolidates eight OMB Circulars. On December 19, 2014, the Department of Health and Human Services codified the regulations into 45 CFR Part 75. 45 CFR Part 75 was amended on October 2, 2024.

The management of an Administration for Native Americans grant requires a working knowledge of the financial assistance rules and regulations and basic cost contained in 45 CFR Part 75. Below is a summary of 45 CFR Part 75. It is important the full regulations be referenced for information about each area covered by them.

The circular is organized as follows:

- **Part 75 – Subpart A**: Acronyms and Definitions
- **Part 75 – Subpart B**: General Provisions
- **Part 75 – Subpart C**: Pre-Federal Award Requirements and Contents of Federal Awards
- **Part 75 – Subpart D**: Post Federal Award Requirements
- **Part 75 – Subpart E**: Cost Principles
- **Part 75 – Subpart F**: Audit Requirements

Appendix F: Assurance of Community Representation on the Board of Directors

If you are not a federally or state-recognized tribe, Alaska Native tribal government, or public government agency in the U.S. territories, then you must provide documentation that a majority of your board members are representative of the Native American communities that ANA serves.

You must show that a majority of your board members represent a Native American community to be served. **You must submit documentation that identifies each board member by name and indicates one or more of ANA's three categories of community representation for each:**

1. Members of federally or state-recognized tribes
2. Persons who are recognized by members of the eligible Native American community to be served as having a cultural relationship with that community
3. Persons considered to be Native American as defined in 45 CFR §1336.10 and Native American Pacific Islanders as defined in section 815 of Native American Programs Act

A "cultural relationship" is defined as lineage, familial, marriage, or other traditional or social connection to the community and not a business or work relationship. For example, someone who owns a business or is employed by an organization that serves the Native community would not be considered to have a cultural relationship with that community.

The following entities are not exempt from this policy and must meet the assurance requirements:

- A Tribal college or university or a territorial public school or university governed by a board separate from the tribe or territorial government

+ If you need assistance or clarification with your Assurance of Community Representation documentation, please contact your regional T/TA center for help.
(see pg. 189)

- An American Indian tribe, Alaska Native village, or public government agency in the Pacific territories applying as a nonprofit organization

Applicants that do not include this documentation in your attachments will be disqualified, and the application will not be considered for competition.

The following is suggested guidance for how to format and document the Assurance of Community Representation:

Board Member Full Name	**Title on Board of Directors**	**Affiliation or Relationship to a Category of Community Representation**
John Clay	President	Enrolled Member, XYZ Tribe
Darlene White Eagle	Vice President	Married to Earl White Eagle, Enrolled Member, XYZ Tribe (Cultural Relationship)
David Long	Treasurer	Native Hawaiian
Johnathan Thunder	Secretary	Athabascan-XYZ Village
Dina Redhorse	Board Member	Enrolled Member (State Recognized tribe), ABC Tribe
Dorothy Jones	Board Member	Non-Native

Appendix G: Common Mistakes Made

This section was developed as a suggestion for applicants to see what common mistakes are made during this creation process and what TTA reviewers see most in these applications that applicants tend to lose points for.

1. **Forgetting time zone difference for application closing, resulting in late submission/ disqualification**

2. **Applying to the wrong language NOFO**

3. **Application missing parts such as budget, narrative, Objective Work Plan, etc.**

4. **Not addressing all the criteria elements**

5. **Not addressing criteria elements in the order in which they are listed in the NOFO**

6. **Exceeding page limit**

7. **Using prior year NOFO**

8. **Unclear, and/or multiple, Current Community Condition(s) identified**

9. **Inconsistencies in Objective wording between the narrative and OWP**

10. **Very limited activities (usually 3 to 5) for each project year in the OWP**

11. **Lacking a description of resources needed, existing, and how it will be obtained for your project within the Implementation Plan**

12. **Project implementation plan does not describe all activities identified in the OWP**

13. **Not addressing potential obstacles to project**

14. **Including resumes with no explanation or tie to position to be filled**

15. **Position title changes throughout the application**

16. **Assuming the reviewers either know what you mean or would do something the same way as you**

17. **Line-item budget and budget narrative not provided for each separate project year**

18. **Line-item budget/budget narrative columns not fitting on single page**

19. **Surprise items in the budget with a poor justification and/or no explanation in the narrative or OWP**

20. **Forgetting to ask for help from TTA Providers that offer free assistance with the application process and review.**

ANA Help Desk

http://www.acf.hhs.gov/ana
Toll free: 1.877.922.9262
Email: anacomments@acf.hhs.gov

Eastern Region

http://www.anaeastern.org
Toll free: 1.888.221.9686

Alaska Region

http://www.anaalaska.org
Toll free: 1.800.948.3158

Western Region

http://www.anawestern.org
Toll free: 1.855.890.5299

Pacific Region

http://www.anapacific.org
Toll free: 1.844.944.9544