

US EPA ARCHIVE DOCUMENT

AGENCY: ENVIRONMENTAL PROTECTION AGENCY (EPA)

TITLE: Facilitating Tribal Climate Change Adaptation Planning and Communicating Climate Change Impacts

ACTION: Request for Proposals (RFP)

RFP NUMBER: EPA-OAR-CCD-10-09

CATALOG OF FEDERAL DOMESTIC ASSISTANCE (CFDA) NO: 66.034

DATES: The closing date and time for receipt of proposal submissions, regardless of mode of submission, is **July 30, 2010, 4:00 p.m., Eastern Daylight Savings Time (EDT)**. All hard copies of proposal packages must be received by Lesley Jantarasami **by July 30, 2010, 4:00 p.m. EDT** in order to be considered for funding. Electronic submissions must be submitted electronically to EPA through Grants.gov (<http://www.grants.gov>) **by July 30, 2010, 4:00 p.m. EDT** in order to be considered for funding. Proposals received after the closing date and time will not be considered for funding.

SUMMARY: This notice announces the availability of funds and solicits proposals to enable tribal climate change adaptation planning, impacts communication, and outreach.

FUNDING/AWARDS: The total estimated funding for this competitive opportunity is approximately \$550,000. EPA anticipates awarding up to approximately one to three cooperative agreements from this announcement, subject to availability of funds and the quality of proposals received.

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I. FUNDING OPPORTUNITY DESCRIPTION

A. Background

EPA's Climate Change Division (CCD) works to assess and address global climate change and its associated risks to human health and the environment. The Climate Science and Impacts Branch (CSIB) within the CCD supports the development and evaluation of climate change regulation and policy by leveraging, synthesizing, conducting and communicating climate science and impact, adaptation, and technology assessments. CSIB objectives include leveraging studies which focus on climate impacts on environmental justice issues and tribal communities, and inform adaptation policy development and planning for tribal and environmental justice communities. These CSIB objectives for environmental justice and tribal communities in turn support three of the EPA Administrator's seven priorities for EPA's future: taking action on climate change; expanding the conversation on environmentalism and working for environmental justice; and building strong state and tribal partnerships.

Project activities will support the broad shared goal of EPA and tribal entities to reduce environmental and health risk associated with climate change. Many tribes are currently aware to varying degrees of the projected climate change impacts to their natural and human systems, yet to date little support has been available for tribes to undertake adaptation work. Based upon a series of tribal listening sessions, the National Tribal Environmental Council, in its "Annual Tribal Nations Conference 2009 Briefing Document," stated that "technical, capacity and financial support is necessary to assist tribes with natural and cultural resource climate change adaptation." The goal of this project is to help address the issues noted in NTEC's assessment by facilitating and supporting tribal adaptation planning. This project will help improve tribal expertise in adaptation planning aimed at increasing tribes' resilience to the projected impacts of climate change.

B. Scope of Work

Through this solicitation, EPA seeks proposals from eligible entities, as defined in Section III of this announcement, to facilitate, communicate, and put in motion tribal climate change adaptation planning. Proposed activities must include, but are not limited to the following components:

- Facilitate, communicate, and put in motion tribal adaptation planning. This will consist largely of direct training and technical assistance from an organization with appropriate skill set, expertise, and experience. For example, relevant skills, expertise, and experience might include communicating climate science, impacts, and adaptation; conducting multi-day training sessions, workshops, or conferences; working closely with tribes on climate change-related or other environmental or environmental justice projects, etc. Relevant past project experience must demonstrate the applicant's capability to assist tribes with adaptation planning. EPA envisions that the majority of effort should be conducted through such direct facilitation of and assistance in tribal adaptation planning. Direct training methods may vary, but are likely to include at a minimum "how-to" workshops conducted for small groups of tribal representatives, best practice approaches, and as appropriate one-on-one work with individual tribes. Adaptation subject matter experts should be brought in as needed to provide specialized technical assistance in addressing projected climate change impacts. Financial support might also need to be provided to specific tribes in support of their staff time to develop and write the preliminary adaptation plan.

- Environmental Justice. The applicant must also emphasize how the project will promote addressing environmental justice issues and concerns. This includes how it will help to minimize and/or reduce environmental and health risk associated with climate change to communities, including but not limited to minority, low-income, and tribal communities, that the applicant can demonstrate are more likely to be adversely affected (e.g., more dependent on natural resources likely to be impacted by climate change) by such risks than other communities. An additional goal of the training and technical assistance should be replicability and transferability primarily to other tribes, but also to other key audiences including the broader environmental justice and climate adaptation communities.
- Communicating climate change impacts. A necessary precursor to adaptation planning is having a preliminary understanding of the climate change impacts that a tribe will be facing. As needed, literature searches may be conducted to identify likely climate change impacts facing a particular region and/or tribe. This may include reviewing available scientific assessment reports, peer-reviewed literature, and available climate modeling information (no original scientific research will be conducted under this cooperative agreement). Results of this research should be communicated to key audiences, focusing initially on those within the tribal community, but also including wider audiences as time and resources permit. Communication methods may include but are not limited to one-on-one facilitation, workshops, and a website (see Conduct tribal climate change outreach component below).
- Conduct tribal climate change outreach. It is critical that the outcomes from this cooperative agreement be disseminated as broadly as possible, so that the results may be applied and leveraged in tribal communities across the country to the greatest degree possible. Relevant past project experience must demonstrate the applicant's capability to develop communications and outreach materials that are applicable and culturally sensitive to Native Americans. Such outreach will include but is not limited to: building and maintaining a website with information on climate change impacts and adaptation, with links to resources and upcoming events; and sharing lessons learned and best practices on tribal adaptation planning and/or climate change impacts on tribes through written reports, workshops, conference presentations, teleconferences, webinars, and/or other media. Ideally, lessons learned and best practices from the efforts under this cooperative agreement will be of use even beyond tribes to the broader adaptation community.

C. EPA Strategic Plan Linkage and Anticipated Outcomes and Outputs

Pursuant to Section 6a of EPA Order 5700.7, "Environmental Results under EPA Assistance Agreements," EPA must link proposed assistance agreements to the Agency's Strategic Plan. EPA also requires that grant applicants and recipients adequately describe environmental outputs and outcomes to be achieved under assistance agreements (see EPA Order 5700.7, Environmental Results under Assistance Agreements, <http://www.epa.gov/ogd/grants/award/5700.7.pdf>).

1. **Linkage to EPA Strategic Plan.** All proposals must support Goal 1: Clean Air and Global Climate Change; Objective: 1.5 (Reduce Greenhouse Gas Emissions) of EPA's 2006-2011 Strategic Plan, which states, "Through 2011...[EPA will]...protect human health and the environment by attaining and maintaining health-based air-quality standards and reducing the risk from toxic air pollutants."

(http://www.epa.gov/ocfo/plan/2006/goal_1.pdf). EPA works to assess and address global climate change and the associated risks of human health and the environment. EPA's CSIB is responsible for leveraging and communicating the science associated with the risks/impacts of climate change on human health, ecological systems, and socio-economic sectors; integrating information produced through scientific and impacts research into broader analytical frameworks; assessing issues and options for adaptation to the impacts of climate change in key sectors; and developing and implementing programs to assess issues associated with climate science and impacts and identifying potential actions that would reduce such risks.

Specifically, proposed activities will support tribal organizations to identify key impacts of climate change on tribal lands and communities, develop adaptation plans to prepare for such impacts, and communicate lessons learned from that process to key audiences.

2. **Outputs.**

The term "output" means an environmental activity, effort, and/or associated work product related to an environmental goal and objective that will be produced or provided over a period of time or by a specified date. Outputs may be quantitative or qualitative but must be measurable during an assistance agreement funding period.

Expected outputs from the project(s) to be funded under this announcement may include but are not limited to the following:

- Development and facilitation of tribal climate change adaptation plans.
- Written report(s) compiling best practices and lessons learned regarding tribal climate change adaptation planning that are of use to tribes as well as the broader environmental justice and adaptation communities.
- Communications plan outlining a strategy for disseminating the results of tribal adaptation planning work.
- Communications materials and activities to include written summary reports, posters, or handouts, workshops and conference presentations, teleconferences, and webinars relating to work under the cooperative agreement.
- A continually updated website that tribes can access for climate change impacts and adaptation information.

Progress reports and a final report will also be a required output, as specified in Section VI(D) of this announcement, "Reporting Requirement."

3. **Outcomes.** The term "outcome" means the result, effect or consequence that will occur from carrying out an environmental program or activity that is related to an environmental or programmatic goal or objective. Outcomes may be environmental, behavioral, health-related, or programmatic in nature, but must be quantitative. They may not necessarily be achievable within an assistance agreement funding period.

Projects to be funded under this announcement are expected to produce at least one, and preferably all, of the following environmental outcomes:

- Improved understanding of and planning for climate change impacts among tribal communities and organizations, as well as the environmental justice community and other key audiences.
- Improved understanding of how to identify applicable adaptation strategies at the local level for an individual tribe.
- Improved communication of impacts and relevant adaptation strategies to tribal communities and organizations, as well as the environmental justice community and other key audiences.
- Increased capacity for tribes to create and maintain adaptation plans for their communities.
- Improved communication between the Agency and tribal communities and organizations on climate change activities.

D. Supplementary Information.

The statutory authority for this action is the Clean Air Act, Section 103(b)(3) which authorizes the award of grants for research, investigations, experiments, demonstrations, surveys, and studies related to the causes, effects (including health and welfare effects), extent, prevention, and control of air pollution. Such activities include rendering technical services and providing financial assistance with the goal of improved understanding of climate change impacts and adaptation strategies.

Demonstrations must involve new or experimental technologies, methods, or approaches, where the results of the project will be disseminated so that others can benefit from the knowledge gained in the demonstration project. A project that is accomplished through the performance of routine, traditional, or established practices, or a project that is simply intended to carry out a task rather than transfer information or advance the state of knowledge, however worthwhile the project might be, is not considered a demonstration project. Implementation activities are not eligible for funding under this announcement.

II. AWARD INFORMATION

A. What is the amount of funding available?

The total estimated funding expected to be available for awards under this competitive opportunity is approximately \$550,000.

B. Partial Funding.

In appropriate circumstances, EPA reserves the right to partially fund proposals by funding discrete portions or phases of proposed projects. If EPA decides to partially fund a proposal, it will do so in a manner that does not prejudice any applicants or affect the basis upon which the proposal, or portion thereof, was evaluated and selected for award, and therefore maintains the integrity of the competition and selection process.

C. How many agreements will EPA award in this competition?

EPA anticipates award of up to approximately one to three cooperative agreements under this announcement ranging in value from approximately \$50,000 to \$150,000 per year, subject to the

availability of funds and quality of evaluated proposals. In addition, EPA reserves the right to make additional awards under this announcement, consistent with Agency policy, if additional funding becomes available after the original selections. Any additional selections for awards will be made no later than six months from the date of the original selections.

D. What is the project period for awards resulting from this solicitation?

The estimated project period for awards resulting from this solicitation will begin Fall 2010. Proposed project periods may be up to five years.

E. Funding Type

The funding for selected projects will be in the form of a cooperative agreement. Cooperative agreements permit substantial involvement between the EPA Project Officer and the selected applicants in the performance of the work supported. Although EPA will negotiate precise terms and conditions relating to substantial involvement as part of the award process, the anticipated substantial Federal involvement for this project will be:

- close monitoring of the successful applicant's performance to verify the results proposed by the applicant;
- collaboration during performance of the scope of work;
- in accordance with 40 CFR 31.36(g), review of proposed procurement;
- approving qualifications of key personnel (EPA will not select employees or contractors employed by the award recipient);
- review and comment on reports prepared under the cooperative agreement (the final decision on the content of reports rests with the recipient).

III. ELIGIBILITY INFORMATION

A. Eligible Entities

In accordance with CFDA 66.034, proposals will be accepted from states, local governments, territories, Indian tribes, and possessions of the U.S., including the District of Columbia, international organizations, public and private universities and colleges, hospitals, laboratories, other public or private non-profit institutions.

Non-profit organization, as defined by OMB Circular A-122, located at 2 CFR Part 230, means any corporation, trust, association, cooperative or other organization that: (1) is operated primarily for scientific, educational, service, charitable or similar purposes in the public interest; (2) is not organized primarily for profit; and (3) uses its net proceeds to maintain, improve and/or expand its operations. Note that OMB Circular A-122 specifically excludes the following types of organizations from the definition of "non-profit organization" because they are separately defined in the Circular: (i) colleges and universities; (ii) hospitals; (iii) state, local and federally-recognized Indian tribal governments; and (iv) those non-profit organizations that are excluded from coverage of this Circular in accordance with paragraph 5 of the Circular. While not considered to be a "non-profit organization(s)" as defined by OMB Circular A-122, colleges and universities, hospitals, state, local and federally-recognized Indian tribal governments are, nevertheless, eligible to submit proposals under OMB Circular A-122 and this RFP.

Non-profit organizations described in Section 501(c)(4) of the Internal Revenue Code that engage in lobbying activities as defined in Section 3 of the Lobbying Disclosure Act of 1995 are not eligible to apply.

B. Cost Sharing or Matching

No matching funds are required under this competition.

C. Threshold Eligibility Criteria

These are requirements that if not met by the time of proposal submission will result in elimination of the proposal from consideration for funding. Only proposals from eligible entities (see above) that meet all of these criteria will be evaluated against the ranking factors in Section V of this announcement. Applicants deemed ineligible for funding consideration as a result of the threshold eligibility review will be notified within 15 calendar days of the ineligibility determination.

1.
 - a. Proposals must substantially comply with the proposal submission instructions and requirements set forth in Section IV of this announcement or else they will be rejected. However, where a page limit is expressed in Section IV with respect to the narrative proposal, pages in excess of the page limitation will not be reviewed.
 - b. In addition, proposals must be received by the EPA or through www.grants.gov as specified in Section IV of this announcement on or before the proposal submission deadline published in Section IV of this announcement. Applicants are responsible for ensuring that their proposal reaches the designated person/office specified in Section IV of the announcement by the submission deadline.
 - c. Proposals received after the submission deadline will be considered late and returned to the sender without further consideration unless the applicant can clearly demonstrate that it was late due to EPA mishandling or because of technical problems associated with www.grants.gov. Where Section IV requires proposal receipt by a specific person/office by the submission deadline, receipt by an agency mailroom is not sufficient. Applicants should confirm receipt of their proposal with Lesley Jantarasami as soon as possible after the submission deadline—failure to do so may result in your proposal not being reviewed.
2. Proposals must support EPA's Strategic Plan Goal 1, "**Clean Air and Global Climate Change**"-- "*Protect and improve the air so it is healthy to breathe and risks to human health and the environment are reduced. Reduce greenhouse gas intensity by enhancing partnerships with businesses and other sectors*". (See Section I).
3. Hard copy proposals will only be accepted via an **express delivery service**. EPA will not accept proposals submitted via e-mail, fax or standard 1st Class Mail delivery by the U.S. Postal Service.
4. Proposals must address each of the activity components stated in Section I. Part B Scope of Work.

IV. PROPOSAL AND SUBMISSION INFORMATION

A. How to Obtain a Proposal Package

Applicants can download individual grant application forms from EPA's Office of Grants and Debarment website at: <http://www.epa.gov/ogd/AppKit/application.htm>.

To obtain a hard copy of materials, please send an email or written request to the Agency contact listed in Section VII of this announcement.

B. Mode of Proposal Submission

Applicants have the following options to submit their proposals: 1) Hard copy by express delivery service to the specified EPA contact below, or 2) electronically through www.grants.gov as explained in Appendix A. Proposals will not be accepted via fax, email, or standard 1st class mail delivery by the U.S. Postal Service. All proposals must be prepared, and include the information, as described below in Section IV.C "Content of Proposal," regardless of mode of transmission

1. Hard Copy Submission

Please provide one original of the proposal package (including signed and completed SF 424 and SF 424A forms) and four copies--**no binders or spiral binding**--to:

Hard Copy via Express Delivery (FedEx, UPS, DHL, USPS etc.)

U.S. Environmental Protection Agency
ATTN: Lesley Jantarasami (Mail Code: 6207J)
Room 827C
1310 L Street, NW
Washington, DC 20005
Phone: (202) 343-9929

Hard Copy Proposal Submission Deadline

All hard copies of proposal packages must be received by Lesley Jantarasami **by July 30, 2010, 4:00 p.m. EDT.**

2. Grants.gov Submission (see Appendix A, Grants.gov Submission Instructions)

Proposal Submission Deadline: Your organization's authorized official representative (AOR) must submit your complete proposal electronically to EPA through Grants.gov (<http://www.grants.gov>) no later than **July 30, 2010, 4:00 p.m. EDT**

C. Content of Proposal Submission

The proposal package **must** include all of the following materials:

- **Standard Form (SF) 424, Application for Federal Assistance**

Complete the form (available at <http://www.epa.gov/ogd/AppKit/application.htm> .There are no attachments. Please be sure to include organization fax number and email address in the 'Applicant Information' block of the Standard Form SF 424.

Please note that the organizational Dun and Bradstreet (D&B) Data Universal Number System (DUNS) number must be included on the SF-424. Organizations may obtain a DUNS number at no cost by calling the toll-free DUNS number request line at 1-866-705-5711.

- **Standard Form (SF) 424A , Budget Information**

Complete the form (available at <http://www.epa.gov/ogd/AppKit/application.htm>. There are no attachments. The total amount of federal funding requested for the project period should be shown on line 5(e) and on line 6(k) of SF-424A, the amount of indirect costs should be entered on line 6(j). The indirect cost rate (i.e., a percentage), the base (e.g., personnel costs and fringe benefits), and the amount should also be indicated on line 22.

- **Narrative Proposal**

The Narrative Proposal (including sections 1-3 below) cannot exceed a maximum of 20 single-spaced typewritten pages in 12 pt. font, including the Summary Page. Pages in excess of 20 will not be considered. Supporting materials, such as resumes, letters of support, communications materials, and up to one progress report, can be submitted as attachments and are not included in the 20-page limit.

1. Summary Information Page

- a. Project Title
- b. Applicant Information. Include applicant (organization) name, address, contact person, phone number, fax and e-mail address.
- c. Funding Requested. Specify the amount you are requesting from EPA.
- d. Total Project Cost. Specify total cost of the project. Identify funding from other sources, including cost share or in-kind resources.
- e. Project period. Provide beginning and ending dates.
- f. DUNS number-See Section VI.C.

2. Narrative Proposal Work-Plan

The narrative proposal work-plan must explicitly describe how the proposed project meets the guidelines established in Sections I-III of this announcement (including the threshold eligibility criteria in Section III.C), and must address each of the evaluation criteria set forth in Section V.

- a. **Project Summary/Approach:** The summary shall contain the following components:
 - I. Detailed project summary, description of specific actions and methods to be undertaken and the responsible institutions, including estimated time line for each task.
 - II. Description of the associated work products to be developed.

- III. Explanation of project benefits to the public, and specifically the potential audience(s) served.
- IV. Description of the roles of the applicant and partners, if any.
- V. Description of the applicant's organization and experience related to the proposed project.
- VI. Description of staff expertise/qualifications, staff knowledge, and resources or the ability to obtain them, to successfully achieve the goals of the proposed project. By way of example, relevant qualifications might include expertise in climate science, impacts, and adaptation; expertise in climate change communication; experience conducting multi-day training sessions; experience conducting workshops/conference; expertise in working with tribes and demonstration of cultural sensitivity, etc.
- VII. Budget and estimated funding amounts for each work component/task. This section provides an opportunity for narrative description of the budget or aspects of the budget found in the SF-424A such as "other" and "contractual."
- VIII. Discussion of how the project promotes Environmental Justice concerns (see Section I)

***Selected applicant(s) will need to submit a copy of their current indirect cost rate that has been negotiated with a federal cognizant agency prior to award.**

b. Environmental Results—Outcomes and Outputs

Identify the expected quantitative and qualitative outcomes and outputs of the project (**See Section I**), including what means will be used to track and measure your progress towards achieving the expected outcomes and outputs and how the results of the project will be evaluated.

c. Programmatic Capability and Past Performance

Submit a list of federally funded assistance agreements (assistance agreements include Federal grants and cooperative agreements but not Federal contracts) similar in size, scope and relevance to the proposed project that your organization performed within the last three years (no more than 5 agreements, and preferably EPA agreements) and describe (i) whether, and how, you were able to successfully complete and manage those agreements and (ii) your history of meeting the reporting requirements under those agreements including whether you adequately and timely reported on your progress towards achieving the expected outputs and outcomes of those agreements (and if not, explain why not) and whether you submitted acceptable final technical reports under the agreements. In evaluating applicants under these factors in Section V, EPA will consider the information provided by the applicant and may also consider relevant information from other sources, including information from EPA files and from current/prior grantors (e.g., to verify and/or supplement the information provided by the applicant). If you do not have any relevant or available past performance or reporting information, please indicate this in the proposal and you will receive a neutral score for these factors (a neutral score is half of the total points available in a subset of possible points). If you do not provide any

response for these items, you may receive a score of 0 for these factors.

3. Detailed Budget Narrative

Clearly explain how EPA funds will be used. This section provides an opportunity for a narrative description of the budget found in the SF-424A. Applicants must itemize costs related to personnel, fringe benefits, contractual costs, travel, equipment, supplies, other direct costs, indirect costs, and total costs.

Management Fees: When formulating budgets for proposals, applicants must not include management fees or similar charges in excess of the direct costs and indirect costs at the rate approved by the applicants cognizant audit agency, or at the rate provided for by the terms of the agreement negotiated with EPA. The term "management fees or similar charges" refers to expenses added to the direct costs in order to accumulate and reserve funds for ongoing business expenses, unforeseen liabilities, or for other similar costs that are not allowable under EPA assistance agreements. Management fees or similar charges may not be used to improve or expand the project funded under this agreement, except to the extent authorized as a direct cost of carrying out the scope of work.

4. **Attachments.** These are not included in the 20-page limit.

- a. **Biographical Sketch.** Provide resumes or curriculum vitae for all key personnel.
- b. **Letters of support.** These should indicate how the supporting organization will assist in the project.
- c. **Communications materials.** Up to three past examples of communications materials can be included, not to exceed a total of 15 pages.
- d. **Past progress report.** Up to one example of a past progress report on a federally funded assistance agreement may be included.
- e. **Negotiated Indirect Cost Rate Agreement.**
- f. **Quality Assurance Narrative Statement.** Selected applicants only, if applicable.

D. Can funding be used for the applicant to make subawards, acquire contract services or fund partnerships?

EPA awards funds to one eligible applicant as the recipient even if other eligible applicants are named as partners or co-applicants or members of a coalition or consortium. The recipient is accountable to EPA for the proper expenditure of funds.

Funding may be used to provide subgrants or subawards of financial assistance, which includes using subawards or subgrants to fund partnerships, provided the recipient complies with applicable requirements for subawards or subgrants including those contained in 40 [CFR](#) Parts 30 or 31, as appropriate. Applicants must compete contracts for services and products, including consultant contracts, and conduct cost and price analyses to the extent required by the procurement provisions of the regulations at 40 CFR Parts 30 or 31, as appropriate. The regulations also contain limitations on consultant compensation. Applicants are not required to identify subawardees/subgrantees and/or contractors (including consultants) in their proposal. However, if they do, the fact that an applicant selected for award has named a specific subawardee/subgrantee, contractor, or consultant in the proposal EPA selects for funding does not relieve the applicant of its obligations to comply with subaward/subgrant and/or competitive procurement requirements as appropriate. Please note that

applicants may not award sole source contracts to consulting, engineering or other firms assisting applicants with the proposal solely based on the firm's role in preparing the proposal.

Successful applicants cannot use subgrants or subawards to avoid requirements in EPA grant regulations for competitive procurement by using these instruments to acquire commercial services or products from for-profit organizations to carry out its assistance agreement. The nature of the transaction between the recipient and the subawardee or subgrantee must be consistent with the standards for distinguishing between vendor transactions and subrecipient assistance under Subpart B Section .210 of [OMB Circular A-133](#) , and the definitions of subaward at 40 CFR 30.2(ff) or subgrant at 40 CFR 31.3, as applicable. EPA will not be a party to these transactions. Applicants acquiring commercial goods or services must comply with the competitive procurement standards in 40 CFR Part 30 or 40 CFR Part 31.36 and cannot use a subaward/subgrant as the funding mechanism.

E. How will an applicant's proposed subawardees/subgrantees and contractors be considered during the evaluation process described in Section V of the announcement?

Section V of the announcement describes the evaluation criteria and evaluation process that will be used by EPA to make selections under this announcement. During this evaluation, except for those criteria that relate to the applicant's own qualifications, past performance, and reporting history, the review panel will consider, if appropriate and relevant, the qualifications, expertise, and experience of:

- (i) an applicant's named subawardees/subgrantees identified in the proposal/application if the applicant demonstrates in the proposal/application that if it receives an award that the subaward/subgrant will be properly awarded consistent with the applicable regulations in 40 CFR Parts 30 or 31. For example, applicants must not use subawards/subgrants to obtain commercial services or products from for profit firms or individual consultants.
- (ii) an applicant's named contractor(s), including consultants, identified in the proposal/application if the applicant demonstrates in its proposal/application that the contractor(s) was selected in compliance with the competitive Procurement Standards in 40 CFR Part 30 or 40 CFR 31.36 as appropriate. For example, an applicant must demonstrate that it selected the contractor(s) competitively or that a proper non-competitive sole-source award consistent with the regulations will be made to the contractor(s), that efforts were made to provide small and disadvantaged businesses with opportunities to compete, and that some form of cost or price analysis was conducted. EPA may not accept sole source justifications for contracts for services or products that are otherwise readily available in the commercial marketplace.

EPA will not consider the qualifications, experience, and expertise of named subawardees/subgrantees and/or named contractor(s) during the proposal/application evaluation process unless the applicant complies with these requirements.

F. Submission Dates and Times

The closing date and time for receipt of proposal submissions, regardless of mode of submission, is **July 30, 2010, 4:00 p.m., Eastern Daylight Savings Time (EDT)**. All hard copies of proposal packages must be received by Lesley Jantarasami by July 30, 2010, 4:00 p.m., EDT; electronic submissions must be submitted to www.grants.gov by July 30, 2010, 4:00 p.m., EDT. Proposals received or submitted electronically after the closing date and time will not be considered for funding.

G. Confidential Business Information

In accordance with 40 CFR 2.203, applicants may claim all or a portion of their proposal as confidential business information. EPA will evaluate confidentiality claims in accordance with 40 CFR Part 2. Applicants must clearly mark proposals or portions of proposals they claim as confidential. If no claim of confidentiality is made, EPA is not required to make the inquiry to the applicant otherwise required by 40 CFR 2.204(c) (2) prior to disclosure. However, the agency considers competitive proposals confidential and protected from disclosure prior to the completion of the competitive selection process.

H. Pre-Application Assistance and Communications

In accordance with EPA's Assistance Agreement Competition Policy (EPA Order 5700.5A1), EPA staff will not meet with individual applicants to discuss draft proposal packages, provide informal comments on draft narrative proposals, or provide advice and/or guidance to applicants on how to respond to ranking criterion. Applicants are responsible for the contents of their proposals. However, EPA will respond to questions in writing from individual applicants regarding threshold eligibility criterion, administrative issues related to the submission of the proposal, and requests for clarification about the announcement.

V. APPLICATION REVIEW INFORMATION

Only eligible entities whose proposals meet the threshold criteria in Section III of this announcement will be reviewed according to the evaluation criteria set forth below. Applicants should explicitly address these criteria as part of their proposal package submittal. Each proposal will be rated under a points system, with a total of 100 points possible.

A. Evaluation Criteria

Criteria	Points
1. <u>Project Summary/Approach:</u> Under this criterion, the Agency will evaluate the following factors: (i) (20 pts) the extent and quality to which the narrative proposal includes a well-conceived strategy for addressing the requirements in Section I, Parts B (Scope of Work) and C (EPA Strategic Plan Linkage and Anticipated Outcomes/Outputs) , and (ii) (10 pts) whether the narrative proposal sets forth a reasonable time schedule for the execution of the tasks associated with the project and for achieving the project goals and objectives by project end.	30
2. <u>Programmatic Capability and Past Performance:</u> Under this criterion, applicants will be evaluated based on their ability to successfully complete and manage the proposed project taking into account their: I. (5 pts) past performance in successfully completing and managing the assistance agreements identified in the narrative proposal as described in Section IV.C of the announcement, II. (5 pts) history of meeting the reporting requirements under the assistance agreements identified in the narrative proposal as described in Section IV.C of the announcement including whether the applicant submitted acceptable final technical	40

<p>reports under those agreements and the extent to which the applicant adequately and timely reported on their progress towards achieving the expected outputs and outcomes under those agreements and if such progress was not being made whether the applicant adequately reported why not,</p> <p>III. (15 pts) organizational experience and plan for timely and successfully achieving the objectives of the proposed project,</p> <p>IV. (15 pts) staff expertise and qualifications, staff knowledge, and resources or the ability to obtain them, to successfully achieve the goals of the proposed project.</p> <p>Note: In evaluating applicants under items I and II of this criterion, the Agency will consider the information provided by the applicant and may also consider relevant information from other sources including agency files and prior/current grantors (e.g., to verify and/or supplement the information supplied by the applicant). If you do not have any relevant or available past performance or reporting information, please indicate this in the proposal and you will receive a neutral score for these sub-factors (items I and II above—a neutral score is half of the total points available in a subset of possible points). If you do not provide any response for these items, you may receive a score of 0 for these factors.</p>	
<p>3. <u>Environmental Results—Outcomes and Outputs:</u> Under this criterion, the Agency will evaluate the effectiveness of the applicant’s plan for tracking and measuring its progress toward achieving the expected project outputs and outcomes, including those identified in Section I of this announcement.</p>	10
<p>4. <u>Budget:</u> Under this criterion, the Agency will evaluate the proposed project budget to determine whether,</p> <p>I. (5 pts) costs are reasonable to accomplish the proposed goals, objectives, and measurable environmental outcomes,</p> <p>II. (5 pts) the proposed budget provides a detailed breakout of the approximate funding used for each major activity.</p>	10
<p>5. <u>Environmental Justice Impacts (10 pts):</u> Under this criterion, the Agency will evaluate the extent to which the proposed project helps to promote addressing environmental justice issues and concerns (See Section I) including how it will help to minimize and/or reduce exposures and negative impacts of environmental risks to communities, including but not limited to minority, low-income, and tribal communities, that the applicant can demonstrate are more likely to be adversely affected (e.g., more dependent on natural resources likely to be impacted by climate change) by such risks than other communities.</p>	10

B. Review and Selection Process

Proposals will first be evaluated against the threshold factors listed in Section III. Only those proposals which meet all of the threshold factors will be evaluated using the evaluation criteria listed above by an EPA evaluation team. Each proposal will be given a numerical score and will be rank-

ordered according to the numerical score. Preliminary funding recommendations will be provided to the Approving Official based on this ranking.

C. Other Factors

Final funding decisions will be made by the Approving Official based on the rankings and preliminary recommendations of the EPA evaluation team. In making the final funding decisions, the Approving Official may also consider programmatic priorities and geographic diversity of funds. Once final decisions have been made, a funding recommendation will be developed and forwarded to the EPA Award Official.

VI. AWARD ADMINISTRATION INFORMATION

A. Award Notices

Following evaluation of proposals, all applicants will be notified regarding their status.

Proposal Notifications

A. EPA anticipates notification to the *successful* applicant will be made via telephone, email or postal mail August 27, 2010. The notification will advise the applicant that its proposed project has been successfully evaluated and recommended for award. The notification will be sent to the original signer of the Standard Form (SF) 424, Proposal for Federal Assistance.

This notification, which advises that the applicant's proposed project has been recommended for award, is **not** an authorization to begin performance. The award notice signed by the EPA grants officer is the authorizing document and will be provided through postal mail. At a minimum, this process can take up to 90 days from the date of recommendation.

b. EPA anticipates notification to *unsuccessful* applicant(s) will be made via email or postal mail by August 27, 2010. The notification will be sent to the original signer of the Standard Form (SF) 424, Proposal for Federal Assistance.

B. Administrative and National Policy Requirement

A listing and description of general EPA Regulations applicable to the award of assistance agreements may be viewed at:

http://www.epa.gov/ogd/AppKit/applicable_epa_regulations_and_description.htm.

Executive Order 12372, Intergovernmental Review of Federal Programs, may be applicable to awards resulting from this announcement. Applicants selected for funding may be required to provide a copy of their application to their [State Point of Contact](#) (SPOC) for review, pursuant to Executive Order 12372, Intergovernmental Review of Federal Programs. This review is not required with the Initial Application and not all states require such a review. A listing of State Point of Contacts (SPOC) may be viewed at: www.whitehouse.gov/omb/grants/spoc.html

C. DUNS Number

All applicants **are required** to provide a Dun and Bradstreet (D&B) Data Universal Numbering System (DUNS) number when applying for a Federal grant or cooperative agreement. Applicants can receive a DUNS number, at no cost, by calling the dedicated toll-free DUNS Number request line at 1-866-705-5711, or visiting the D&B website at: <http://www.dnb.com>.

D. Reporting Requirement

Quarterly progress reports and a detailed final technical report will be required. Quarterly reports summarizing technical progress, planned activities for the next quarter and a summary of expenditures are required. The final technical report shall be completed within 90 calendar days of the completion of the period of performance. The final technical report should include: summary of the project or activity, advances achieved, and costs of the project or activity. In addition, the final technical report should discuss the problems, successes, and lessons learned from the project or activity that could help overcome structural, organizational or technical obstacles to implementing a similar project elsewhere. The schedule for submission of quarterly reports will be established by EPA, after award.

E. Exchange Network

EPA, states, territories, and tribes are working together to develop the National Environmental Information Exchange Network, a secure, Internet- and standards-based way to support electronic data reporting, sharing, and integration of both regulatory and non-regulatory environmental data. States, tribes and territories exchanging data with each other or with EPA, should make the Exchange Network and the Agency's connection to it, the Central Data Exchange (CDX), the standard way they exchange data and should phase out any legacy methods they have been using. More information on the Exchange Network is available at www.exchangenetwork.net.

F. Disputes

Assistance agreement competition-related disputes will be resolved in accordance with the dispute resolution procedures published in 70 FR (Federal Register) 3629, 3630 (January 26, 2005) which can be found at <http://www.epa.gov/ogd/competition/resolution.htm>. Copies of these procedures may also be requested by contacting Kevin Rosseel at rosseel.kevin@epa.gov.

G. Non-profit Administrative Capability

Non-profit applicants that are recommended for funding under this announcement are subject to pre-award administrative capability reviews consistent with Section 8b, 8c and 9d of EPA Order 5700.8 - Policy on Assessing Capabilities of Non-Profit Applicants for Managing Assistance Awards (http://www.epa.gov/ogd/grants/award/5700_8.pdf). In addition, non-profit applicants that qualify for funding may, depending on the size of the award, be required to fill out and submit to the Grants Management Office the Administrative Capabilities Form, with supporting documents, contained in Appendix A of EPA Order 5700.8.

VII. AGENCY CONTACTS

For further information, contact:

U.S. Environmental Protection Agency
ATTN: Kevin Rosseel (Mail Code: 6207J)
Room 847A
1310 L Street, NW
Washington, DC 20005
Phone: (202) 343-9731

All questions or comments must be communicated in writing via postal mail, fax or email to the contact person listed above. Questions and answers will be posted until the closing date of this announcement at the OAR Grants/Funding webpage:
http://www.epa.gov/air/grants_funding.html.

VIII. Other Information (Appendices)

Appendix A. Grants.gov Submission Instructions

Grants.gov Instructions

The electronic submission of your proposal must be made by an authorized official representative (AOR) of your institution who is registered with Grants.gov and is authorized to sign grant proposals for Federal assistance. For more information, go to <http://www.grants.gov> and click on “Get Registered” on the left side of the page. *Note that the registration process may take a week or longer to complete.* If your organization is not currently registered with Grants.gov, please encourage them to designate an AOR and ask that individual to begin the registration process as soon as possible.

To begin the proposal process under this grant announcement, go to <http://www.grants.gov> and click on the “Apply for Grants” tab on the left side of the page. Then click on “Apply Step 1: Download a Grant Application Package” to download the compatible Adobe viewer and obtain the application package. **To apply through grants.gov you must use Adobe Reader applications and download the compatible Adobe Reader version (Adobe Reader applications are available to download for free on the Grants.gov website.** For more information on Adobe Reader please visit the [Help section](http://www.grants.gov/help/help.jsp) on grants.gov at <http://www.grants.gov/help/help.jsp> or http://www.grants.gov/aboutgrants/program_status.jsp).

Once you have downloaded the viewer, you may retrieve the application package by entering the Funding Opportunity Number, EPA-OAR-OAP-10-09, or the CFDA number that applies to the announcement (CFDA 66.034), in the appropriate field. You may also be able to access the proposal package by clicking on the Application button at the top right of the synopsis page for this announcement on <http://www.grants.gov> (to find the synopsis page, go to <http://www.grants.gov> and click on the “Find Grant Opportunities” button on the left side of the page and then go to Search Opportunities and use the Browse by Agency feature to find EPA opportunities).

Proposal Submission Deadline: Your organization’s AOR must submit your complete proposal package electronically to EPA through Grants.gov (<http://www.grants.gov>) no later than July 30, 2010, 4:00 p.m., Eastern Daylight Savings Time (EDT).

Please submit *all* of the proposal materials described below.

Proposal Materials

The following forms and documents are required to be submitted under this announcement:

- I. Application for Federal Assistance (SF-424)
- II. Budget Information for Non-Construction Programs (SF-424A)
- III. Narrative Proposal-prepared as described in Section IV.C of the RFP
- IV. Other Attachments Form for other optional documents-See Section IV.C of the RFP.
 - a. **Biographical Sketch.** Provide resumes or curriculum vitae for all key personnel.
 - b. **Letters of support.** These should indicate how the supporting organization will assist in the project.
 - c. **Communications materials.** Up to three past examples of communications materials can be included, not to exceed a total of 15 pages.
 - d. **Past progress report.** Up to one example of a past progress report on a federally funded assistance agreement may be included.
 - e. **Negotiated Indirect Cost Rate Agreement.**
 - f. **Quality Assurance Narrative Statement.** Selected applicants only, if applicable.

The proposal package *must* include all of the following materials:

I. Standard Form (SF) 424, Application for Federal Assistance

Complete the form. There are no attachments. Please be sure to include organization fax number and email address in the 'Applicant Information' block of the Standard Form SF 424.

Please note that the organizational Dun and Bradstreet (D&B) Data Universal Number System (DUNS) number must be included on the SF-424. Organizations may obtain a DUNS number at no cost by calling the toll-free DUNS number request line at 1-866-705-5711.

II. Standard Form SF 424A – Budget Information:

Complete the form. There are no attachments. The total amount of federal funding requested for the project period should be shown on line 5(e) and on line 6(k) of SF-424A. If indirect costs are included, the amount of indirect costs should be entered on line 6(j). The indirect cost rate (i.e., a percentage), the base (e.g., personnel costs and fringe benefits), and the amount should also be indicated on line 22.

III. Narrative Proposal

Prepared as described in Section IV.C of the announcement. The document should be readable in PDF format and consolidated into a single file.

IV. Other Attachments Form-other optional documents (See above)

Application Preparation and Submission Instructions

Documents I through III listed under Proposal Materials above should appear in the "Mandatory Documents" box on the Grants.gov Grant Application Package page.

For documents I and II, click on the appropriate form and then click "Open Form" below the box. The

fields that must be completed will be highlighted in yellow. Optional fields and completed fields will be displayed in white. If you enter an invalid response or incomplete information in a field, you will receive an error message. When you have finished filling out each form, click "Save." When you return to the electronic Grant Application Package page, click on the form you just completed, and then click on the box that says, "Move Form to Submission List." This action will move the document over to the box that says, "Mandatory Completed Documents for Submission."

For document III, you will need to attach electronic files. Prepare your narrative proposal as described in Section IV.C of the announcement and save the document to your computer as a PDF file. When you are ready to attach your proposal to the application package, click on "Project Narrative Attachment Form," and open the form. Click "Add Mandatory Project Narrative File," and then attach your proposal (previously saved to your computer) using the browse window that appears. You may then click "View Mandatory Project Narrative File" to view it. Enter a brief descriptive title of your project in the space beside "Mandatory Project Narrative File Filename;" the filename should be no more than 40 characters long. If there are other attachments that you would like to submit to accompany your proposal (optional documents described above), you may click "Add Optional Project Narrative File" and proceed as before or use the Other Attachments Form. When you have finished attaching the necessary documents, click "Close Form." When you return to the "Grant Application Package" page, select the "Project Narrative Attachment Form" and click "Move Form to Submission List." The form should now appear in the box that says, "Mandatory Completed Documents for Submission."

Once you have finished filling out all of the forms/attachments and they appear in one of the "Completed Documents for Submission" boxes, click the "Save" button that appears at the top of the Web page. It is suggested that you save the document a second time, using a different name, since this will make it easier to submit an amended package later if necessary. Please use the following format when saving your file: "Applicant Name – FY10 – Assoc Prog Supp – 1st Submission" or "Applicant Name – FY 10 Assoc Prog Supp – Back-up Submission." If it becomes necessary to submit an amended package at a later date, then the name of the 2nd submission should be changed to "Applicant Name – FY10 Assoc Prog Supp – 2nd Submission."

Once your proposal package has been completed and saved, send it to your AOR for submission to U.S. EPA through Grants.gov. Please advise your AOR to close all other software programs before attempting to submit the proposal package through Grants.gov.

In the "Application Filing Name" box, your AOR should enter your organization's name (abbreviate where possible), the fiscal year (e.g., FY10), and the grant category (e.g., Assoc Prog Supp). The filing name should not exceed 40 characters. From the "Grant Application Package" page, your AOR may submit the application package by clicking the "Submit" button that appears at the top of the page. The AOR will then be asked to verify the agency and funding opportunity number for which the application package is being submitted. If problems are encountered during the submission process, the AOR should reboot his/her computer before trying to submit the proposal package again. [It may be necessary to turn off the computer (not just restart it) before attempting to submit the package again.] If the AOR continues to experience submission problems, he/she may contact Grants.gov for assistance by phone at 1-800-518-4726 or email at <http://www.grants.gov/help/help.jsp> or contact Kevin Rosseel (rosseel.kevin@epa.gov).

Proposal packages submitted through grants.gov will be time/date stamped electronically.

If you have not received a confirmation of receipt from EPA (*not from grants.gov*) within 30 days of the proposal deadline, please contact Kevin Rosseel (rosseel.kevin@epa.gov). Failure to do so may result in your proposal not being reviewed.

Appendix B. Budget Sample

Budget Detail

This section of the work plan is a detailed description of the budget found in the SF-424A, and must include a detailed discussion of how EPA funds will be used. Applicants must **itemize** costs related to personnel, fringe benefits, travel, equipment, supplies, contractual costs, other direct costs, indirect costs, and total costs.

Applicants should use the following instructions, budget object class descriptions, and example table to complete the Budget Detail section of the work plan.

- **Personnel - List all staff positions by title. Give annual salary, percentage of time assigned to the project, and total cost for the budget period.** This category includes only direct costs for the salaries of those individuals who will perform work directly for the project (generally, paid employees of the applicant organization). If the applicant organization is including staff time (in-kind services) as a cost share, this should be included as Personnel costs. Personnel costs do not include: (1) costs for services of consultants, contractors, consortia members, or other partner organizations, which are included in the “Contractual” category; (2) costs for employees of subrecipients under subawards, which are included in the “Other” category; or (3) effort that is not directly in support of the proposed project, which may be covered by the organization’s negotiated indirect cost rate. The budget detail must identify the personnel category type by Full Time Equivalent (FTE), including percentage of FTE for part-time employees, number of personnel proposed for each category, and the estimated funding amounts.
- **Fringe Benefits - Identify the percentage used, the basis for its computation, and the types of benefits included.** Fringe benefits are allowances and services provided by employers to their employees as compensation in addition to regular salaries and wages. Fringe benefits include, but are not limited to the cost of leave, employee insurance, pensions and unemployment benefit plans.
- **Travel - Specify the mileage, per diem, estimated number of trips in-State and out-of-State, number of travelers, and other costs for each type of travel.** Travel may be integral to the purpose of the proposed project (e.g. inspections) or related to proposed project activities (e.g. attendance at meetings). Travel costs do not include: (1) costs for travel of consultants, contractors, consortia members, or other partner organizations, which are included in the “Contractual” category; (2) travel costs for employees of subrecipients under subawards, which are included in the “Other” category.
- **Equipment - Identify each item to be purchased which has an estimated acquisition cost of \$5,000 or more per unit and a useful life of more than one year.** Equipment also includes accessories necessary to make the equipment operational. Equipment does not include: (1) equipment planned to be leased/rented, including lease/purchase agreement; or (2) equipment service or maintenance contracts. These types of proposed costs should be included in the

“Other” category. Items with a unit cost of less than \$5,000 should be categorized as supplies, pursuant to 40 CFR 31.3 and 30.2. The budget detail must include an itemized listing of all equipment proposed under the project.

- **Supplies - “Supplies” means all tangible personal property other than “equipment”.** The budget detail should identify categories of supplies to be procured (e.g., laboratory supplies or office supplies). Non-tangible goods and services associated with supplies, such as printing service, photocopy services, and rental costs should be included in the “Other” category.
- **Contractual - Identify each proposed contract and specify its purpose and estimated cost.** Contractual/consultant services are those services to be carried out by an individual or organization, other than the applicant, in the form of a procurement relationship. Leased or rented goods (equipment or supplies) should be included in the “Other” category. The applicant should list the proposed contract activities along with a brief description of the scope of work or services to be provided, proposed duration, and proposed procurement method (competitive or non-competitive), if known.
- **Other - List each item in sufficient detail for EPA to determine the reasonableness and allowability of its cost.** This category should include only those types of direct costs that do not fit in any of the other budget categories. Examples of costs that may be in this category are: insurance, rental/lease of equipment or supplies, equipment service or maintenance contracts, printing or photocopying, rebates, and subaward costs. Subawards (e.g., subgrants) are a distinct type of cost under this category. The term “subaward” means an award of financial assistance (money or property) by any legal agreement made by the recipient to an eligible subrecipient. This term does not include procurement purchases, technical assistance in the form of services instead of money, or other assistance in the form of revenue sharing, loans, loan guarantees, interest subsidies, insurance, or direct appropriations. Subcontracts are not subawards and belong in the contractual category. Applicants must provide the aggregate amount they propose to issue as subaward work and a description of the types of activities to be supported.
- **Indirect Charges - If indirect charges are budgeted, indicate the approved rate and base.** Indirect costs are those incurred by the grantee for a common or joint purpose that benefit more than one cost objective or project, and are not readily assignable to specific cost objectives or projects as a direct cost. In order for indirect costs to be allowable, the applicant must have a federal or state negotiated indirect cost rate (e.g., fixed, predetermined, final or provisional), or must have submitted a proposal to the cognizant Federal or State agency. Examples of Indirect Cost Rate calculations are shown below:
 - Personnel (Indirect Rate x Personnel = Indirect Costs)
 - Personnel and Fringe (Indirect Rate x Personnel & Fringe = Indirect Costs)
 - Total Direct Costs (Indirect Rate x Total direct costs = Indirect Costs)
 - Direct Costs minus distorting or other factors such as contracts and equipment
(Indirect Rate x (total direct cost – distorting factors) = Indirect Costs)

Example Budget Table

	EPA Funding
Personnel	
(1) Project Manager @ \$40/hr x 10 hrs/week x 52 wks	

(5) Project Staff @ \$30/hr x 40 hrs/week x 40 wks	\$244,000
TOTAL PERSONNEL	\$244,000
Fringe Benefits	
20% of Salary and Wages	20%(244,000)
- Retirement, Health Benefits, FICA, SUI	\$48,800
TOTAL FRINGE BENEFITS	\$48,800
Travel	
Travel for Project Manager and staff: 500 mi/mo @ \$0.55/mi x 12 mos.	\$3,300
Travel for Project Staff: 20 trips per month x \$2,500 per tip	\$600,000
TOTAL TRAVEL	\$303,300
Equipment	
None	0
TOTAL EQUIPMENT	0
Supplies	
Office and related supplies to support training	\$150,000
TOTAL SUPPLIES	\$150,000
Contractual	
Support Services Contract	\$100,000
TOTAL CONTRACTUAL	\$100,000
Other	
Travel for tribal representatives to attend workshop training 100 trips x \$1,000 each	\$100,000
Travel for tribal representatives to attend workshop training 200 trips x \$2,000 each	\$400,000
TOTAL OTHER	\$500,000
Indirect Charges	
Federal Negotiated Indirect Cost Rate = 10% (Indirect Rate x Personnel = Indirect Costs)	\$26,480
TOTAL INDIRECT	\$26,480
TOTAL FUNDING	\$1,372,580
TOTAL PROJECT COST	\$1,372,580

Note on Management Fees: When formulating budgets for proposals, applicants must not include management fees or similar charges in excess of the direct costs and indirect costs at the rate approved by the applicant's cognizant Federal audit agency, or at the rate provided for by the terms of the agreement negotiated with EPA. The term "management fees or similar charges" refers to expenses added to the direct costs in order to accumulate and reserve funds for ongoing business expenses, unforeseen liabilities, or for other similar costs that are not allowable under EPA

assistance agreements. Management fees or similar charges cannot be used to improve or expand the project funded under this agreement, except to the extent authorized as a direct cost of carrying out the work plan.