PROCUREMENT vs. AGREEMENT

FSM 1580.6

FEDERAL GRANTS AND COOPERATIVE AGREEMENTS ACT OF 1977 (31 U.S.C. 6301-6308, PUB L 95-224) (FGCA)

The Federal Grants and Cooperative Agreements Act of 1977 (FGCA) requires that Federal agencies characterize the relationship between a Federal and a non-Federal party as one of either a *procurement* or of *Federal financial assistance*. The selection of a particular instrument such as a procurement or an assistance instrument to document the transaction shall be determined by this relationship.

Base the selection of the appropriate instrument upon the provisions of the FGCA and make decisions on the classification of transactions by considering specific laws and regulations. Under FGCA there are basically two choices:

- Procurement Transaction – Use a procurement where the intention is to acquire goods or services for the direct benefit of the Forest Service. These transactions are governed by the Federal Acquisition Regulations that require competitive procedures.

- Federal Financial Assistance Transaction – Grants and cooperative agreements are available to transfer a thing of value to stimulate or support others' activities for public benefit, not to receive a product or service, that is, a deliverable for direct Forest Service benefit. If there is a specific authority and appropriated funds available for its use, a Federal financial assistance transaction in the form of a grant or cooperative agreement shall be used.

    - A grant is appropriate where the Forest Service is not substantially involved.
    - A cooperative agreement is appropriate when the Forest Service is substantially involved.
    - These transactions are governed by OMB and CFRs.

Some transactions are not considered either procurement contracts or Federal Financial Assistance. These types of transactions may be entered into under specific authority and when specific criteria are met. Some of these types of agreements are used to form what the Forest Service commonly refers to as partnerships.

TRANSACTIONS **NOT COVERED** BY PROVISIONS OF THE FGCA

- Sale of Government property and services for full value (timber sales)
- Collection Agreements
- Interagency and Intra-Agency Agreements
- Leases, licenses, or permits
- Gifts or donations

TRANSACTIONS **EXEMPT** FROM PROVISIONS OF FGCA **BY OMB APPROVAL**

- Cooperative Law Enforcement Agreements
- Cooperative Forest Road Agreements
- Cooperative Fire Protection Agreements

TRANSACTIONS **EXEMPT** FROM PROVISIONS OF FGCA **BY SPECIFIC STATUTORY LANGUAGE**

- Participating Agreements
- Challenge Cost Share Agreements
- Joint Venture Agreements
- Cost Reimbursable Agreements
- Cooperative Research and Development Agreements

PARTNERSHIP ELEMENTS

These elements are common to all types of partnerships into which the U.S.D.A. Forest Service enters:

- ❑ Appropriate legal authority
- ❑ Mutual interest in some goal or value
- ❑ Mutual non-monetary benefit
- ❑ A state of participating or sharing
- ❑ No conflict of interest
- ❑ Agreement must be executed before costs are incurred or work commences
- ❑ A specific relationship between the parties (written agreement)
- ❑ Voluntary participation

ESSENTIAL FEATURES TO EACH PARTNERSHIP

EACH PARTNERSHIP MUST MEET THE FOLLOWING:

- **Competent Parties** - Sufficient resources to complete project.
- **Proper Subject Matter** - Project must benefit NF lands and support mission.
- **Sufficient Participation** - Active involvement, not just providing funding in support of project.
- **Meeting of the Minds** - All parties must understand the end result.

Questions to ask prior to entering into a partnership

- Are the appropriate project and administrative personnel involved?
- Can the appropriated funds be used for the purpose intended?
- Is there a potential conflict of interest or the appearance of conflict of interest?
- Will the “cooperator” be used as a “straw man” to accomplish something indirectly that we are forbidden to do directly?
- Is it a donation/gift? If so, are there conditions attached?
- Is the cooperator capable of meeting its obligations; i.e., financial, skills and manpower?
- Is the Forest Service capable of meeting its obligations; i.e., financial, skills and manpower?
- Is there sufficient lead-time to acquire funding, materials, project approvals, etc?
- Does this activity belong on National Forest System lands; i.e., putting up advertisement signs, endorsements?

Instrument	What You Can Do	What You Can Not Do
MOU	1. Document a relationship and/or coordinated effort. 2. Cooperators include – Federal, state and local governments Educational institutions Private for-profit and nonprofit organizations Individuals Foreign agencies and organizations	Obligate or fund projects Exchange funds, property, services, or anything of value. Perform work that isn't authorized by program legislations
IA	Provides for one Federal agency to procure work, services supplies, materials, or equipment from another Federal agency. • Performing agency shall recover full direct and indirect (overhead) costs of the work • Economy Act Justification and Determination shall be included in the file.	This authority CANNOT be used with Tribal Government
CO	A Collection Agreement (CO) is used to accept money, equipment, property or products by the Forest Service from a non-Federal party to carry out a purpose authorized by law.	The primary point to remember is that as a federal agency, **the Forest Service must have legislative authority to accept funding from other non-FS entities.** It is not enough that someone wants to give us money; there must be legislation that allows us to collect and spend it.
CS	Authorizes the Forest Service to cooperate with other parties to develop, plan and implement projects that are mutually beneficial to the parties that enhance Forest Service activities. This includes financing projects with matching funds from cooperators. Cooperators may be public and private agencies, organizations institutions and/or individuals. • Expenditures shall be commensurate with value received. • Forest Service may reimburse cooperator for part of actual costs of materials and/or labor. incurred in support of the project.	Appropriated funds cannot be used for improvements on non-federal lands. Reimbursement can **NOT** be based on value, but must be actual costs

	• No advance payments allowed.	
PA	Authorizes the Forest Service to enter into cooperatively performed, mutually beneficial projects with public and private agencies, organizations, institutions, or persons. Four specific areas: • Cooperative Pollution Abatement – • Cooperative Manpower, Job Training and Development Programs – • Develop and publish cooperative environmental education and forest history materials – • Forestry Protection – Work includes: fire prevention; fuels management; insect and disease control; noxious weed control; tree planting and seeding; erosion control; abandoned mine reclamation; land restoration; hazardous material identification; water testing and protection; and air pollution abatement. fishery and wildlife; range; and work in a non-forest environment (warehouses, shops, and offices).	Prohibited Activities: all protection and maintenance work such as for road and trail; recreation site and facility;

MEMORANDUM OF UNDERSTANDING (MOU)

FSM 1586
FSH 1509.11 CHAPTER 50

A Memorandum of Understanding (MOU) is used to document a relationship between two or more parties, or to document a framework for cooperation between the parties in which they carry out their separate activities in a coordinated, mutually beneficial way. There are no specific authorities for an MOU.

Things you CAN do under an MOU:

- Document a relationship and/or coordinated effort
- Cooperators include –
    - Federal, state and local governments
    - Educational institutions
    - Private for-profit and nonprofit organizations
    - Individuals
    - Foreign agencies and organizations

Things you CANNOT do under an MOU:

- Obligate or fund projects
- Exchange funds, property, services, or anything of value
- Perform work that isn't authorized by program legislations

INTERAGENCY AGREEMENTS (IA)

FSM 1585.12
FSH 1509.11 CHAPTER 40
ECONOMY ACT OF JUNE 30, 1932 (31 USC 1535, SEC. 601)

The Economy Act (the most commonly used authority for IA's) provides for one Federal agency to procure work, services supplies, materials, or equipment from another Federal agency.

GENERAL REQUIREMENTS

- Performing agency shall recover full direct and indirect (overhead) costs of the work
- Economy Act Justification and Determination shall be included in the file.
  - A written justification must be submitted to an authorized contracting officer (CO) to document that the procurement from a federal agency is cheaper or more economical than buying from a commercial source.

- Based on the justification, the CO will complete a written determination to approve the procurement. An authorized person must also certify that funds are available. Once the determination is signed, the interagency agreement can be executed.

- Payment can be either reimbursement or advance
- Format to use
    - Standard narrative template
    - AD-672 (for simple straightforward projects) or
    - Other Agency format

- Do not provide funding to another Federal Agency in order to accomplish the function of that Federal Agency, as that would constitute an augmentation of their appropriations.

This authority CANNOT be used with Tribal Government – they are sovereign nations, not Federal agencies. Option may be available to enter into an Economy Act agreement with the Bureau of Indian Affairs who in turn can subcontract the work to the Tribal government.

INTRA-AGENCY AGREEMENTS (IA)

FSM 1585.14 (a) (1)

No statutory authority is required for one Forest Service unit to perform work for another Forest Service unit.

GENERAL REQUIREMENTS

- Use to document work performed at one Forest Service unit for another Forest Service unit, and the responsibilities of each.

- Funding may be transferred between units.

- An In-Service Authorization (ISA), FS-6500-46, may be used <u>in conjunction with</u> an Intra-Agency agreement, or <u>in lieu of it</u>. An ISA is **not** an agreement with an assigned number. It's a fiscal tool to exchange funds. If it's used <u>in lieu of</u> an intra-agency agreement, it **doesn't** go through an Agreements Coordinator for review and approval.

- The decision to use an intra-agency agreement versus an ISA is dependent on the complexity of the project, i.e. shared services between units.

COLLECTION AGREEMENTS (CO)

FSM 1584
FSM 2720 SPECIAL USES ADMINISTRATION (Granger-Thye)
FSM 1950 ENVIRONMENTAL POLICY & PROCEDURES (NEPA)
FSM 5400 LANDOWNERSHIP (Small Tracts Act)

FSH 1509.11 CHAPTER 30

A Collection Agreement (CO) is used to accept money, equipment, property or products by the Forest Service from a non-Federal party to carry out a purpose authorized by law.

Collection Agreements may involve either advances or reimbursements.

The Forest Service, or anyone acting on behalf of the Forest Service, is prohibited from soliciting money, either verbally or in writing for the agency. An exception to this is the National Forest Foundation who has legislative authority to solicit funds on behalf of the Forest Service.

More and more often, Forest Service employees are applying for grant funding from non-FS entities. Some things to consider before sending an application are:

1. Does the FS have the authority to collect the money if the application is approved?
2. Can the money be used on NFS land?
3. If the intent is to involve a third party or another cooperator, does the FS have the authority to cooperate with and/or involve them?
4. Always confer with your agreements coordinator before sending an application in for grant funding.

The primary point to remember is that as a federal agency, **the Forest Service must have legislative authority to accept funding from other non-FS entities.** It is not enough that someone wants to give us money; there must be legislation that allows us to collect and spend it.

COOPERATIVE FUNDS ACT OF JUNE 30, 1914, as amended (16 USC 498)
FSM 1584.11

This law authorizes the Forest Service to collect funds from cooperators to perform work that's the responsibility of the Forest Service.

- Cash, checks or money orders only
- May be advance or reimbursement
- Work is the responsibility of the Forest Service, and must be on NFS land
- Contributions must be voluntary
- You should try to collect overhead; however, overhead can be waived. If waived, it will be paid with Forest Service project funds.
- Funds must be accounted for separately – CWFS/NFEX
- No conflict of interest or appearance of conflict of interest
- Acceptance of funds shall not be conditioned upon endorsement of firms or products

Examples of types of work:

- Construction and maintenance of NF improvements.
- Protection of NF from fire, insects, disease, etc.
- Management activities like planning, analysis and studies related to resource activities.

GRANGER-THYE ACT OF APRIL 24, 1950 (16 USC 572)
FSM 1584.12

This law authorizes the Forest Service to collect funds from cooperators to perform work that's the responsibility of the cooperator.

- Collect full costs, including overhead, for work to be performed in advance
- Work is the responsibility of the cooperator, and may be on or off NFS lands
- Must be public benefit from accomplishment of the work
- Voluntary contribution of funds
- Acceptance of funds cannot be contingent on endorsement of firms or products
- Overhead CANNOT be waived
- Forest Service cannot be held liable for damage
- Acceptance of services is not authorized

Example of types of work:

- Land Exchange Survey
- Biological Evaluations
- Cultural Resource Surveys
- Concessionaires

ACCEPTANCE OF GIFTS ACT OF OCTOBER 10, 1978
FSM 1584.13

The Secretary of Agriculture may accept gifts of cash and/or real and personal property.

- Gifts may include
  - Cash
  - Real or personal property
  - Net proceeds from liquidation of any real or personal property
  - Proceeds of any insurance on any gift property

- Acceptance of gifts cannot be contingent on endorsement of firms or products
- Acceptance of services is not authorized under this Act (Volunteer Act)
- Gifts cannot be accepted from interested parties
- Donated funds are a voluntary, gratuitous transfer of cash to the Forest Service

(In contrast to donated funds, contributed funds are a transfer of cash with consideration for a specific project pursuant to the Coop Funds Act of June 30, 1914 and Granger-Thye.)

- Memorandum – A memo to the donator should cite the authority that the gift is being accepted under, and if known, what gift will be used for.

INTERESTED PARTY/PROHIBITED SOURCE

An entity or individual who is or seeks to be engaged in contractual, financial, or business relations with the Forest Service, and who has a legally recognized private interest that may be substantially affected by the proposed activity. Interested parties include Forest Service permittees, vendors, bidders and potential bidders on Forest Service timber sales, licensees, and organizations engaging in activities regulated by the Forest Service.
This concept applies to gifts of real or personal property and donated funds.

CHALLENGE COST SHARE AGREEMENTS (CS)

FSM 1587.12
FSH 1509.11 CHAPTER 60
INTERIOR AND RELATED AGENCIES APPROPRIATIONS ACT OF 1992
(Pub L 102-154)

Authorizes the Forest Service to cooperate with other parties to develop, plan and implement projects that are mutually beneficial to the parties that enhance Forest Service activities. This includes financing projects with matching funds from cooperators. Cooperators may be public and private agencies, organizations institutions and/or individuals.

- Expenditures shall be commensurate with value received.
- Forest Service may reimburse cooperator for part of actual costs of materials and/or labor. Reimbursement can **NOT** be based on value, but must be actual costs incurred in support of the project.
- No advance payments allowed.
- Appropriated funds cannot be used for improvements on non-federal lands.
- Match can be cash, real or personal property, services, and/or in-kind contributions
- Financial plans required prior to start of work
- Program income resulting from project must be shown on financial plan.
- Modifications do not need to retain the cost share ratio, but do need to be commensurate with level of effort or funding provided.
- Federal Acquisition Regulations might apply (50% rate - See Partnership Procurements tab.)

Forest Service Form 1580-1, Cost Share Agreement/Cost Reimbursable Agreement, may be used in lieu of a narrative format for Challenge Cost Share Agreements. Mandatory provisions are incorporated by reference on the FS 1580-1. Clauses may also be incorporated by reference on narrative Challenge Cost Share Agreements. Attachments to this form should include the parties' responsibilities, a detailed Financial Plan, and any other information germane to the agreement.

PARTICIPATING AGREEMENTS (PA)

FSM 1587.11
FSH 1509.11 CHAPTER 60
(PUB LAW 94-148)
COOPERATIVE FUNDS AND DEPOSITS ACT OF DECEMBER 12, 1975, P.L. 94-148

COOPERATIVE FUNDS AND DEPOSITS ACT OF DECEMBER 12, 1975

Four specific areas:

- Cooperative Pollution Abatement – Authorizes cooperative construction, operation, and maintenance of facilities relating to pollution abatement such as sanitary landfills, garbage burn plants, recycling facilities and water and sewer systems. Cooperator facilities may be constructed on NFS land under special use permit, easements, or on the cooperator's land. Title to the facility vests in the cooperator and the Forest Service has the right to use the facility.

- Cooperative Manpower, Job Training and Development Programs – Authorizes the FS to cooperate with other parties to do projects benefiting FS programs where the primary purpose is to provide a work environment, to host trainees in order to accomplish the goals of others' existing manpower and job training programs. The use of this section is only appropriate where the other party has a specific job training program currently in place and the parties agree to share in costs.

- Develop and publish cooperative environmental education and forest history materials – Authorizes the FS to cooperate with others in the development and publication of environmental education and forest history materials, including books, pamphlets, brochures, and audiovisual productions. The Act prohibits cooperative publication of maps.

- Forestry Protection – Work includes: fire prevention; fuels management; insect and disease control; noxious weed control; tree planting and seeding; erosion control; abandoned mine reclamation; land restoration; hazardous material identification; water testing and protection; and air pollution abatement. Prohibited Activities: all protection and maintenance work such as for road and trail; recreation site and facility; fishery and wildlife; range; and work in a non-forest environment (warehouses, shops, and offices).

GENERAL REQUIREMENTS

- Forest Service may provide reimbursable or advance payments
- Modifications do not need to retain the cost share ratio, but do need to be commensurate with level of effort or funding provided.

- Federal Acquisition Regulations might apply (50% rate - see Partnership Procurement tab.)
- Tort liability may be conveyed to cooperators (in instructors book and participants book explain tort liability)
- Match can be cash, real or personal property, services, and/or in-kind contributions.
- Forest Service may reimburse cooperator for part of actual costs of materials and/or labor. Reimbursement can **NOT** be based on value, but must be actual costs incurred in support of the project.
- Dollar-for-dollar match not required.
- Financial plans required prior to start of work
- Funds may be used for printing under certain conditions
- See discussion on FS publications and Cooperator's publications under Partnership Publications tab.

Forest Service Form 1580-1, Cost Share Agreement/Cost Reimbursable Agreement, may be used in lieu of a narrative format for Participating Agreements. Mandatory provisions are incorporated by reference on the FS 1580-1. Clauses may also be incorporated by reference on narrative Participating Agreements. Attachments to this form should include the parties' responsibilities, a detailed Financial Plan, and any other information germane to the agreement.

- .
- Cooperator's match may consist of direct costs, indirect costs, in-kind contributions or other non-federal funds or services donated to the cooperator by other parties.
- Cooperator's match cannot be met with other Federal funds. (Exception: The appropriation for the Federal funds specifically states the funds are available for use as a match against other Federal funds.)
- Cooperator can only be reimbursed for actual costs incurred. (In-kind contributions are not reimbursable).
- State Cooperative Institutions cannot be reimbursed for indirect costs.
- Program Income must be deducted from the cost of the project.
- Negotiate reimbursable agreements unless the cooperator can justify the need for advance payments.
- Appropriated funds cannot be used for improvements on non-federal land, unless specifically authorized by law. (FSM 6511.18c)
- It is not appropriate to enter into a joint venture agreement to develop a product or sell a product for profit, either directly or indirectly by the cooperator.

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Attachment:

USFS Agreement No.:

Cooperator Agreement No.:

Mod. No.:

Note: This Financial Plan may be used when:
(1) No program income is expected and
(2) The Cooperator is not giving cash to the FS and
(3) There is no other Federal funding

Agreements Financial Plan (Short Form)

Financial Plan Matrix:

Note: All columns may not be used. Use depends on source and type of contribution(s).

	FOREST SERVICE CONTRIBUTIONS		COOPERATOR CONTRIBUTIONS		
	(a)	(b)	(c)	(d)	
COST ELEMENTS	Noncash	Cash to Cooperator	Noncash	In-Kind	(e) Total
Direct Costs					
Salaries/Labor					$0.00
Travel					$0.00
Equipment					$0.00
Supplies/Materials					$0.00
Printing					$0.00
Other					$0.00
Other					$0.00
Subtotal	$0.00	$0.00	$0.00	$0.00	$0.00
Coop Indirect Costs					$0.00
FS Overhead Costs					$0.00
Total	$0.00	$0.00	$0.00	$0.00	
Total Project Value:					$0.00

Matching Costs Determination	
Total Forest Service Share = (a+b) ÷ (e) = (f)	(f) #DIV/0!
Total Cooperator Share (c+d) ÷ (e) = (g)	(g) #DIV/0!
Total (f+g) = (h)	(h)

#DIV/0!

WORKSHEET FOR

Cooperator In-Kind Contribution Cost Analysis, Column (d)

Use this worksheet to perform the cost analysis that supports the lump sum figures provided in the matrix. NOTE: This worksheet auto populates the relevant and applicable matrix cells.

Cost element sections may be deleted or lines may be hidden, if not applicable. Line items may be added or deleted as needed. The Standard Calculation sections provide a standardized formula for determing a line item's cost, e.g. cost/day x # of days=total, where the total is calculated automatically. The Non-Standard Calculation sections provide a write-in area for line items that require a calculation formula that is other than the standardized formules, e.g. instead of salaries being calculated by cost/day x # of days, costs may be calculated simply by a contracted value that is not dependent on days worked, such as 1 employee x $1,200/contract= $1,200. Be sure to review your calculations when entering in a Non-Standard Calculation, and provide a brief explanation of units used to make calculation, e.g. '1 month contract,' on a line below the figures.

Salaries/Labor					
Standard Calculation					
Job Description		Cost/Day	# of Days		Total
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
Non-Standard Calculation					
Total Salaries/Labor					**$0.00**

Travel

Standard Calculation					
Travel Expense	Employees	Cost/Trip	# of Trips		Total
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
Non-Standard Calculation					

Total Travel		**$0.00**

Equipment					
Standard Calculation					
Piece of Equipment	# of Units	Cost/Day	# of Days		Total
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
Non-Standard Calculation					

Total Equipment		**$0.00**

Supplies/Materials				
Standard Calculation				
Supplies/Materials		# of Items	Cost/Item	Total
				$0.00
				$0.00
				$0.00
				$0.00
Non-Standard Calculation				

Total Supplies/Materials		**$0.00**

Printing					
Standard Calculation					
Paper Material		# of Units	Cost/Unit		Total
					$0.00
Non-Standard Calculation					
Total Printing					**$0.00**

Other Expenses					
Standard Calculation					
Item		# of Units	Cost/Unit		Total
					$0.00
					$0.00
					$0.00
					$0.00
Non-Standard Calculation					
Total Other					**$0.00**

Subtotal Direct Costs	$0.00

TOTAL COST	**$0.00**

PARTNERSHIP PROCUREMENT GUIDELINES

FSM 1587

The following are general guidelines in determining when our cooperators can arrange the actual procurement of goods and/or services. Please check with your Grants & Agreements Coordinator prior to making any commitments to our potential cooperators in regard to proper procurement processing within an agreement.

FUNDING ISSUES

If the cooperator is paying 100% of the cost of a purchase of some item as their contribution to the partnership, then none of our Federal acquisition regulations apply. Ensure the cooperator's contracts are awarded on a competitive basis.

If there is shared financing between the cooperator and the Forest Service, there are two possible scenarios: (1) if the FS is putting in the majority of the dollars, i.e., 50% or more of the cost of the item or service to be purchased, then that procurement will have to follow Federal procurement regulations and the FS will have to perform as the contracting agent; (2) if the cooperator is putting in the majority of the dollars, greater than 50%, then that entity may be allowed to act as the contracting agent. However, there are several tests that have to be met, including but not limited to the following:

- Federal labor laws (Davis/Bacon and Service Contract Act) have to be included in any subsequent contract. The exception to this would be if the cooperator is another public agency and they are going to accomplish the work by using force account labor.
- The cooperator has to have an existing procurement process that allows for maximum competition.
- Cooperator should have written policies that prohibit conflicts of interest and establish procurement ethic standards.
- Is the cooperator-arranged procurement more effective or efficient than the Federal procurement process?
- Is the cooperator-arranged procurement likely to draw criticism from local vendors or contractors?
- Has the Forest Service done the majority of the preparatory work and we are allowing cooperator to accomplish the third party contract as a means to circumvent Federal regulation or policy.

THINGS TO CONSIDER

When using Pub L 102-154, Challenge Cost Share, we can only reimburse against actual expenditures. For example: The cooperator would have to award a contract then have

actual expenditures made against that contract before the Forest Service could reimburse for our agreed to share of that cost. Simply stated, the cooperator would have to pay their bill(s), and then invoice us for whatever reimbursement level had been agreed to. We do not have the authority under CCS to advance funds.

AGREEMENT ACRONYMS AND NUMBERING SYSTEM

Legend

CA	Cooperative Agreement
CO	Collection Agreement
CR	Cost-Reimbursement Agreement
CS	Challenge Cost-Share
DG	Domestic Grant
FI	Fire Agreement
IA	Inter/Intra-agency Agreement
IC	International Cooperative Agreement
IG	International Grant
JV	Joint Venture Agreement
LE	Law Enforcement Agreement
LI	Letter of Intent
MU	Memoranda of Understanding
PA	Participating Agreement
RD	Cooperative Research and Development Agreement
RO	Road Agreement
RU	Master Regional, Station, Area-Wide Memoranda of Understanding
SI	Master Service-wide Letter of Intent
SU	Master Service-wide Memoranda of Understanding

Standardized Agreements Numbering System

Example of an Agreement number: 02-IA-11020700-012

02 Fiscal Year – 2 character numeric code
IA Agreement type – 2 character alpha code
11 2 character alphanumeric code that NFC uses (11 – Forest Service)
02 2-character alphanumeric code assigned for organizational unit, level 1/ Region
07 2-character alphanumeric code assigned for organizational level 2/Forest
00 2-character alphanumeric code assigned for organizational level 3/District
012 3-character number at assigning unit. When number is larger than 999, use an A00 for 1000, B01 for 1101, etc.

PRIMARY SOURCES OF INFORMATION – AREAS RELATED TO COOPERATION

Manual & Handbook Sections

FSM 1580 – Grants and Agreements
FSH 1509.11 – Grants and Agreements Handbook

Other Reference Resources

Principle Laws of the Forest Service
Federal Appropriations Law (GAO Red Book)
Forest Service Partnership Guide

WO Grants & Agreements Intranet Website – http://fsweb.wo.fs.fed.us/aqm/ganda/

Partnership Resource Center Website – http://www.partnershipresourcecenter.org

Worldwide Web Access to Provisions – http://www.fs.fed.us/business/