



Department of Environmental Protection

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Water Quality Monitoring Grant (WQMG) Program Request for Grant Proposals State Fiscal Year (SFY) 2024

1.0 GRANT OPPORTUNITY SUMMARY

- A. Proposals Sought:** The Massachusetts Department of Environmental Protection (“MassDEP”) is seeking grant proposals from Eligible Entities (as defined in Section 1.C. below) for the purpose of supporting ongoing or new monitoring and data collection efforts to increase the amount of external data MassDEP uses for water quality assessments.
- B. Grant Program Scope:** With more than 3,000 lakes and ponds, 12,000 miles of streams and rivers, and almost 3,000 square miles of coastal waters in the Commonwealth, MassDEP’s Watershed Planning Program (“WPP”) can sample only a fraction of these surface waters in any given year. MassDEP supplements its own surface water quality dataset (“internal dataset”) with data collected by entities outside of the agency (“external dataset”). Internal and certain external data meeting MassDEP’s acceptance criteria for data quality are used as the basis for assessing surface water quality in accordance with requirements set forth in § 305(b) and § 303(d) of the federal Clean Water Act (“CWA”). For more information on MassDEP’s water quality assessment process described in the Massachusetts Consolidated Assessment and Listing Methodology (“CALM”) Guidance Manual, please see: <https://www.mass.gov/info-details/water-quality-assessments>.

Through the Water Quality Monitoring Grant (WQMG) program, MassDEP seeks to support both new and ongoing water quality monitoring initiatives conducted by federally-recognized tribal nations located in the Commonwealth, community water quality monitoring groups, and other non-profit organizations (referred to collectively as “organizations”). Such initiatives, include: (1) direct monitoring of rivers, streams, lakes, ponds, and estuaries (surface waters) through field and laboratory work; (2) associated capacity-building actions (including, but not limited to training and outreach) that improve the organization’s ability to monitor surface waters through field and laboratory work; and (3) developing regional and long-term monitoring programs and networks.

This information is available in alternate format. Please contact Melixza Esenyie at 617-626-1282.
TTY# MassRelay Service 1-800-439-2370
MassDEP Website: www.mass.gov/dep

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While activities eligible for funding through this grant program are broad, **MassDEP will (as part of the evaluation criteria) prioritize grant proposals that include: (1) clear plans for data submittals to MassDEP; (2) the examination of specific priority analytes or measures using approvable approaches and procedures; (3) clear and tangible benefits for EJ populations; (4) matching funds and/or in-kind services that directly support the project; and (5) demonstration of meaningful collaborative approaches (as described below).**

The quality of external data requires: (1) project organization and planning; (2) rigorous data quality objectives (“DQO”); (3) participant training; and (4) standardized field and laboratory procedures, metadata collection, and data verification. Data used for assessments must be based on a MassDEP-approved Quality Assurance Project Plan (“QAPP”), which is developed prior to data collection and describes the aspects of the monitoring that are specific to the grantee’s project (e.g., sample locations, sampling frequency, etc.). For more information on writing a QAPP, see <https://www.mass.gov/guides/water-quality-monitoring-for-volunteers>. The completed QAPP must be submitted to MassDEP for review and approval both prior to data collection and separately from this grant application at an appropriate time in the project timeline (i.e., a draft QAPP cannot be submitted for approval as part of this grant application).

MassDEP is committed to advancing equity, diversity, and environmental justice (“EJ”)¹ through its public investments. The Agency seeks to prioritize the direction of these resources to benefit EJ communities and to address environmental inequities. To that end, MassDEP grant and funding programs include criteria and evaluation parameters that emphasize equity, diversity, and environmental justice, consistent with each program’s statutory authority and source of funding.

- C. Eligible Entities:** Eligible Entities for this Grant Opportunity are limited to: (1) federally recognized Tribal Nations within the Commonwealth of Massachusetts; and (2) non-profit organizations that can include watershed groups, lake and pond associations, and other non-profit organizations with the ability to conduct monitoring activities during the project period using technically-sound, approvable methodologies.

While coalitions are not required for this grant application, collaborative projects that effectively leverage partnerships to create synergies (i.e., interactions among coalition partners that create combined project outcomes greater than outcomes anticipated if coalition partners worked individually) will be given priority for funding. Synergies can include, but are not limited to, the following: (1) regional data collection efforts not feasible by single entities; (2) programs by established organizations to mentor new and developing groups; (3) new collaborations with organizations that work with EJ populations; and (4) catalyzing collaborations to develop long-term water quality monitoring programs and networks. Coalitions must consist of two or more Eligible Entities. MassDEP requests that Intertribal Consortia (as defined in 40 CFR § 35.6015 - Definitions)

¹ “Environmental justice is based on the principle that all people have a right to be protected from environmental hazards and to live in and enjoy a clean and healthful environment regardless of race, color, national origin, income, or English language proficiency. Environmental justice is the equal protection and meaningful involvement of all people and communities with respect to the development, implementation, and enforcement of energy, climate change, and environmental laws, regulations, and policies and the equitable distribution of energy and environmental benefits and burdens.” See Environmental Justice Policy of the Executive Office of Energy and Environmental Affairs (updated June 24, 2021): <https://www.mass.gov/doc/environmental-justice-policy6242021-update/download>.

submit a grant application as a single coalition, with each Eligible Tribe (see Eligible Entities at beginning of this Section 1.C.) submitting as a coalition member.

Please Note: Submitting an application as a coalition does not by itself demonstrate synergies leading to unique deliverables or outcomes; the coalition applicant must also provide information that demonstrates how the proposal will provide, or continue to provide, synergies as described in this section.

D. Eligible Projects/Plans and Eligible Expenses: Eligible Entities must describe in their proposals how the grant funding will support one or more of activities aligned with the scope of the grant program: The funding provided through this grant program is available only for Eligible Expenses incurred between the grant contract start date and June 30, 2024. If any services are part of an existing contract, the awardee must clearly demonstrate that the services occurred within the grant contract period to be eligible for funding. One-time payments for service contracts that start before, or end after, the grant contract period are not eligible for funding. A portion of work from an existing contract that occurs within the grant contract period is eligible for funding (and requires appropriate documentation from the grantee of the specific fees paid for that subset of services). See Section 1.I (“Funding Availability”) for more information.

Eligible activities aligned with the scope of the grant program may include:

1. Direct monitoring of surface waters through field and laboratory work, including:
 - a. Purchase of monitoring equipment and supplies for field or in-house laboratory use (e.g., enzyme-substrate analytical systems, incubators, reagents, sample containers, Secchi disk, temperature, or conductivity data loggers, etc.).
 - b. Fees for external laboratory analysis of samples during the grant contract period.
 - c. Fees for services that (a) provide direct monitoring by a consultant; (b) develop data management tools that lead to submission of data to MassDEP by a consultant; and (c) calibrate and repair instruments used during the contract period for the proposed project. Eligible Entities must demonstrate that work performed by a consultant or other vendor cannot be performed by staff and/or volunteers and that the Eligible Entity can perform effective oversight of the consultant’s work. Additionally, Eligible Entities must demonstrate that the organization or coalition is the principal contributor to the overall project being proposed when the budget includes fees for services by a consultant. Proposals where the organization or coalition are not the principal contributor to the proposed work are not eligible for funding.
 - d. Salary for staff overseeing or conducting monitoring activities specific to, this project including, but not limited to field work, laboratory work, QAPP development, and project planning and management.
 - e. If submitting as a coalition, salary for a coalition coordinator’s organization and oversight of activities and work specific to the Eligible Project.
2. Actions that increase the organization’s or coalition’s capacity to perform monitoring of surface waters through field and laboratory work, including:
 - a. Training of volunteers or organization personnel to conduct monitoring activities.
 - b. Training on Quality Assurance (QA) activities such as probe calibration or laboratory best practices.

- c. Training on data management and review.
 - d. Outreach to the community to increase volunteer participation in organization monitoring activities (including communication of regional monitoring data and analyses).
 - e. Data management activities needed to improve data sharing with MassDEP.
 - f. Salary for staff overseeing or conducting actions that increase the organization's or coalition's capacity to perform monitoring of surface waters specific to the Eligible Project including, but not limited to training and outreach planning, preparation, and implementation.
3. Actions to develop regional and long-term monitoring programs or networks, including:
- a. Purchase of monitoring equipment specifically intended for regional and long-term monitoring.
 - b. Training of organization personnel to perform actions specific to developing regional and long-term monitoring programs.
 - c. Salary for staff developing, or overseeing the development of, regional and long-term monitoring programs and networks specific to the Eligible Project including, but not limited to QAPP development, planning, preparation, and implementation of training, and project planning and management.

The above activities can be associated with monitoring any analyte, biogeochemical parameter, hydrologic parameter, or other measure used to assess water quality, but proposals to collect data most critically needed by MassDEP for CWA § 305(b) and § 303(d) decision-making and reporting will be given priority (as described below in Section 1.F.).

Eligible Entities must also acknowledge and comply with the requirement that all Eligible Expenses funded by this grant program must be: (a) incurred during the grant contract period; and (b) **completed by June 30, 2024. Eligible Expenses include only: (1) purchased and properly documented equipment and supply costs (including laboratory supplies); (2) disbursed and properly documented expenses and fees for laboratory analytical and other consultant services; (3) disbursed and properly documented salary (defined as hourly salary and overhead combined); (4) disbursed and properly documented expenses and fees for training activities; and (5) vehicle mileage only for travel performed specifically for the project during the grant contract period. The hours worked on the Eligible Project and all salary payment(s) for that work must occur within the grant contract period. Lump sum payments and stipends are not eligible for reimbursement.** Any questions about Eligible Projects and Eligible Expenses should be submitted in writing to MassDEP by the deadline specified in the Estimated Grant Calendar (see Section 4.0 below).

E. Ineligible Entities and Applications: The following Entities and/or applications are ineligible for this grant funding:

- 1. Academic institutions are not eligible for funding under this grant program, but they can serve as subcontractors to organizations or coalitions needing their services, so long as said services are within the limited scope outlined in 1(D)(1)(c) (e.g., laboratory analysis and consultant services).
- 2. For the purposes of this grant program, Eligible Entities do not include towns and municipalities.

3. Eligible Entities cannot propose any activity or the purchase of equipment for work to comply with local or governmental enforcement actions, such as State or Federal judicial proceedings, and/or State or Federal Agency Administrative Orders or Consent Orders.
4. Eligible Entities cannot propose any activity or the purchase of equipment or supplies for work to implement specific requirements of National Pollutant Discharge Elimination System (NPDES) stormwater permits.

Any questions about Eligible Entities and Applications should be submitted in writing to MassDEP by the deadline specified in the Estimated Grant Calendar (see Section 4.0 below).

- F. MassDEP Priority Data Needs:** Eligible Entities can propose to sample any analyte but should be aware that MassDEP has identified specific analytes or measures using approvable approaches and procedures as Priority Data Needs. These Priority Data Needs are aligned with data used for § 305(b) and § 303(d) reporting through MassDEP’s Integrated Report to the U.S. Environmental Protection Agency (EPA). For more information on the Integrated Report, see <https://www.mass.gov/lists/integrated-lists-of-waters-related-reports>.

Eligible Entities should identify such priorities as targets for monitoring activities when applicable. Proposals that address the following priority list as part of direct monitoring, capacity building, and/or regional and long-term monitoring program development activities, will be given priority by MassDEP for SFY2024 WQMG funding:

1. Sampling for concentrations of *E. coli* and enterococci bacteria.
2. Continuous or discrete measures of temperature, oxygen, and conductivity.
3. Basic limnological parameters related to trophic status of lake and pond ecosystems (e.g., Secchi depth and chlorophyll a).

Proposals can address Priority Data Needs and/or non-priority data for the SFY2024 WQMG program. When proposals address Priority Data Needs and non-priority data needs together, proposal evaluations will focus on approaches to address Priority Data Needs; however, non-priority data collection will only be viewed and evaluated less favorably when it detracts from work to address Priority Data Needs. Proposed sampling methodologies for all contaminants are evaluated for the same level of rigor, reliability, and effectiveness. Eligible entities can consult the Massachusetts CALM to understand how data are used by MassDEP for water quality assessments (<https://www.mass.gov/info-details/water-quality-assessments>).

- G. Application Deadline:** Applications are due by **5:00 p.m. on November 15, 2023**.

- H. Page Limit:** Grant applications must not exceed twelve (12) single-sided pages in length, not inclusive of the Administrative Summary and attached supporting documents (including resumes, short biographies, coalition letters of commitment or Memorandum of Understanding (“MOU”), and supporting documents for the budget justification, such as equipment quotes and documentation of current or anticipated match funds/in-kind services). Pages should have one-inch margins and no smaller than 11-point font (excluding special characters, subscripts, or superscripts).

- I. Funding Availability:** MassDEP currently anticipates that up to \$200,000 in total grant funding may be available for the WQMG program in SFY2024, which ends on June 30, 2024. MassDEP reserves the right not to award the total funding currently available for this grant program, and all awards are subject to the availability of appropriations and/or other funding sources. Grant awards may range from \$20,000 (minimum) to \$75,000 (maximum) per application as an individual organization or coalition, although the Grant Review Team for the WQMG program reserves the right, in its discretion, to: (1) grant smaller awards to proposals of exceptional merit; and (2) grant awards smaller than requested by grant applicant(s) based on the availability of funds. MassDEP currently anticipates that three (3) to eight (8) grants will be awarded through this program.

The estimated start date for all grant contracts is February 7, 2024 (the formal start date will be the date the grant contract is fully executed and will be noted in the Notice to Proceed issued following contract execution). **The funding provided through this grant program is available only for Eligible Expenses incurred between the grant contract start date and June 30, 2024.** The SFY2024 grant funding awarded through this Program is on a reimbursement basis, and Eligible Entities must provide all supporting documentation required by MassDEP indicating that all Eligible Expenses were incurred between the contract start date and June 30, 2024. If submitting as a coalition, the grant applicant's coalition coordinator must coordinate invoicing and payment of all coalition members included in its application into a single request for reimbursement. MassDEP will not reimburse invoices from a coalition on an individual organization basis or from any representative of the coalition other than the designated grant coalition coordinator.

- J. Match Requirement:** While Eligible Entities are not required to provide matching funds, a match is preferred to obtain data for the 2024 summer sampling season following the grant program end date of June 30, 2024 (i.e., for July 1, 2024-October 15, 2024, sampling). Projects with matching sources of funding, including in-kind services and/or external funding, will be given priority for funding. Activities used as in-kind match can occur: (1) prior to the grant contract period starting on November 15, 2023; (2) during the grant contract period, and (3) after the grant contract period through November 15, 2024, when the Project Data Submission Summary is due to MassDEP. How matching funds are provided is unrestricted (e.g., corporate, municipal government, etc.) and can be anticipated or secured. Matching funds with a demonstrated link to data submissions are preferred. **Activities directly related to continued monitoring and eventual data submission occurring after the grant end date of June 30, 2024, and during the remainder of the summer sampling season (ending October 15, 2024) are allowed as match.** Eligible Entities should identify and describe in detail secured and anticipated sources of matching funds in the budget justification for their proposed project.

- K. Question and Answer Period:** Written questions can be submitted to MassDEP at WQMG@Mass.Gov through October 25, 2023, at 12:00 p.m. A complete question and answer document will be posted on the **MassDEP Website** (<https://www.mass.gov/info-details/grants-financial-assistance-watersheds-water-quality>) by **November 1, 2023**. (See Estimated Grant Calendar below at Section 4.0). The WQMG Coordinator cannot respond directly to any email, phone, or in-person inquiry about the status of the grant program from the date that this RFGP is posted online (estimated to be October 18, 2023) until the Notification of Grant Award (estimated to be January 17, 2023).

L. Total Anticipated Duration of Grant(s): The grant contract period will run from the date of full execution of grant contract documents by MassDEP and noted in the Notice to Proceed (estimated to be February 7, 2024) through June 30, 2024. Projects may extend past June 30, 2024, **to include work used as match that will not be reimbursed.** Grantees must also submit a Close Out Memorandum and Project Data Submission Summary after the June 30, 2024, grant contract period end date and by the respective dates specified in Section M below.

M. Close Out Memorandum: All successful applicants shall submit a Close Out Memorandum demonstrating the completion of all required project deliverables for the contract and includes a final invoice to MassDEP for the remaining reimbursable amount. The Close Out Memorandum shall be submitted by no later than July 15, 2024, and it must consist of: (1) a two-page (recommended maximum) summary cover letter; (2) an invoice submittal cover sheet that MassDEP will provide for this purpose; and (3) all additional required documentation of expenditures including the relevant dates and amounts (including, but not limited to, receipts, subcontractor invoices, salary documentation, etc.). The two-page summary for the Close Out Memorandum must describe, at a minimum, the following: (1) overall outcomes of the project; (2) specific outcomes resulting from the project's activities related to the deliverables for each task; (3) any needed explanation of additional documentation or to demonstrate that all Eligible Expenses occurred during the grant contract period; and (4) the grantee's plan for timely submittal of quality assured data to MassDEP (including additional work after the grant's June 30, 2024 deadline possibly used as match). Successful documentation and submission of expenditures will be considered in the evaluation of the good standing of applicants to potentially receive additional funding in future WQMG program rounds (if available, and contingent upon funding).

Project Data Submission Summary: Additionally, applicants shall submit a one-page Project Data Submission Summary by no later than November 15, 2024. Said Project Data Submission Summary shall address: (1) how the project met the overall data submission goals; and (2) documentation of data submissions of water quality sampling data for the 2024 season (if applicable) directly to MassDEP's WPP (<https://www.mass.gov/guides/external-data-submittals-to-the-watershed-planning-program>) or to the Water Quality Exchange ("WQX") online tool maintained by the EPA. Successful completion of the Project Data Submission Summary will be considered as part of the evaluation of good standing of applicants for potential future WQMG programs.

N. Applicable Procurement Law: —M.G.L. c. 7A, § 7; St. 1986 c. 206, § 17; 815 CMR 2.00 (Grants).

2.0 INSTRUCTIONS FOR APPLICATION SUBMISSION:

A. Evaluation Criteria (general): Eligible Entities must submit a completed application that: (1) includes all the required supporting materials; (2) demonstrates the applicant(s) understands and agrees to the program conditions; and (3) demonstrates the proposed work meets the stated grant eligibility requirements. A Grant Review Team will evaluate proposed projects based upon the criteria listed below. The Grant Review Team reserves the right to reject any or all proposals.

B. Proposal Components and Evaluation Criteria: Sections 2.B.1 through 2.B.6 describe the components of the proposal. If applicants believe a different format will result in an improved

proposal or wish to seek clarification on any part of the suggested proposal structure, they should submit written questions to MassDEP by the question deadline specified in the Estimated Grant Calendar in Section 4.0 for guidance. Nevertheless, applicants should strongly consider using the proposal structure described below.

Applicants should read the descriptions for each section and avoid redundancy in the narratives among sections. The Grant Review Team will evaluate and score grant applications from Eligible Entities (as defined previously in section 1.C of this RFGP) based upon the following criteria, which have a total maximum point score of 100 points:

1. Administrative Summary (0 points; failure to provide the summary, or submission of an incomplete summary, may result in proposal rejection, in the discretion of the Grant Review Team.)

Applicants must provide an administrative summary of their proposal. The Administrative Summary will serve as the cover page(s) to the proposal and does not count against the 12-page limit. The Administrative Summary **must use the format provided in Appendix A: Proposal Template – Administrative Summary** and must include:

- a. If submitting as an individual organization: Primary contact's name, position, organization they represent, mailing address, phone number and email contact information. This person will be the principal point of contact with MassDEP for grant administration and management on behalf of the organization performing the work.
- b. If submitting as a coalition: Coalition coordinator's name, position, organization they represent, mailing address, phone number, and email contact information. This person will be the principal point of contact with MassDEP for grant administration and management on behalf of the coalition. The Administrative Summary must also include mailing addresses, phone numbers, and email contact information of all coalition members. All coalition members must be Eligible Entities, and listing ineligible entities as coalition members may result in proposal rejection;
- c. Project title;
- d. Watershed(s) served by the proposed project;
- e. Amount of funding requested (must match budget);
- f. Administrative summary (i.e., abstract) of the project (maximum 350 words); and
- g. A signature from an individual authorized to submit the proposal (e.g., the Primary Contact, fiscal officer, organization director, etc.) for either the individual Applicant or lead organization, if submitting as a coalition.

2. Proposed Work (35 points)

Applicants must provide: (1) a Narrative, describing the overall project goals and rationale; and (2) a detailed Scope of Services, describing the specific tasks proposed to monitor water quality or build capacity for water quality monitoring. The narrative has no template, but the Scope of Services **must use the format provided in Appendix A: Proposal Template – Scope of Services**.

- Individual tasks should be content-specific and clearly result in discrete deliverable products or outcomes. Each task summary must include the following: (1) a descriptive summary (written in 3rd person), (2) a list of **key** personnel expected to work on the task, (3) a list of desired deliverables, and (4) a cost for the task. Individual task descriptive summaries should be no more than 350 words and can include the specific actions to be undertaken, equipment to be purchased, services to be procured, and any other appropriate details to evaluate the impact of the task's outcome and cost-effectiveness.
- Proposed tasks can include: (1) actions directly related to proposed activities occurring within the grant contract period related to reimbursable expenditures; and/or (2) activities occurring before or after the grant contract period (possibly used as match/in-kind services), including work during the sampling season, activities to support data submittal to MassDEP, and/or long-term monitoring activities.
- **All Applicants should note that only Eligible Expenses occurring within the grant contract period are eligible for reimbursement.** Task summaries should clearly note when tasks are for matching funds/in-kind services or otherwise part of long-term activities. Applicants should avoid redundancy between the overall narrative (i.e., general description) and the Scope of Services sections (i.e., task-specific descriptions).

The Grant Review Team will focus on the following during the evaluation process:

- a. The overall viability of the project for completion as described by the applicant (e.g., the achievability of goals, the feasibility of the work as described, etc.).
- b. Clarity of all descriptions in this section (including the Scopes of Services). Submission of supporting documents that are ancillary to the proposal will be viewed as detracting from the overall clarity and will be evaluated less favorably by the grant review team.
- c. If applicable, effectiveness of sampling design, including, but not limited to sampling locations, sample frequency, quality assurance procedures, and other sampling design components. Applicants **must include a map that clearly shows the specific sampling locations proposed.**
- d. If applicable, the described links between any capacity building activities and future data submissions to MassDEP.
- e. A clear and feasible timeline for the proposed work, including future data submissions. The description of the project timeline **must use the format provided in Appendix A: Project Timeline.** The project timeline's tasks should match the proposed Scope of Services. The project will be judged on the feasibility that all work activities and related expenditures will be completed and properly documented in accordance with the proposed timeline and WQMG expiration deadline of June 30, 2024. A narrative section is included in the template, but descriptions of anticipated challenges with meeting the project timeline should be described in Section 2.B.5 (Organizational Capacity).
- f. Appropriateness of **key** personnel who are anticipated to work on the grant. Key personnel should have the appropriate expertise to perform their duties in the project, and all project tasks requiring special expertise should list personnel with sufficient background in performing the required specialized duties. The project's primary contact or coalition coordinator's credentials and experience should demonstrate sufficient expertise to oversee and implement a successful project and manage a coalition (if applicable).

Note: Resumes, CVs, or short biographies for all **key** personnel noted in the Scope of Services should be included as attachments (not counting against the 12-page limit). Resumes or biographies are not needed for other personnel noted in task summaries.

3. Capacity for Quality Assured Data Collections and Submissions (20 points)

Applicants must provide a narrative description of how the proposed work project will generate quality assured data needed by MassDEP for CWA § 305(b) and § 303(d) decision-making and how those data will be submitted directly to MassDEP's WPP or EPA's WQX system, including a statement on data priorities included in the proposed project (two (2) funding priorities of this WQMG program).

The Grant Review Team will focus on the following during the evaluation process:

- a. Whether the Application includes (a) a plan for submitting quality assured data directly to MassDEP's WPP or EPA's WQX, and (b) a description of strategies for submission of priority and non-priority data. Submitting data is not a required deliverable for completion during the grant contract period, but proposals that describe clear plans for future data submittals will be given priority. Data submittal may be evaluated as part of the good standing metric for grantees who would like to be considered for potential future grant cycles (see section 2.B.5.). Proposals that seek to increase long-term capacity should describe a general, long-term data submittal plan to address this issue.
- b. How the proposed work can assist MassDEP in meeting the needs and/or requirements of the agency's federal CWA programs to assess surface waters. This component of the proposal should address geographic location of samples, sample frequency, and other factors that may benefit assessments of surface waters using priority and non-priority data.
- c. The type and amount of priority data described previously as Priority Data Needs for MassDEP.
- d. The approval status of the current QAPP(s) and/or a clear plan to develop an approved QAPP(s) for performing the proposed work in the timeframe proposed. Descriptions of barriers to developing QAPP(s) should be included in Section 2.B.5 (Organizational Capacity).

4. Environmental Justice (10 points)

Work that benefits historically disenfranchised communities that commonly experience disproportionate environmentally poor conditions is a priority for this grant program. The proposal must include a narrative that outlines how EJ populations would benefit from and/or be involved in the proposed project. The narrative has no template, but the proposal should describe the EJ populations or organizations that will benefit from the outcomes of the work or otherwise be the recipients of deliverables. **Organizations that facilitate EJ work may be eligible to serve as coalition members (see section 1.C describing Eligible Entities and 1.E describing Ineligible Entities). If not serving as coalition members, optional letters of support from non-coalition partner organizations that facilitate EJ work are strongly encouraged to demonstrate the viability of EJ components described in the proposal.** These letters can be attached and do not count against the 12-page limit. Work with EJ populations can include monitoring in areas with EJ

populations, creating new partnerships to benefit EJ populations, promoting collaboration and inclusive information sharing with EJ populations, and/or leveraging EJ population's local knowledge of water quality issues to expand or refine monitoring programs. Proposed actions without a description of tangible EJ benefits will not be considered by the Grant Review Team for this component of the proposal. Coalition proposals with organizations representing EJ populations that will receive mentoring should provide a detailed description of the mentoring plan. All specific tasks and associated deliverables or outcomes resulting from this work should be included in the Scope of Services and Timeline (see Section 2.B.2 Proposed Work). Information on which communities are classified as EJ populations can be found at <https://www.mass.gov/info-details/environmental-justice-communities-in-massachusetts>.

The Grant Review Team will focus on the following during the evaluation process:

- a. The potential impact for the EJ population. Proposed activities should result in meaningful benefits to the EJ population(s) identified in the narrative.
- b. Clarity of the narrative describing EJ components of the proposed work. The narrative describing benefits of the work should demonstrate clear outcomes to specific populations and/or work with specific organizations.

5. Organizational Capacity (20 points)

Applicants must provide a narrative description of their organization or coalition and its current or future capacity to collect monitoring data. Any application submitted as a coalition must demonstrate the capacity to organize and coordinate with all Eligible Entities listed in the application as coalition members. A template is not provided for this section, but it should be written in a narrative form and should:

- Include a short statement describing the organization's or coalition's qualifications to perform the proposed work, which can include (1) brief descriptions of past work examples, strategic plans, current work capacity, etc. and/or (2) the geographic extent of the organization's or coalition's prior monitoring work, such as a listing of the watershed(s) where prior work occurred (i.e., not just a listing of the watershed(s) where the work is proposed for this grant application). A detailed history of work projects is not needed.
- Identify any needs that are key to the organization or coalition submitting quality assured data, including but not limited to sampling and analysis planning, training in data management, Quality Assurance/Quality Control (QA/QC) plan development (including QAPP development), data review limitations, assistance in formatting data submissions (submitted either directly to MassDEP's WPP or EPA's WQX), and purchase(s) of analytical equipment not requested in the proposal. Applicants should describe any potential challenges with the proposed timeline and appropriate detail on contingency plans as needed.
- Specifically state the organization's or coalition's ability to enter into the contract and perform the project, including any post-application-submittal activities that will be required to accept a state grant or any other potential constraints.
- If applicable, describe all meaningful collaborative activities that benefit multiple organizations in the coalition and lead to deliverables or outcomes that would not otherwise occur without collaborating. This section should avoid redundancy with

previous sections of the proposal. All applications submitted as a coalition should include letters of commitment from each coalition member or an MOU signed by all coalition members that briefly explain the shared benefit of being part of the coalition (not included in the 12-page count).

MassDEP will also evaluate if previous grant awardees are in good standing. Good standing is defined as fulfilling all requirements and conditions under MassDEP's SFY2022 or prior WQMG programs, including, but not limited to prompt on-time submittal of applicable invoices and deliverables, and data submittals WPP or EPA's WQX. This requirement only applies to organizations that have received a prior grant award from MassDEP. Submittal of data collected for the SFY2023 WQMG program will not be evaluated as a component of good standing due to the timing of this Request for Grant Proposals (RFGP) and the 2023 sampling season. Applicants should also include a brief statement describing whether the organization, or all coalition members (if applicable) in the grant application are in good standing with MassDEP.

The Grant Review Team will focus on the following during the evaluation process:

- a. The organization's or coalition's qualifications indicate a likelihood of success at implementing the proposed project. This includes an evaluation of the good standing of organization or coalition.
- b. Challenge(s) for the organization or coalition for meeting the purpose of continuing ongoing or expanding new monitoring and data collection efforts are clearly defined with effective plans to overcome challenges.
- c. The organization's or coalition's ability to enter into a contract with MassDEP within 30 days of the award date and abide by all terms and conditions of the contract including, but not limited to the retention of fiscal documents and the ability to receive funds electronically.
- d. Whether the applicant is a coalition that leads to synergies among coalition members. Coalitions are not required for the SFY2024 WQMG, but collaborations that lead to synergies among coalition members are given priority.

6. Project Budget and Cash Flow Schedule (15 points)

Applicants **must present a project budget for the expenditure of grant funds using the format provided in Appendix A: Proposal Template – Project Budget**. Applicants must record the total amounts in the table and provide a detailed justification that describes individual expenditures. The budget justification includes required tables to support the overall budget amounts and a narrative that briefly describes the general purpose of the expenditures or provides additional explanation. Applicants should note the following when constructing project budgets:

- Details about the personnel who receive salary including their position, hourly rate, and hours worked must be included in the budget justification. Lump sum payments (e.g., stipends) that do not document the hourly rate and hours worked are not considered salary.
- Firm estimates of costs for any individual piece of equipment or a single order from one vendor for multiple pieces of equipment and supplies greater than \$200 should be

documented by including a formal quote or screen capture documenting the cost of each item or order as attachments (that do not count against the 12-page limit). The budget justification must include a table that organizes the proposed amounts for each quote. Grantees are not reimbursed for Massachusetts Sales Tax (since MassDEP, as a state agency, is not subject to Sales Tax), and that amount should not be requested as part of a reimbursement. Be sure to include estimated shipping costs in the requested budget in the Equipment and Supplies category.

- All subcontractor services require a quote from the vendor detailing the services provided and cost to the client. Coalition members should not be listed as sub-contractors regardless of how funds are disseminated by the coalition lead. Additionally, staff receiving salary should also not be listed as sub-contractors.
- Matching funds through in-kind service(s) or monetary match can be either anticipated or secured. The justification should note the status of all matching funds and supporting documentation should be included as attachments (that do not count against the 12-page limit).
- Applicants must ensure that budget estimates and calculations are accurate. Eligible Entities awarded funds will not be able to adjust budget totals due to mistakes in the proposal. Grant funds not spent due to budgeting errors will be considered in the evaluation of the good standing of applicants to potentially receive additional funding in future WQMG programs (if available, and contingent upon funding).

The Grant Review Team will focus on the following during the evaluation process:

- a. Clarity of estimates and descriptions of direct project costs, overhead (for salaries only), and matching funds.
- b. Appropriateness of direct project costs and cost effectiveness of proposed activities and equipment purchases.
- c. Demonstrated understanding of the realistic project costs likely to be incurred through the proposed work.
- d. Timing of reimbursable project costs are appropriate for the anticipated grant contract period, which must be incurred after the grant contract start date and be completed by the close of SFY2024 (**ending on June 30, 2024**).
- e. Appropriateness and effectiveness of in-kind service(s) or monetary match for achieving overall project goals.

C. Application Completion and Submission Instructions:

Complete proposals will consist of:

1. **A concise application**, not exceeding 12 pages, addressing the evaluation criteria listed above (Section 2.B.). Applicants should strongly consider using the following sections in their application and should submit written questions to MassDEP by the question deadline specified in the Estimated Grant Calendar in Section 4.0 if they desire to use a different format:
 - a. Administrative Summary (as a cover page or pages not counting against the 12-page limit);
 - b. Proposed Work;

- c. Priority Data Needs and Capacity of Quality Assured Data Collections;
 - d. Environmental Justice;
 - e. Organizational Capacity; and
 - f. Project Budget and Cash Flow Schedule.
2. **Supporting documents** are also allowed and do not count against the 12-page limit. These documents should be essential to understanding the proposal. A list of all attached supporting documents must be included in the administrative summary. However, submission of supporting documents that are ancillary to the proposal will be viewed and evaluated less favorably by the Grant Review Team. Supporting documents should be limited to:
- a. Resumes or short biographies for **key** staff;
 - b. Letters of support from non-coalition partners who are contributing to EJ work, if applicable;
 - c. Letters of commitment from coalition members or an MOU if applying as a coalition; and
 - d. Supporting documents for the budget justification (e.g., formal quotes and screen captures).

Submission Instructions: All grant submissions must include (1) the application and (2) all supporting documents as a **single** portable document format (.pdf) file submitted **electronically** by 5:00 p.m. on Monday, November 15, 2023, to:

Robert Smith, WQMG Coordinator; WQMG@Mass.Gov

The file must have the lead organization's name AND "MassDEP SFY2024 WQMG" in the subject line (i.e., "Organization Name – MassDEP SFY2024 WQMG"). **Documents must be submitted in a single portable document format (.pdf).** All application materials will be available for download at <https://www.mass.gov/info-details/grants-financial-assistance-watersheds-water-quality>. Applicants should expect to receive a confirmation email from the WQMG Coordinator confirming receipt of the file and that the file could be opened and viewed. This confirmation email will not confirm that the proposal is complete.

Applications received after the deadline will be rejected automatically. . MassDEP reserves the right to reject any and all proposals or request additional information from applicants if needed.

Additional Required Documentation: If selected for a grant award, the applicant will be required to review or submit the following Commonwealth Forms (available at <https://www.mass.gov/lists/osd-forms>) to complete the contracting process. **Organizations are encouraged to preview the following forms prior to submission of an application. (Please Note: These forms are NOT required to be submitted as part of the grant application.)**

- Commonwealth Standard Contract Form (a partially pre-filled form will be provided by MassDEP). An example can found online at: https://www.macomptroller.org/wp-content/uploads/form_standard-contract.docx (instructions: https://www.macomptroller.org/wp-content/uploads/instructions_standard-contract-form.pdf)

- Commonwealth Terms and Conditions: https://www.macomptroller.org/wp-content/uploads/form_commonwealth-terms-and-conditions.pdf. These Terms and Conditions are incorporated by reference into the Standard Contract Form, and do not need to be executed separately.
- Commonwealth W-9 tax information form filled out and signed by the applicant with Data Universal Numbering System (DUNS) number and Federal Tax ID: https://www.macomptroller.org/wp-content/uploads/form_w-9.pdf (and instructions: https://www.macomptroller.org/wp-content/uploads/instructions_w-9.pdf)
- Completed Contractor Authorized Signatory Listing Form: https://www.macomptroller.org/wp-content/uploads/form_contractor-authorized-signatory-listing-for-sole-proprietors.pdf or https://www.macomptroller.org/wp-content/uploads/form_contractor-authorized-signatory-listing-for-contractors.pdf (and instructions: <https://www.macomptroller.org/announcement/new-contractor-authorized-signatory-listing-casl-forms/>)
- Electronic Funds Transfer (EFT) form: <https://www.mass.gov/doc/electronic-funds-transfer-form-2/download>

3.0 DEFINITIONS

The following definitions supplement the definitions provided in Code of Massachusetts Regulations, 801 CMR 21.00 (Procurement of Commodities and Services) and 815 CMR 2.00 (Grants and Subsidies). These definitions are used for this solicitation and may be used throughout implementation of the grant contract after award:

Coalition: Group of two (2) or more Eligible Entities that submit a proposal together for a collaborative project that leverages partnerships to create synergies (see section 1.C).

Coalition member: Any Eligible Entity who will contribute to the project and may (1) receive funds or (2) provide matching funds and/or in-kind services.

Grant contract period: For the purposes of the WQMG program, the grant contract period begins the date that the contract is fully executed by MassDEP, and as noted in the official Notice to Proceed issued after contract execution (estimated to occur on the date listed in the Estimated Grant Calendar, section 4.0) and ends on the last day for the State Fiscal Year (June 30th) for the grant program.

Grantee: A Public or Non-Public Entity selected as a recipient of a Grant. See 815 CMR 2.02 (definitions).

Non-coalition partner: Any organization who works with an Eligible Entity or Entities as a partner but does not receive any funds and does not contribute matching funds or in-kind services.

Grant Review Team: Massachusetts state personnel who are responsible for conducting the evaluation of the proposals and recommending to MassDEP one (1) or more Eligible Entities or coalitions of Eligible Entities for award of a grant.

Project period: For the purposes of the WQMG program, the project period is: (1) the period prior to the grant contract period starting when in-kind match is eligible for this project; (2) during the grant contract period; and (3) after the grant contract period until the date that the Project Data Submission Summary is due to MassDEP (see section 1.J).

Quality Assurance Program Plan (QAPP): For this grant program, a QAPP is the planning document for the water quality monitoring project proposed that describes how quality assurance and quality control (QA/QC) activities will be implemented to ensure data quality. QAPP elements typically include describing monitoring goals and objectives, sampling design, data quality objectives, sampling logistics, equipment to be used, training provided, quality control sampling, documentation, data validation and management, corrective actions, and data reporting. The QAPP ensures that all data and information collected are of known and documented quality, and sufficient for their intended purposes.

4.0 ESTIMATED GRANT CALENDAR:

Activity	Date	Time
Notice of Grant Opportunity – Posted on COMMBUYS AND MASSDEP WEBSITE	October 18, 2023	
Request for Grant Proposals and Application Release Date (Posting Date) – Posted on MASSDEP WEBSITE	October 18, 2023	
Deadline for Submission of Questions to MassDEP via email to: WQMG@Mass.Gov	October 25, 2023	12:00 PM (NOON)
Official Answers for Q&A published on MassDEP website on or before	November 1, 2023	
GRANT APPLICATION DEADLINE; ELECTRONIC SUBMISSION TO: WQMG@Mass.Gov	November 15, 2023	5:00 PM
Notification of Grant Award(s) (Estimated) – POSTED ON COMMBUYS AND MASSDEP WEBSITE	January 17, 2024	
Estimated Contract Start Date	February 7, 2024	
Contract End Date	June 30, 2024	
Deadline for submission of all reimbursement requests and the Close Out Memorandum	July 15, 2024	
Deadline for submission of the Project Data Submission Summary	November 15, 2024	

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

The information in this appendix serves as a guide to assist organizations in their preparation of proposals. Failure to utilize the formatted sections below in this Appendix A where instructed may result in proposal rejection or poor scores during proposal evaluation by the Procurement Team.

In addition to the templates in this Appendix, the following are additional tips for creating a competitive proposal:

- A MassDEP-approved monitoring QAPP is required prior to sampling and analysis but is not submitted as part of the WQMG proposal. Including a QAPP as an attachment and referencing it exclusively in lieu of descriptive information in the proposal will result in a low evaluation score. Although a QAPP includes project details, applicants should not only reference an existing QAPP as a source of information about methods for the proposal. Descriptions of the monitoring approach, methods, and related information should be appropriately described in the text of the proposal.
- Safety considerations are required for sampling crews and must be described in the QAPP. However, the WQMG proposal should not include a QAPP (see Section 1.B. above). Sampling teams of at least two persons are recommended.
- Training documentation is required prior to sampling and analysis, but training can be documented in the QAPP. However, the WQMG proposal should not include a QAPP (see Section 1.B. above).
- Data Quality Objectives (“DQO”) are required prior to sampling and analysis, but DQO’s can be documented in the QAPP. However, the WQMG proposal should not include a QAPP (see Section 1.B. above).
- Number of sampling locations will differ among projects, but generally projects should seek to maximize the number of MassDEP assessment units when possible and within the budget. See the MassDEP Water Quality Data Viewer developed by WPP for more information: <https://arcgisserver.digital.mass.gov/MassDEPWaterQuality>.
- All maps, graphs, screen captures, and other images must have sufficient resolution for the reviewers to clearly interpret their meaning. Please review image resolutions after converting proposal files to PDF format.
- Analytical laboratory services performed ‘in-house’ or using private/academic laboratories are both acceptable for water quality analyses. When applicable, MA certification in the specific method is preferred but not required. In all cases, MassDEP’s pre-approval of laboratory-specific protocols (standard operating procedures) for analysis is required as part of QAPP approval.
- The required Project Data Submission Summary is used by WPP to track data submissions by grantees and is used for evaluating if past grantees are in good standing for potential future WQMG programs.
- Grantees are expected to critically review the resulting data and qualify data or censor data that do not meet project data quality objectives prior to submitting final data to MassDEP.
- Data can be submitted directly to MassDEP’s WPP or EPA’s WQX. One of these two types of data submission methods are required because they are the most reliable methods for MassDEP to evaluate and use external data for assessment purposes.

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

- Shipping costs should be considered part of Equipment and Supplies costs in the budget. These costs should not be listed in the “Other Total” category.
- AquaQAPP is a web-based application that helps monitoring program managers develop project-specific QAPPs for fresh/marine/estuarine water quality monitoring and benthic community monitoring in wadeable streams and coastal near-shore environments. Use of AquaQAPP is not required, but it may be a useful tool for grantees who need to develop a QAPP for the proposed project. Details on AquaQAPP can be found at:
<https://www.mass.gov/how-to/use-aquaqapp-to-plan-your-monitoring-project>.

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

ADMINISTRATIVE SUMMARY

Instructions: Enter contact information for the primary contact or coalition coordinator. Also enter any information about coalition members (if applicable). Add sections as needed or delete any unneeded sections. Also remove any dead space between sections.

PRIMARY CONTACT OR COALITION COORDINATOR INFORMATION

Primary contact name:	<i>ENTER HERE</i>
Primary contact position:	<i>ENTER HERE</i>
Organization name:	<i>ENTER HERE</i>
Legal mailing address (as would appear on W9):	<i>ENTER HERE</i>
Phone number:	<i>ENTER HERE</i>
Email contact:	<i>ENTER HERE</i>

COALITION MEMBER INFORMATION

Organization name:	<i>ENTER HERE</i>
Legal mailing address (as would appear on W9):	<i>ENTER HERE</i>
Phone number:	<i>ENTER HERE</i>
Email contact:	<i>ENTER HERE</i>

COALITION MEMBER INFORMATION

Organization name:	<i>ENTER HERE</i>
Legal mailing address (as would appear on W9):	<i>ENTER HERE</i>
Phone number:	<i>ENTER HERE</i>
Email contact:	<i>ENTER HERE</i>

COALITION MEMBER INFORMATION

Organization name:	<i>ENTER HERE</i>
Legal mailing address (as would appear on W9):	<i>ENTER HERE</i>
Phone number:	<i>ENTER HERE</i>
Email contact:	<i>ENTER HERE</i>

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

Instructions: Enter project information below.

PROJECT INFORMATION

Project title:	<i>ENTER HERE</i>
Watershed(s) served by this project:	<i>ENTER HERE</i>
Amount of funding requested:	<i>ENTER HERE</i>
Administrative summary (350 word maximum):	<i>ENTER HERE</i>
List of supporting documents:	<i>1. ENTER HERE ATTACHMENT NAME 2. ENTER HERE ATTACHMENT NAME 3. ENTER HERE ATTACHMENT NAME ADD AS NECESSARY</i>

Instructions: Enter information on authorized signatory and sign below.

AUTHORIZED SIGNATORY INFORMATION

Signatory name:	<i>ENTER HERE</i>
Signatory position/title:	<i>ENTER HERE</i>
Signatory email:	<i>ENTER HERE</i>
Signatory telephone number:	<i>ENTER HERE</i>

Signature

Date

Please either (1) print this page, hand sign, scan, and add to the final PDF file or (2) add an appropriate electronic signature.

By checking (clicking on) this box , the applicant confirms they are authorized to submit this grant application on behalf of the specified Eligible Entity and any participating coalition members.

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

SCOPE OF SERVICES

*Instructions: Provide a brief descriptive summary for each specific task, the expected **key** personnel involved, a list of anticipated deliverable(s) or outcomes(s), and the estimated cost. Add additional tables as needed.*

TASK 1 SUMMARY

Task name:	<i>ENTER HERE</i>
Descriptive summary (350 word maximum):	<i>ENTER HERE</i>
Key personnel:	<i>ENTER HERE</i>
Desired deliverable(s):	<i>ENTER HERE</i>
Cost:	\$0

TASK 2 SUMMARY

Task name:	<i>ENTER HERE</i>
Descriptive summary; (350 word maximum):	<i>ENTER HERE</i>
Key personnel:	<i>ENTER HERE</i>
Desired deliverable(s):	<i>ENTER HERE</i>
Cost:	\$0

TASK 3 SUMMARY

Task name:	<i>ENTER HERE</i>
Descriptive summary (350 word maximum):	<i>ENTER HERE</i>
Key personnel:	<i>ENTER HERE</i>
Desired deliverable(s):	<i>ENTER HERE</i>
Cost:	\$0

TASK 4 SUMMARY

Task name:	<i>ENTER HERE</i>
Descriptive summary (350 word maximum):	<i>ENTER HERE</i>
Key personnel:	<i>ENTER HERE</i>
Desired deliverable(s):	<i>ENTER HERE</i>
Cost:	\$0

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

PROJECT TIMELINE

Instructions: Provide a timeline for each project task described above by placing an “X” within the months the activity is expected to occur. Use the space below the chart to provide a narrative explaining the timeline if applicable. Insert additional rows as needed.

MONTH (year 2024)

TASK	Feb	Mar	Apr	May	Jun	Jul.	Aug	Sep	Oct	Nov	Long-term
Task #1											
Task #2											
Task #3											
Task #4											
<i>Grant Funding Available</i>						<i>NO Grant Funding Available</i>					

Timeline narrative:

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

PROJECT BUDGET

Instructions: Complete the following table for the overall budget. This budget is for proposal evaluation purposes only. Round to whole dollar amounts (i.e., \$0). Also complete the tables in the Budget Justification section and provide any additional documentation needed.

EXPENSE ITEMS	Grant Amount (To June 30, 2024)	Matching Funds (Not required)	Total Amount (Grant Amount + Match)
Total Salary (including overhead costs; see table in justification)	\$0	\$0	\$0
Sub-contractual Services Total (including laboratory and consultant services)	\$0	\$0	\$0
Equipment and Supplies Total (see table in justification)	\$0	\$0	\$0
Travel Total (for mileage only @ 0.62 cents/mile)	\$0	\$0	\$0
Other Total (provide details in justification)	\$0	\$0	\$0
TOTAL AMOUNTS	Total amount request for grant	Total matching funds	Total budget amount
	\$0	\$0	\$0

BUDGET JUSTIFICATION:

Instructions: Enter each person receiving salary on this project, their position, hourly rate, and proposed hours worked on the project. The sum of all salaries should match the total amount listed above. Add rows as needed.

LIST OF EMPLOYEES RECEIVING SALARY

Employee name	Employee position	Hourly rate	Work hours	Total salary (rate*hrs)
		\$0 / hr		\$0
		\$0 / hr		\$0
		\$0 / hr		\$0

APPENDIX A – PROPOSAL TEMPLATE

WATER QUALITY MONITORING GRANTS PROGRAM - STATE FISCAL YEAR 2024

***Instructions:** Enter the total amounts for each equipment/supply type and/or quote total with a cost greater than \$200. This table is provided to ensure the quotes and estimated pricing provided as attachments equal the amount shown in the budget. The list can be organized however best suites the applicant. Add/delete rows as needed.*

EQUIPMENT/SUPPLY COST SUMMARY

Equipment/supply or quote greater than \$200	Total amount
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0
	\$0

***Budget checklist:** Be sure you have completed the following.*

- Budget table that is complete and accurate (i.e., all numbers add up and match properly).
- Budget justification narrative to clarify the requested budget as needed.
- Table summarizing personnel and total salary.
- Formal quote or screen capture for all items or orders greater than \$200.
- Table summarizing all formal quotes.
- Shipping estimates included in the budget.