Federal Agency Name: United States Department of Agriculture, Forest Service

Request for Information: U. S. Forest Service Resource Assistants Program National and Regional Level Cooperator Organizations Request for Information (RFI)

Opportunity Number: USDA-FS-2020-FSRAP
Catalog of Federal Domestic Assistance (CFDA) Number: 10.699
Proposals due date: ~~December 6, 2019~~ **Extended until December 12**
Type of Instrument: Other

Informational Sessions: Join the USDA Forest Service for an informational session regarding the request for information to become a U. S. Forest Service Resource Assistants Program National or Regional Level Cooperator Organization.
November 15, 2019 2-3:30PM EST
Recording available: https://usfs.adobeconnect.com/pqc37s422t3m/

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Subject: U. S. Forest Service Resource Assistants Program National and Regional Level Cooperator Organizations Request for Information (RFI)

Legislative Authorities:
16 U.S. Code Chapter 37, Subchapter II - RESOURCE ASSISTANTS Code § 1721-1725
Public Law 103-82 title 1 §105, Public Lands Corps Act of 1993
Public Law 109-154, Public Lands Corps Healthy Forests Restoration Act of 2005
Public Law 116-9 §9003, John D. Dingell Jr. Conservation, Management, and Recreation Act of 2019

SUMMARY

Established in 2016, the U.S. Forest Service Resource Assistants Program (RAP) is a rigorous and immersive, paid experience for individuals interested in conservation, natural and cultural resources, environmental management, research and development, or other career opportunities. The Forest Service invites organizations to submit proposals outlining their interest to become an approved national or regional cooperator organization (Cooperator).

Proposals must demonstrate the organization's capability to administer appropriate recruitment and outreach for high-quality, diverse individuals; provide administrative oversight, tracking, and reporting; and, implement training and support as part of a RAP Community of Practice (CoP) with other Cooperators, partners, resource assistants, and Forest Service staff.

FOREST SERVICE OVERVIEW

The U.S. Department of Agriculture, Forest Service delivers world-class science, technology, and land management to sustain the Nation's forests and grasslands in collaboration with communities and our partners. The Forest Service manages 193 million acres of land, including 154 national forests, 20 national grasslands, 7 research stations, and 81 experimental forests and ranges, as well as other special areas, in support of its' mission "to sustain the health, diversity and productivity of the nation's forests and grasslands to meet the needs of present and future generations."

As the lead federal agency in natural resource conservation, the Forest Service provides leadership in the protection, management, and use of the nation's forest, rangeland, and aquatic ecosystems. Through implementation of land and resource management plans, the agency ensures sustainable ecosystems by restoring and maintaining species diversity and ecological productivity that helps provide recreation, water, timber, minerals, fish, wildlife, wilderness, and aesthetic values for current and future generations of people.

The goals of the Forest Service are to: 1) Sustain Our Nation's Forests and Grasslands; 2) Deliver Benefits to the Public; 3) Apply Knowledge Globally; and, 4) Excel as a High-Performing Agency. As a values-based, purpose driven and relationship-focused organization, the Forest Service emphasizes working in collaboration with communities and our partners; providing access to resources and experiences that promote economic, ecological and social vitality; connecting people to the land and one another; and delivering world-class science, technology and land management. The Forest Service believes in service — to each other and the planet; the interdependency of people and nature; that conservation means we protect, preserve and restore public lands for the people and enjoyment; that diversity is key—people and cultures, experiences and ecosystems; and safety underpins everything we do. These are our values and what we value in our partners and volunteers.

STATEMENT OF WORK

16 U.S. Code Chapter 37, Subchapter II - § 1725 RESOURCE ASSISTANTS authorizes the Secretary of the U. S. Department of Agriculture to provide individual placements of resource assistants with any Federal land managing agency under the jurisdiction of the Secretary to carry out research or resource protection activities on behalf of the Agency.

Established in 2016, the U.S. Forest Service Resource Assistants Program (RAP) is a rigorous and immersive paid experience for individuals interested in conservation, natural and cultural resources, environmental management, research and development, or other career opportunities. RAP prioritizes the engagement of current students, recent graduates, especially from minority-serving institutions, and underrepresented populations. To date, the Forest Service has successfully engaged nearly 600 resource assistants who have made significant contributions to essential work on a wide range of projects. Of the 300 resource assistants who have completed program requirements, almost 60 resource assistants are now part of the Forest Service legacy as permanent, full-time Federal employees.

Through this Request for Information (RFI), the Forest Service invites organizations to submit proposals outlining their interest to become an approved national or regional cooperator organization (Cooperator) through the RAP. The Forest Service seeks information to inform a

competitive review process to: identify organizations that demonstrate capability to administer appropriate recruitment and outreach practices; provide administrative oversight and document elements of participation and performance; and, implement professional development training and support as part of a RAP Community of practice (CoP) with other Cooperators, partners, resource assistants, and Forest Service staff. Nonprofit organizations, higher education institutions, government, tribal organizations/entities, and other entities that engage emerging professionals in workforce development opportunities are encouraged to respond.

Responses to the RFI will be evaluated based on the respondent's ability to achieve the outcomes defined herein. Cooperators who clearly demonstrate both capacity and capability to work with the Forest Service to effectively implement RAP priorities and align with the agency's values will be invited to establish an official Forest Service Master Partnership Agreement at the national or regional level.

In general, Cooperators are not approved to deliver RAP objectives through subrecipients, unless clearly defined in the proposal submitted. Selected Cooperators will be required to submit subrecipients to the Forest Service program manager for prior approval. However, the Forest Service relationship will be through the selected Cooperator who will be held accountable to the timeline, standards, financial arrangements and other requirements as defined in the agreement instrument.

Through shared stewardship agreements, the Forest Service leverages relationships with partners for mutual benefit—thereby increasing the potential, outcomes, and capacity of the RAP to support Forest Service priorities. RAP partnerships increase the Forest Service capacity to address critical project work, while contributing to cultural transformation and workforce development goals.

USDA FOREST SERVICE RESOURCE ASSISTANTS PROGRAM OVERVIEW

The Forest Service Resource Assistants Program establishes work opportunities focused on policy, program, science and/or operations for emerging professionals on Forest Service units and mission-supported projects. Resource assistants, U.S. citizens or permanent residents age 17 and above, are mentored and coached by Forest Service staff in a structured experience designed to enhance their capacity to contribute to land, natural and cultural resources management priorities and to develop leadership, critical thinking and strategic communication skills. Resource assistants are primarily emerging professionals, i.e. recent graduates or new to the field.

RAP is an intentional approach to develop the next generation of resource stewards by recruiting and engaging individuals interested in increasing their understanding of our Nation's natural and cultural resources in an immersive work and learn experience. The RAP draws from many populations to emphasize and encourage diversity in the workforce; thereby, widening the hiring pool for the next generation of conservation stewards.

The objectives of the RAP are to:

- Engage highly motivated candidates through workforce development experiences under the mentorship and coaching of Forest Service staff;

- Instill stewardship values in the next generation of natural and cultural resource management professionals through career exploration and professional development;

- Expand and enhance the capacity of the Forest Service to accomplish critical work and high-priority projects; and,

- Attract and retain a diverse and inclusive workforce to support the Forest Service mission to "sustain the Nation's forests and grasslands to meet the needs of present and future generations."

After completing a minimum of 960 hours of satisfactory work as a resource assistant and obtaining a post-secondary degree (associate or higher), resource assistants may become eligible to apply for and/or be considered for permanent Forest Service positions through noncompetitive hiring authority and the direct hiring authority for up to two years. Resource assistants can apply for permanent General Schedule vacancy announcements on USAJOBS through noncompetitive hiring authority and can be considered for term, temporary, and permanent positions through direct hire authority initiated by a Forest Service hiring manager.

Resource Assistants Program Standards & Outcomes

- Promotes a CoP inclusive of Forest Service staff, Cooperators, partners and resource assistants working together to share stewardship of Forest lands and to accomplish critical work. Outcomes of the CoP are to actively discuss and navigate successes and challenges, highlight lessons learned, share progress and findings, identify opportunities and pinpoint effective best practices.
- Outreach and recruitment for resource assistants targets diverse audiences and are inclusive of current students, recent graduates and underrepresented populations. Outreach and recruitment activities to potential applicants who demonstrate interest in pursuing careers in natural and cultural resource management, environmental management, green industries, research and development fields, or the public sector, in general, are also emphasized.
- Preference shall be given to individuals enrolled in an institution of higher education, including vocational and certificate programs which qualify for an associate degree, or who are recent graduates from an institution of higher education. Particular attention will be given to ensure full representation of women and participants from multiple demographics including ethnicity, people with disabilities, veterans, geographic, income levels, sexual orientation and other underserved groups.
- All resource assistants are engaged in work experiences comparable to a minimum GS-4 level that will result in meeting experience qualifications for GS-5 and above positions. Resource assistants may also be engaged in work at higher GS levels as appropriate.
- All resource assistants are engaged in high-level professional development training, coaching, and feedback as part of their experience. Resource assistants will receive

coaching and mentorships through one-on-one sessions, webinars, assessments, and other activities to develop the knowledge, skills and awareness necessary to thrive in challenging, team-based work environments, meet deadlines and performance objectives, and transition to rewarding careers.

- All resource assistants must be able to participate without undue financial hardship. Minimum stipends, health care (unless they opt out), and housing allowances will be required and funded by the Forest Service through executed participating agreements.
- All resource assistants will be eligible for paid leave for Federal holidays and other leave as approved.
- All resource assistants are afforded an experience that considers their safety and wellbeing.

RAP Implementation Overview

- Annual Workplan. All Forest Service units will be required to identify their annual resource assistant needs at the start of the fiscal year, October 1, annually. Based on the needs identified by the Agency and commitment of resources as an outcome of the annual work planning process, the regional and national offices will obligate funds to partnership agreements that are pre-approved to support RAP outreach and administration.

- Types of Work. Resource assistant opportunities are identified by local Forest Service units as part of the annual workplan process. In the past, resource assistants have: provided support as researchers in support of the National Historic Preservation Act and wildlife and local fauna inventories; as field rangers, hydrologists and recreational specialists; as engineers, surveyors, and conservation specialists to support lands and facilities management and planning; as specialists protecting and restoring lands, trails, and facilities; and, in conservation education and interpretive services, public affairs and volunteer and partnership coordination roles, to name just a few. Resource assistants work in all four Forest Service deputy areas with most opportunities available in the National Forest System and in almost every single discipline in the Forest Service except firefighting and law enforcement. However, resource assistants may be assigned to roles and work that support these functions. Resource assistants engaged in fire mitigation or other fuels reduction work may be required to assume an Administratively Determined Casual (ADC) member role in a fire crew. Hours worked as an ADC may not be counted toward the 960 hours needed to successfully complete the RAP.

- Cohort Approach. Resource assistants will be onboarded in cohorts--a group of participants recruited, selected, and oriented at one time. The Forest Service will onboard two to three cohorts annually based on need and interest. The Forest Service plans to onboard two cohorts of up to 100 resource assistants each for a total of 200 resource assistants in FY 2020, October 1, 2019 – September 30, 2020. The number of cohorts engaged in FY 2021 is anticipated to expand to three.

- Agreements. A total of 10 – 20 new Master Agreements with Cooperators will be established at the national and regional levels inclusive of Forest Service Research & Development, State & Private Forestry, and Business Operations. Resources will be

obligated to Supplemental Project Agreements tiered from Master Agreements by the Forest Service.

- Onboarding and Orientation. All selected resource assistants will participate in centrally coordinated and delivered onboarding and orientation training managed by Forest Service staff and with support from Cooperators as appropriate. The primary outcomes of the onboarding and orientation training are to complete all administrative requirements for engagement, define program expectations and prepare the resource assistants for a high-quality work experience and to show up at their assigned unit ready to work.

- Performance Reporting & Monitoring. Accountability for taxpayer resources is a critical requirement of our shared stewardship emphasis as it provides compelling evidence of RAP outcomes, informs continuous improvement, and documents the experience of resource assistants and the units that host resource assistants. Cooperators and Forest Service unit staff who host resource assistants will be required to comply with monthly, quarterly and annual reporting and monitoring requirements.

  Cooperators will maintain comprehensive documentation of resource assistant records to include their position description, resume, approved timesheets, training and career development plan, and monthly performance assessment reports; and, manage human resources and performance requirements in coordination with FS staff. Quarterly resource assistant tracking reports will be submitted by the 15th of January, April, July and October for the preceding quarter. Semi-annual and final progress reports, and an annual financial report are required. Final progress reports must include information on the measurable results and outcomes as defined in the Master Agreement and supplemental information such as high-resolution photos, illustrations, diagrams, and/or maps that help convey the impact of the project.

- Budget. As outlined in Table 1, the Forest Service will allocate funds to engage resource assistants a minimum of 26 weeks as per requirements. Base direct costs to RAs are between $24,000 and 30,000 depending on the final housing allowance and health costs incurred. The Forest Service will commit to base RA costs and program support, administrative support and indirect costs incurred by cooperators to successfully achieve goals and objectives of the RAP. Costs charged to the Forest Service will include: living allowance/stipend, travel & training, housing, commuting, uniforms/special gear, recruitment, health insurance, program support, administrative support, other flexible benefits, Cooperator indirect cost rate, and any other costs (i.e., fringe benefits, federal income tax, FICA). Certain costs are considered a minimum, maximum, or flexible amount as noted.

  Table 1: Budget item description and estimated cost for engaging a resource assistant per 26 weeks

Budget Item Description	Estimated Cost
Living Allowance/Stipend (Minimum 26 weeks) A $13,000 living allowance is the base cost for a term commitment of 26 weeks in	$13,000

full-time status. The minimum weekly rate for all resource assistant positions is $500 full time and $300 part time. If necessary to recruit unique skill sets and/or the work is in a highly-competitive field, resource assistants may earn a higher weekly rate. Resource assistants will be responsible for taxes incurred from the living allowance in the taxable year.	
Training and Travel Allowance (Minimum) Each resource assistant will have a minimum budget of $5,000 for travel, orientation, and training. Cooperators will be responsible for reimbursing costs for confirming travel and training logistics. Additional funds for training and travel could be included in an agreement if there are needs relative to the Cooperator and/or resource assistant's placement and assignment.	$5,000
Housing Allowance (Maximum) All resource assistants will be provided a housing allowance from $300 up to $1,500 per month based on the location of their assignment, cost of living, unique situation and need. When available, government housing may be substituted for a housing allowance.	$9,000
Daily Commuting Allowance (Maximum) The Forest Service will provide up to $100.00 per month for documented daily commuting costs incurred by resource assistants for the duration of their assignment.	$600
Uniforms/Special Gear (Maximum) Costs incurred for uniforms and other special gear will be covered up to $250 for the full term of service for Cooperator uniforms. Cooperators will be responsible for reimbursing incurred costs. The Forest Service will be able to purchase other uniforms and special gear needed to engage resource assistants.	$250
Recruitment (Maximum) The Forest Service will reimburse recruitment costs up to $450 per resource assistant for newly recruited resource assistants. Recruitment costs are inclusive of marketing and networking to identify a wide range of high-quality applicants for RA positions. The Forest Service will not reimburse for additional recruitment costs for resource assistants extended through a modification to an agreement or for resource assistants who roll over into subsequent resource assistant slots with the same partner.	$450
Health Insurance (Flexible) Resource assistants must be provided health insurance unless the resource assistant opts out in writing.	(Cooperator determined)
Program Support (Flexible) Indirect support costs incurred by the cooperator to effectively deliver agreement goals and objectives. For instance, staff time dedicated to tasks and activities such as screening applicant RAs	(Cooperator determined)

and preparing applicant packages, coordinating approved travel and training for resource assistants, personnel support, etc. Program support costs can be calculated as a percentage of the total agreement cost if additional information about what is included in the percentage calculation is provided. Estimated costs must be clearly outlined and Federally allowable. The Forest Service may consider reimbursements for costs as outlined.	
Administrative Support (Flexible) Indirect support costs that contribute to the cooperator's ability to successfully administer day-to-day activities and manage payments to resource assistants, provide health care and other benefits as appropriate, and management of the agreement. Administrative support costs can be calculated as a percentage of the total agreement cost if additional information about what is included in the percentage calculation is provided. Estimated costs must be clearly outlined and Federally allowable. The Forest Service may consider reimbursements for costs as outlined.	(Cooperator determined)
Other Benefits and Costs (Flexible) There may be other flexible benefits and allowances necessary to engage resource assistants such as specialized gear, training and technology, and educational awards and bonuses, as identified by the Cooperator. Estimated costs must be clearly outlined and Federally allowable. In addition, there may be other flexible costs such as Federal income tax, FICA, etc. as identified by Cooperator. The Forest Service may consider reimbursements for costs as outlined.	(Cooperator determined)
Indirect Cost Rate (NICRA)	(Cooperator determined)

The Forest Service has determined, that in accordance with federal cost principles, the entire match contribution in a 1580 agreement from a Forest Service (FS) cooperator may be met with in-kind contributions. The Forest Service also affirms that all Forest Service non-cash contributions (personnel, supplies, equipment, etc.) and indirect costs attributed towards the planning, execution and implementation of an agreement should be included in the agreement financial plan and the total FS share, against which match is calculated.

ELIGIBILITY CRITERIA

Cooperators eligible to respond to this RFI include nonprofits, educational institutions, government, tribal organizations/entities, and other entities that engage emerging professionals in workforce development opportunities. The Forest Service is particularly interested in organizations that have experience and expertise working with diverse populations and networks to support workforce development initiatives and facilitating career opportunities for emerging professionals and others to career opportunities with government and nongovernmental agencies. Eligible organizations must also demonstrate capacity to administer appropriate recruitment and

outreach practices; provide administrative oversight, and document elements of participation and performance; and, implement professional development training and support during engagement**.**

Cooperators are entities that voluntarily desire to cooperate with the Forest Service and are willing to formalize that relationship by entering into a participating agreement. Selection as a Cooperator:

- Does not guarantee funding and is limited to a period of up to five years. The Forest Service is not obligated to make an award with a specific amount of funding. No minimal funding amount is guaranteed at the national or regional level.
- Will result in the negotiation and establishment of a Master Agreement laying out terms of the partnership. Supplemental project agreements, tiered from the Master Agreement, will be established to fund resource assistants. Cooperators selected as a national partner must be able to demonstrate consistent, national recruitment efforts across all regions. Regional partners must be able to demonstrate consistent recruitment efforts in a specific Forest Service regional area. *(Note, several National level Master Agreements will be established with Cooperators to support the Forest Service National Forest System Deputy Area. One National level Master Agreement will be established with a Cooperator to support the Forest Service State and Private Forestry, Research and Development, and Business Operations Deputy Areas, respectively. One regional level Master Agreement will be established with a Cooperator for each Forest Service Region: Northern Region – Region 1, Rocky Mountain Region – Region 2, Southwestern Region – Region 3, Intermountain Region - Region 4, Pacific Southwest Region – Region 5, Pacific Northwest Region – Region 6, Southern Region – Region 8, Eastern Region – Region 9, and Alaska Region – Region 10.)*
- Will require a minimum 25 percent match requirement which can be met in full with cash, non-cash, and in-kind contributions such as the value of volunteer labor. However, other types of match contributions are encouraged.

Agreements are designed to support U.S. Forest Service priorities to enhance sustainable recreation opportunities; improve water quality and quantity; support the conservation of indigenous species; restore resilient landscapes; nurture thriving communities; assist with wildland fire fuel management; promote safety; build diversity and inclusion; and identify workforce development opportunities in conservation stewardship and natural and cultural resources. Agreement instruments document partnerships for job training, personal development, conservation service, and natural resource appreciation, while at the same time accomplish work that contributes to and benefits public lands and interests managed by the Forest Service.

Cooperative partner organizations must demonstrate the following:

- Be in full compliance with all the relevant statutes and policies of the Code of Federal Regulation (CFR) as they pertain to this request for information, and comply with all Federal laws and regulations related to the completion of projects;
- Ability to engage participants who are U.S. citizens, national, or lawful permanent resident aliens of the United States, meeting the same citizenship requirements as those for serving in AmeriCorps (http://www.nationalservice.gov/programs/americorps) and Public Lands Corps (http://www.corpsnetwork.org/public-lands-service-corps-act);

- Ability to competitively recruit and outreach to diverse, high-quality candidates for positions, prescreen all applications, and provide a minimum 3 resumes for the Forest Service consideration and selection;
- Embrace a strong commitment to diversity and inclusion through culturally-competent support services and approaches;
- Capacity to provide ongoing customer service to resource assistants and Forest Service host sites and program managers;
- Manage the administrative oversight and ongoing program support including paying stipends, coordinating travel and training logistics, providing access to health care and liability coverage, and other support as appropriate;
- Provide a minimum 25 percent match requirement which can be met in full with cash, non-cash, and in-kind contributions such as the value of volunteer labor. The matching 25 percent of costs must be from nonfederal sources and certain federal match (like, CNCS awards) and can be in the form of funds, donations, services, facilities, materials, equipment, and/or any combination. Applicants may attribute some or all of their allowable indirect costs as voluntary committed cost-share/match. Although partner organizations can meet their match solely with in-kind labor, it is encouraged that all FS units and partners evaluate each project based upon all allowable contributions (cash, supplies, equipment, etc.) and to negotiate agreements with the best interest of the Federal government in mind;
- Maintain competent and proven operational systems and infrastructure, and, data information systems that protect personal identification information;
- Maintain comprehensive documentation of records to include position description, resume, application, health insurance enrollment or waiver, Government-issued photo identification, including proof of citizenship or permanent residency and age, tax related information, approved timesheets, training and career development plan, performance assessment reports, copy of certificate of hiring eligibility, onboarding and exit assessments, and, other information as necessary;
- Certify initial, standard background screenings and eligibility reviews are conducted on all applicants to positions;
- Present clearly defined and documented risk management policies and procedures;
- Prepare, in consultation with the FS sponsoring unit, tracking and performance reports regarding resource assistants' progress, program challenges, and performance benchmarks; including periodic evaluations to assess resource assistant experience and outcomes;
- Serve as an active contributor to the RAP CoP willing to strengthen program objectives, implementation, and outcomes;

In general, Cooperators are not approved to deliver RAP objectives through subrecipients, unless clearly defined in the proposal submitted. Selected Cooperators will be required to submit subrecipients to the Forest Service program manager for prior approval. However, the Forest Service relationship will be through the selected Cooperator who will be held accountable to the

timeline, standards, financial arrangements and other requirements as defined in the agreement instrument.

EVALUATION CRITERIA

The Forest Service will only consider responsive applications which conform to the RFI and are most advantageous to the Government, in consideration of the evaluation factors listed below as part of the review and selection process.

First Level Screening -- Basic Eligibility

First level screening will include a review to ensure that proposals meet basic eligibility requirements to eliminate applications that are unresponsive to the following requirements:

- Program and/or legislative authority requirements;
- Specific formatting requirements (word limit and page limit, when identified; and single-spaced, Times New Roman font, 12pt size, with 1" margins), including the proposal narrative format as outlined;
- Complete and inclusive of all required documentation;
- Clearly identifies prior experience with workforce development, engagement, and diversity outreach for individual placements of emerging professionals; and,
- Clearly identifies interest for national or regional level partnership.

Applications must satisfy basic eligibility screening requirements to be considered for further review.

Second Level Evaluation -- Merit Review Evaluation

Eligible applications will be evaluated in an objective and unbiased manner using a merit review evaluation and numerical scoring-based index on a 100-point maximum score. The evaluation criteria should be addressed in a proposal narrative of the application. Applications should thoroughly address each component and any sub-component in the order presented below. See Appendix B for more information on the required format and components, including minimum questions that must be answered in a proposal.

Successful applications will clearly articulate responses to the following components:

1. Organization’s mission, core values, goals, organizational structure and their alignment with the Forest Service Goals and values. (10 points)
2. Outreach and recruitment model to engage diverse populations for conservation positions in natural and cultural resource. (30 points)
3. Ability to meet programmatic and administrative oversight requirements such as providing customer service, timely and comprehensive reporting and tracking, project monitoring and evaluative practices, and other administrative needs as required. (25 points)
4. Prior experience, outcomes and accomplishments working with land management agencies on workforce development and conservation. (15 points)

5. Experience working with collaborative teams and willingness to work in the RAP CoP to facilitate learning, innovation and continuous improvement. (10 points)
6. A detailed budget narrative and an estimated budget template inclusive of required base costs and cooperator determined costs such as health care, program support, administrative support, indirect, and other costs will be charged to the Forest Service. (15 points)
    a. Respondents must provide a copy of the organization's status determination letter received from the Internal Revenue Service and documentation of official indirect cost rate.
7. Optional: Respondents may submit up to two (2) letters of support from prior business partners, funders, or others who can speak to the organization's experience managing workforce development outreach, recruitment, and ideally natural and cultural resource management. Letters of support are optional and do not increase scoring or consideration of an organization's proposal submission. **Letters must be no more than one page, single-spaced, Times New Roman font, 12pt size, with 1" margins.**

Applications eligible for merit review will be evaluated by an evaluation team assembled to review, rate, rank, and recommend applications for award using the evaluation components outlined above. Evaluation teams are made up of three or more qualified personnel familiar with the program and certified to have no conflict of interest with any persons or organizations applying for award. Reviews are handled as confidential documents. Once award decisions are made applicants may request in writing a written summary of the evaluation of their application/proposal. A total of 100 points will be used to score each proposal received. The scores assigned to each component in the second level evaluation correspond to their relative importance. Proposals that do not include all the requested information will not score well in the evaluation process.

ESTABLISHING AGREEMENTS

The Forest Service has general authority to negotiate and enter into a Master Agreement executed between the Forest Service and a Cooperator that establishes a framework for completion of separate but related projects. In general, the Master Agreement provides an overview of the terms of the partnership, work projects that can be approved within the cited authority, purpose, scope, duration, period of performance, terms and conditions, a statement of mutual interest and benefit, and contact information. Master Agreements should also review party responsibilities and a description of financial terms, including estimated costs, and other rules for engagement and requirements. The Master Agreement will provide guidance for the development of tiered Supplemental Project Agreements, which will add funding, outline specific project deliverables and location, and identifies any additional provisions not specified in the Master Agreement.

Negotiating Agreements

When negotiating agreements with prospective cooperators/applicants, discussions will cover at a minimum, the appropriate statutory authority; a description of the project,

including methodology and technical specifications; contributions and the responsibilities of the parties; deliverables and reporting requirements; the period of performance; and monitoring. All elements of a project are subject to negotiation. Any party may terminate discussions at any time. Agreements must be executed prior to performance of any work or incurrence of costs, except when pre-award costs are permitted.

Cost sharing or Match

The Secretary is authorized to pay not more than 75 percent of the costs of any appropriate conservation project carried out pursuant to this subchapter on public lands by a qualified youth or conservation corps. The remaining 25 percent of the costs of such a project may be provided from nonfederal sources and certain federal match (like, CNCS awards) and can be in the form of funds, donations, services, facilities, materials, equipment, and/or any combination. No cost sharing shall be required in the case of any appropriate conservation project carried out on Indian lands or Hawaiian home lands." As noted, the 25 percent match requirement by a RAP cooperative partner organization can be met with in-kind contributions. Thus, our partners can meet their entire 25 percent match with in-kind labor. Although partner organizations can meet their match solely with in-kind labor, it is encouraged that all FS units and partners evaluate each project based upon all allowable contributions (cash, supplies, equipment, etc.) and to negotiate agreements with the best interest of the Federal government in mind.

Financial Reports

All recipients must use the SF-425, Federal Financial Report form for financial reporting. At a minimum, all recipients must submit a final financial report. Final reports are due no later than 90 calendar days after the award period of performance end date or termination date. For awards with periods of performance longer than 12 months, recipients are required to submit interim financial reports on the frequency established in the Notice of Award.

Performance Reports

Performance reports must contain a comparison of actual accomplishments with the established goals and objectives of the award; a description of reasons why established goals were not met, if appropriate; and any other pertinent information relevant to the project results. At a minimum, all recipients must submit a final performance report. Final reports are due no later than 90 calendar days after the award period of performance end date or termination date. For awards with periods of performance longer than 12 months, recipients are required to submit interim financial reports on the frequency established in the Notice of Award.

Audits

Although not mandatory, Forest Service initiated audits may be performed whenever:

1. It is suspected that unallowable or inappropriate costs are being billed, such as equipment purchases which were not approved under the agreement financial plan;
2. There is reason to believe or suspect that the recipient/cooperator has not contributed their match as agreed; or, any other questionable circumstances that arise justifying

an audit. Encourage annual audits where numerous and/or continuous agreements are executed with the same recipient/cooperator. When annual audits are performed either by Forest Service or outside audit groups, all Forest Service agreements executed with the recipient/cooperator for the period being reviewed should be audited, regardless of which Forest Service unit(s) issued the agreement.

Insurance and Indemnification

Recipients of awards arising from this announcement will be required to agree to the following:

- Insurance. The recipient will be required to (1) obtain liability insurance or (2) demonstrate present financial resources in an amount determined sufficient by the Government to cover claims brought by third parties for death, bodily injury, property damage, or other loss resulting from one or more identified activities carried out in connection with this financial assistance agreement.
- Insured. The federal government shall be named as an additional insured under the recipient's insurance policy.

To purchase public and employee liability insurance at its own expense from a responsible company or companies with a minimum limitation of one million dollars ($1,000,000.00) per person for any one claim, and an aggregate limitation of two million dollars ($2,000,000.00) for any number of claims arising from any one incident. The policies shall name the United States as an additional insured, shall specify that the insured shall have no right of subrogation against the United States for payments of any premiums or deductibles due thereunder, and shall specify that the insurance shall be assumed by, be for the account of, and be at the insured's sole risk. Prior to beginning the activities authorized herein, the recipient shall provide the Forest Service with confirmation of such insurance coverage. Each policy shall have a certificate evidencing the insurance coverage and identifying the assistance agreement number.

To pay the United States the full value for all damage to the lands or other property of the United States caused by the recipient, its officers, employees, or (members, participants, agents, representatives, agents as appropriate).

To cooperate with the Forest Service in the investigation and defense of any claims that may be filed with the Forest Service arising out of the activities of the recipient, its agents, and employees.

In the event of damage to or destruction of the buildings and facilities assigned for the use of the recipient in whole or in part by any cause whatsoever, nothing herein contained shall be deemed to require the Forest Service to replace or repair the buildings or facilities. If the Forest Service determines in writing, after consultation with the recipient that damage to the buildings or portions thereof renders such buildings unsuitable for continued use by the recipient, the Forest Service shall assume sole control over such buildings or portions thereof. If the buildings or facilities rendered unsuitable for use are essential for conducting operations authorized under this agreement, then failure to

substitute and assign other facilities acceptable to the recipient will constitute termination of this agreement by the Forest Service.

Proposals submitted and approved for use of equipment, hazardous materials or engage in high-risk activities, which have the potential for claims brought by third parties for death, bodily injury, property damage, or other loss resulting in one or more activities must purchase additional insurance and liability.

Indirect cost

Indirect costs are approved for reimbursement or as a cost-share requirement and have an effective period applicable to the term of master and supplemental agreements. Expenses that are necessary for the operation of an organization, but not specifically identified with or traceable to a specific program or output, that is, not a direct cost but rather a cost distributed across many programs or outputs. Often referred to as "overhead," or in the Forest Service as "burden," indirect costs are incurred as part of general management and administrative support of an organization, and may include office and personnel expenses, computers, and utilities.

- If the cooperative partner organization has never received or does not currently have a negotiated indirect cost rate, they are eligible for a de minimis indirect cost rate up to 10 percent of modified total direct costs (MTDC). MTDC is defined as all salaries and wages, fringe benefits, materials and supplies, services, travel, and contracts up to the first $25,000 of each contract.
- For rates greater than 10 percent and less than 25 percent, the cooperative partner organization shall maintain documentation to support the rate. Documentation may include, but is not limited to, accounting records, audit results, cost allocation plan, letter of indirect cost rate approval from an independent accounting firm, or other Federal agency approved rate notice applicable to agreements.
- For a rate greater than 25 percent, the U.S. Forest Service may require that request a federally approved rate from the cooperative partner organization's cognizant audit agency no later than 3 months after the effective date of the agreement. The cooperative partner organization will be reimbursed for indirect costs or allowed to cost-share at the rate reflected in the agreement until the rate is formalized in the negotiated indirect cost rate (NICRA) at which time, reimbursements for prior indirect costs or cost-sharing may be subject to adjustment.
- Failure to provide adequate documentation supporting the indirect cost rate, if requested, could result in disallowed costs and repayment to the U.S. Forest Service.

APPLICATION PROCESS

Submit all applications for this RAP selection opportunity through Grants.gov by December 12, 2019. Search for grant Opportunity Number **USDA-FS-2020-FSRAP or** CFDA, 10.699, United States Department of Agriculture, Forest Service. See the Grants.gov organization registration page for further detail on how to register and apply for opportunities through Grants.gov. **If an interested organization encounters major challenges submitting their application to**

Grants.gov, applicants may submit their grant proposal to SM.FS.WOVolServ@usda.gov. No hardcopy applications will be accepted.

Applicants are required to apply online through Grants.gov using Workspace. Workspace is a shared, online environment where members of a grant team may access and edit different webforms within an application. After creating a Workspace, you may work online or download the application package, instructions, and forms, if you prefer to work offline. Grants.gov recommends submitting your application package 24–48 hours before the closing date to give you time to correct any potential technical issues that could disrupt your initial application submission.

If you have not applied for a grant through Grants.gov before, you must complete several registration steps before you can submit your application. All electronic applicants must be registered with Grants.gov prior to submitting their proposal. Creating a Grants.gov account can be completed in minutes, but DUNS and SAM registrations may take several weeks. If an organization is already registered in Grants.gov, they do not need to register again. Please review the requirements for submitting an application and take steps early to be ready to submit your application by the deadline.

Registrations must be current and in place at the time you submit your application, including these:

- System for Award Management (SAM) registration
- Data Universal Numbering System (DUNS) registration
- Grants.gov registration by an authorized organization representative (AOR)

See Appendix A for more information submission and receipt instructions for U. S. Forest Service Resource Assistants Program Cooperative National and Regional Agreements USDA-FS-2020-FSRAP applications through Grants.gov. Grants.gov provides customer support via the toll-free number 1-800-518-4726 and by email at support@grants.gov. For questions related to the specific grant opportunity, contact the numbers listed in the *Contacts* section of this document.

Application Package and Forms

The application package must include the following in separate attachments:

SF 424	SF-424, Application for Federal Assistance
SF 424B	SF424B, Assurances (Non-Construction Programs)
AD-1047	Certification Regarding Debarment, Suspension Form
FS 1500-35	FS 1500-35, Certification Regarding Lobbying
Proposal narrative submitted as an attachment in one .pdf document to include:	Statement of Interest Visual flowchart Components 1-6 (Required) Component 7 (Optional) Copy of IRS status determination letter and documentation of indirect cost rate agreement

See Appendix B for more information on the required format and evaluation criteria for the proposal narrative. Narratives must be one single-spaced, Times New Roman font, 12pt size, with 1" margins. Please do not attach unsolicited documentation to the proposal as it will be removed and destroyed.

Note, the Forest Service may require additional forms, review, and risk assessment to be completed prior to establishing a national or regional level Master Agreement.

FEDERAL AGENCY CONTACTS AND UPCOMING INFORMATIONAL SESSION

Contact Name:
Merlene Mazyck, Program Manager
Keyana Ellis Reynolds, PhD, Program Coordinator
United States Department of Agriculture, Forest Service Volunteers & Service,
SM.FS.WOVolServ@usda.gov
Subject: U. S. Forest Service Resource Assistants Program National and Regional Level Cooperator Organizations Information (RFI)

Informational Sessions: Join the USDA Forest Service for an informational session regarding the request for information to become a U. S. Forest Service Resource Assistants Program National or Regional Level Cooperator Organization.
November 15, 2019 2-3:30PM EST
Recording available: https://usfs.adobeconnect.com/pqc37s422t3m/

Appendix A. Grants.gov Application Submission and Receipt Procedures
This section provides the application submission and receipt instructions for U. S. Forest Service Resource Assistants Program Cooperative National and Regional Agreements **USDA-FS-2020-FSRAP** *applications through Grants.gov. Please read the following instructions carefully and completely.*

1. Electronic Delivery

The USDA Forest Service (Forest Service) is participating in the Grants.gov initiative to provide the grant community with a single site to find and apply for grant funding opportunities. The Forest Service requires all applicants to submit their applications for this opportunity online through Grants.gov.

2. How to Register to Apply through Grants.gov
Instructions: Read the instructions below about registering to apply for Forest Service funds. Applicants should read the registration instructions carefully and prepare the information requested before beginning the registration process. Reviewing and assembling the required information before beginning the registration process will alleviate last-minute searches for required information.

Organizations must have a Data Universal Numbering System (DUNS) Number, active System for Award Management (SAM) registration, and Grants.gov account to apply for grants. Creating a Grants.gov account can be completed online in minutes, but **DUNS and SAM registrations may take several weeks**. Therefore, an organization's registration should be done in sufficient time to ensure it does not impact the entity's ability to meet required application submission deadlines.

Complete organization instructions can be found on Grants.gov here:
https://www.grants.gov/web/grants/applicants/organization-registration.html

1) *Obtain a DUNS Number*: All entities applying for funding, including renewal funding, must have a DUNS Number from Dun & Bradstreet (D&B). Applicants must enter the DUNS Number in the data entry field labeled "Organizational DUNS" on the SF-424 form. For more detailed instructions for obtaining a DUNS Number, refer to: https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html

2) *Register with SAM*: All organizations applying online through Grants.gov must register with the System for Award Management (SAM). Failure to register with SAM will prevent your organization from applying through Grants.gov. SAM registration must be renewed annually. For more detailed instructions for registering with SAM, refer to: https://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html

3) *Create a Grants.gov Account*: The next step is to register an account with Grants.gov. Follow the on-screen instructions or refer to the detailed instructions here: https://www.grants.gov/web/grants/applicants/registration.html

4) *Add a Profile to a Grants.gov Account*: A profile in Grants.gov corresponds to a single applicant organization the user represents (i.e., an applicant) or an individual applicant. If you work for or consult with multiple organizations and have a profile for each, you may log in to one Grants.gov account to access all of your grant applications. To add an organizational profile to your Grants.gov account, enter the DUNS Number for the organization in the DUNS field while adding a profile. For more detailed instructions about creating a profile on Grants.gov, refer to: https://www.grants.gov/web/grants/applicants/registration/add-profile.html

5) *EBiz POC Authorized Profile Roles*: After you register with Grants.gov and create an Organization Applicant Profile, the organization applicant's request for Grants.gov roles and access is sent to the EBiz POC. The EBiz POC will then log in to Grants.gov and authorize the appropriate roles, which may include the Authorized Organization Representative (AOR) role, thereby giving you permission to complete and submit applications on behalf of the organization. You will be able to submit your application online any time after you have been assigned the AOR role. For more detailed instructions about creating a profile on Grants.gov, refer to: https://www.grants.gov/web/grants/applicants/registration/authorize-roles.html

6) *Track Role Status*: To track your role request, refer to: https://www.grants.gov/web/grants/applicants/registration/track-role-status.html

7) *Electronic Signature*: When applications are submitted through Grants.gov, the name of the organization applicant with the AOR role that submitted the application is inserted into the signature line of the application, serving as the electronic signature. The EBiz POC **must** authorize people who are able to make legally binding commitments on behalf of the organization as a user with the AOR role; **this step is often missed and it is crucial for valid and timely submissions.**

3. How to Submit an Application to the USDA Forest Service via Grants.gov

Workspace is a shared, online environment where members of a grant team may simultaneously access and edit different webforms within an application. Foreach funding opportunity announcement (FOA), you can create individual instances of a workspace. **NOTE: Grants.gov applicants are required to use Workspace to apply online**. **Package forms must be completed in or downloaded from Workspace**.

Below is an overview of applying on Grants.gov. For access to complete instructions on how to apply for opportunities, refer to https://www.grants.gov/web/grants/applicants/workspace-overview.html.

Create a Workspace: Creating a workspace allows you to complete it online and route it through your organization for review before submitting.

Complete a Workspace: Add participants to the workspace to work on the application together, complete all the required forms online or by downloading PDF versions, and check for errors

before submission. The Workspace progress bar will display the state of your application process as you apply. As you apply using Workspace, you may click the blue question mark icon near the upper-right corner of each page to access context-sensitive help.

1) Adobe Reader: If you decide not to apply by filling out webforms you can download individual PDF forms in Workspace. The individual PDF forms can be downloaded and saved to your local device storage, network drive(s), or external drives, then accessed through Adobe Reader.
   NOTE: Visit the Adobe Software Compatibility page on Grants.gov to download the appropriate version of the software at:
   https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html

2) Mandatory Fields in Forms: In the forms, you will note fields marked with an asterisk and a different background color. These fields are mandatory fields that must be completed to successfully submit your application.

3) Complete SF-424 Fields First: The forms are designed to fill in common required fields across other forms, such as the applicant name, address, and DUNS Number. Once it is completed, the information will transfer to the other forms.

Submit a Workspace: An application may be submitted through workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. Grants.gov recommends submitting your application package at least 24-48 hours prior to the close date to provide you with time to correct any potential technical issues that may disrupt the application submission.

Track a Workspace Submission: After successfully submitting a workspace application, a Grants.gov Tracking Number (GRANTXXXXXXXX) is automatically assigned to the application. The number will be listed on the Confirmation page that is generated after submission.

Appendix B. Proposal Narrative Template and Required Format

This section provides the required format that applicants must follow to develop and submit a proposal narrative for the U. S. Forest Service Resource Assistants Program National and Regional Level Cooperator Organizations Information (RFI), **USDA-FS-2020-FSRAP** *through Grants.gov.*

PROPOSAL NARRATIVE TEMPLATE

(Required Format)

Instructions: The following proposal narrative must be submitted using the following template. Complete each component below. Narratives must be single-spaced, using Times New Roman 12pt size font, with 1" margins.

Person Submitting Proposal:	_____ Date: _____
Contact Information: (Phone/Email)	
Organization Name:	
Organization Full Address:	
Organization Point of Contact: (If different than above)	
Contact Information: (Phone/Email)	
Opportunity Number:	USDA-FS-2020-FSRAP
Opportunity Title:	Forest Service Resource Assistants Program National and Regional Cooperative Partner Organizations
Catalog of Federal Domestic Assistance (CFDA) Number:	10.699
For organizations with interest to serve as a national level Cooperator, select one or more options:	☐ National Forest System ☐ State and Private Forestry ☐ Research and Development ☐ Business Operations
For organizations with interest to serve as a regional level Cooperator, select one or more options:	☐ Northern Region – Region 1 ☐ Rocky Mountain Region – Region 2 ☐ Southwestern Region – Region 3 ☐ Intermountain Region - Region 4 ☐ Pacific Southwest Region – Region 5 ☐ Pacific Northwest Region – Region 6 ☐ Southern Region – Region 8 ☐ Eastern Region – Region 9 ☐ Alaska Region – Region 10

Active System for Award Management (SAM) Registration Number: _____

Data Universal Numbering System (DUNS) Number: _____

STATEMENT OF INTEREST:

In 250 words or less, provide a summary statement to describe your organization's interest to become a national level or regional level cooperator organization (Cooperator) for the U. S. Forest Service Resource Assistants Program. Describe why your organization would like to participate as a cooperator and how your organization would enhance FS capacity to deliver RAP outcomes. Provide an accompanying visual flow chart that clearly identifies how your organization will work to meet the RAP standards and components described below.

EVALUATION CRITERIA:

Successful applications will clearly articulate responses to the following components:

Component 1: Organizational Mission, Culture, Values (Up to 1,000 words)

Describe your organization's mission, core values, goals, and organizational structure and alignment with the goals and values of the Forest Service. At minimum, ensure the following questions are considered in your response:

How does your organization's mission support Forest Service goals and values?

What are your organization's core values and how do they align with RAP?

What workforce development recruitment services or programs are offered by your organization?

What is the general geographical area served by your organization?

Component 2: Diverse Recruitment and Outreach Model (Up to 1,000 words)

Describe your organization's knowledge and ability to competitively recruit diverse populations for conservation positions in natural and cultural resources. In your response, provide a description of your organization's intended national or regional outreach strategy and recruitment model. At minimum, ensure the following questions are considered in your response:

What platforms or venues will your organization develop or use to conduct outreach and recruitment within a geographic service area?

What marketing strategies are used by your organization to share information regarding opportunities and outcomes?

What makes your recruitment and outreach model effective and responsive to diversity objectives and ability to recruit high quality candidates?

What is innovative and/or unique regarding your organization's recruitment and outreach model?

How does your organization build and maintain relationships with diverse groups and embrace approaches to diversity and inclusion?

Does your organization engage others (i.e., subrecipients, contractors, and/or consultants) to implement recruitment and outreach objectives? If so, describe the role and level of engagement?

Component 3: Programmatic and Administrative Oversight (Up to 1,000 words)
Describe your organization's ability to meet program requirements such as providing customer service; project monitoring and evaluation; timely and comprehensive reporting and tracking; and, administrative oversight requirements such as maintaining comprehensive participant files, paying stipends, coordinating travel and training logistics, providing access to health care coverage and, other support as appropriate. At minimum, ensure the following questions are considered in your response:

- What is your organization's process and general timeline for prescreening applications to determine the most competitive candidates for selection by the Forest Service?
- What policies and systems does your organization have in place for the management and execution of administrative oversight, including onboarding to your organization, training, and others?
- What is your organization's experience coordinating travel and training logistics for individuals?
- What is your organization's policy and established protocol to ensure that individuals report safety incidents/accidents, work experience concerns, etc.?
- What are your organization's monitoring and evaluation processes, and procedures for continuous improvement?
- What status will be applied to resource assistants when engaged by your organization, for example employee, volunteer, or contractor? Explain how your organization considers participants for purposes of living allowance and tax reporting.
- What processes does your organization use to educate participants regarding taxes and other financial requirements?
- What current and/or future staff will be designated by your organization to support programmatic and administrative oversight? What specific tasks will be performed by each role?
- Does your organization engage others (i.e., subrecipients, contractors, and/or consultants) to implement programmatic and administrative oversight? If so, describe the role and level of engagement?

Component 4: Prior Experience and Accomplishments (Up to 1,000 words)
Describe your organization's prior experience, outcomes, and accomplishments working with land management agencies on workforce development and conservation. In your response, describe your organization's outcomes of successful recruitment and outreach for diverse participants in similar work positions for the past five years, including data related to ethnic and other demographics; a list of previous business partners; and, a brief scope of work for projects regarding the recruitment and placement of emerging professionals in workforce development opportunities. At minimum, ensure the following questions are considered in your response:

- What previous experience does your organization have delivering workforce development programs for the Federal government?
- What is your organization's past work experience with the Forest Service, other land management/conservation agencies, and/or other federal or state government entities to implement natural and cultural resource conservation projects that accomplish essential work

on public lands and provide workforce development opportunities for emerging professionals?

What is your experience recruiting interns or recent graduates, especially in occupations specific to conservation, land management, natural and cultural resources disciplines?

What outcomes has your organization achieved relative to successful recruitment and outreach for diverse participants in similar work positions for the past five years? Include demographics and other data.

Component 5: Community of Practice (CoP) (Up to 500 words)

Describe your organization's prior experience working with robust, collaborative teams and your willingness to work within the RAP CoP to facilitate learning, innovation and continuous improvement with other partners, resource assistants, and Forest Service staff. The CoP will be led and hosted by the Forest Service. Cooperators are expected to actively engage the CoP through attending meetings, sharing information, and facilitating certain trainings for their participants, among other actions. In your response, describe how your organization will work to augment outcomes for the entire group and how your organization will help to increase the public's knowledge of the importance of volunteerism and service on public lands through conservation stewardship. At minimum, ensure the following questions are considered in your response:

What is your organization's interest and willingness to participate in the RAP CoP?

How can your organization help resource assistants to develop leadership, critical thinking and strategic communication skills as outcomes of the RAP?

What professional development and safety training does your organization provide to participants engaged in similar arrangements?

What experience does your organization have with networking, attending conferences and other training events?

What experience does your organization have with innovation and modern technology?

Component 6: Estimated Budget and Costs (Up to 500 words)

Provide a detailed budget narrative and table with approximated total costs for engaging a resource assistant in a 26-week fulltime experience. In your response, provide a brief justification and itemization of estimated costs for program support, administrative support, other flexible benefits, indirect rate, and any other costs (i.e., fringe benefits, federal income tax, FICA) that will be charged to the Forest Service. See Table 1 in the RFI for more information. In addition, respondents must provide a copy of your organization's status determination letter received from the Internal Revenue Service and documentation of your organization's official indirect cost rate. At minimum, ensure the following questions are considered in your response:

How does your organization utilize proper financial controls and generally accepted accounting principles?

What is your organization's justification for estimated program and support costs to engage a resource assistant for a minimum 26 weeks?

Component 7: Optional Information

As part of a proposal, respondents may submit up to two (2) letters of support from prior business partners, funders, or others who can speak to your organization's experience managing

workforce development outreach, recruitment, and ideally natural and cultural resource management. These letters are optional and do not increase scoring or consideration of an organization's proposal submission. Letters must be no more than one page, single-spaced, and 12pt font.

Please do not attach unsolicited documentation to the proposal as it will be removed and destroyed.