Program Questions

Question: Is one model or type of LTC Program preferred?
Answer: There is no preferred type or model for the LTC Program. All options will be considered as long as there is a clearly defined need or operational requirement from a DoD unit, office, or agency. IIE and DLNSEO encourage institutions to select a program model that fits with their strengths and capabilities and supports their DoD partner’s needs.

Question: Is there a preference for the language(s) of instruction? Is it okay to start with only one language?
Answer: All languages will be considered as long as there is a clearly defined need from a DoD partner. It is okay to start with one language and consider the addition of other languages in subsequent years of the program based on the DoD partner’s needs.

Question: Do DLNSEO and IIE have any preference on the language program proposed or does this depend on the partnership between the DoD partner and the university?
Answer: The proposed languages should be well-supported within the institutional capacity for delivery and meet a demonstrated operational need by a DoD partner. It is important for institutions to demonstrate ability to meet specialized needs. There are many different needs, ranging from high-level training of FAOs or intelligence analysts (which may have specific reading/listening goals), general purpose forces training (goal of 0+), and short- and long-term trainings. The program metrics should reflect this need and be agreed upon by the DoD partner. DLNSEO will review programs in all languages defined as required by DoD components.

Question: We’re a DoD organization. Should we provide our training requirements to DLNSEO or directly to the institution we plan to partner with?
Answer: Training requirements should be provided directly to and discussed with the U.S. institution of higher education with whom you plan to partner. This assists the institutional partner in understanding your specific training needs and supports their ability to identify the resources and capabilities they can apply to meet the specified needs.

Question: How do we look for a DoD partner if we do not have one?
For you to apply for this grant, you need to ensure that you are responding to a DoD partner’s regional expertise, culture, or language need. An example could be the National Guard as part of the State Partnership Program or support to Reserve units, military personnel, or crypto linguist communities for their foreign language needs. There are several DoD organizations in every state. If you are close to a military installation, we recommend reaching out to them to see if a partnership could emerge.

Question: Is there a maximum number of DoD partners an institution can partner with?
Answer: There is no maximum number of DoD partners allowed. The institution should address their capacity to manage the relationship with each partner in the proposal.

Question: Do the DoD partners need to be in geographical proximity if an institution is providing online instruction?
Answer: Institutions should consider the need for local support at the DoD partner location. Training courses should be customized according to the individual mission needs of the units, offices, or agencies, which will utilize the training. Training may be delivered through traditional university offerings, online resources or non-traditional formats.

Question: What DoD components are appropriate target audiences?
Answer: The DoD is a large department with Active Duty, Reserve, National Guard and civilian personnel. The Army, Navy, Marines, and Air Force have Active, Reserve, and National Guard components. Other DoD components that require training include the National Security Agency, Defense Intelligence Agency, Special Operations Command, and Regional Combatant Commands.

Question: How far into the future do institutes of higher education plan activities with a DoD partner?
Answer: Awards are issued for a period of 12-months beginning June 1, 2022 through May 31, 2023. Programming plans should include activities within the grant period. Technically, programming can begin as early as June 1, 2022, but is dependent on the individual capabilities of your institutional partner, and should be discussed as part of a collaborative planning process with your partner.

Question: Are ROTC students eligible to participate in LTC programs? Can a university’s ROTC be a DoD partner?
Answer: ROTC students are eligible; however, the main focus of the proposal should support another DoD component. As stated on page 6 of the proposal, providing support for ROTC should not be the sole or primary focus of a LTC proposal since this is the main purpose of Project GO.

Question: Are the DoD partners required to confirm a specific number of students who will attend the LTC course?
Answer: As stated on page 5 in the RFP, “proposals should demonstrate the capacity to conduct language, regional, and cultural training of varying duration that can accommodate a fluctuating number of students, but generally not fewer than six per course”. Successful proposals will include a clearly defined description of program outcomes including the expected number of participants. Applicants may choose to express the “expected number” as a range including the minimum and maximum numbers of participants anticipated for each component of the proposed training. Competitive proposals will address how they plan to fully utilize and maximize training capacity provided at their institutions. The plan should also address unfilled seats especially during last minute cancellations.

Question: Do DoD units need to pay tuition and fees?
Answer: Each LTC course is designed by a university and addresses the needs identified by a specific DoD partner. However, all tuition and fees associated with the course should be completely covered by the grant award and DoD units are not responsible for paying tuition and fees for a course. The only costs that DoD units are responsible for covering are those associated with personnel travel (i.e. per diem meals, lodging, and transportation).
Question: Do LTCs have to provide academic credits, even if the DoD partners do not require credits?
Answer: It should be possible for any participant to receive academic credit. However, each partner is unique and offering credit should be coordinated with the DoD partner.

Question: What is the average tuition at institutions that are providing intensive immersion courses to DoD personnel who must pass the DLPT and OPI exams?
Answer: Tuition should be calculated following your institution’s policy for establishing tuition rates.

Question: Is there a minimum number of students required or a minimum number of courses required for the partner units? Historically, how long is training on average?
Answer: Course length and number of courses are determined by operational requirements of the DoD partner. The institute of higher education should be responsive to DoD partner needs and flexible to meet these needs. Historically, we see courses that could be as short as a day for pre-deployment culture training or six months for longer term sustainment training. Operational requirements will inform the set length of each training. The minimum number of students is generally set at six for cost effectiveness. Competitive proposals will address how they plan to fully utilize and maximize training capacity provided at their institutions especially with limited resources available. The plan should also address unfilled class seats especially during last minute cancellations. We encourage applicants to make sure that the courses set up are reasonable in length and intensity to meet stated goals.

Question: Does DNLSEO expect participants to reach a certain proficiency level (ILR 2, 3, etc.)?
Answer: The LTC should aim to meet the proficiency requirements of the specific DoD partner.

Question: To what extent should current LTCs highlight their previous performance and relationship with DoD partners?
Answer: Successful proposals demonstrate a track record of support for DoD personnel. Proposals should demonstrate capacity in language and regional studies training and relationships with DoD components or other government entities. Successful proposals clearly demonstrate the types of programs they have been able to offer in the past, the results demonstrated from trainings, and the type of relationships developed.

Question: If an institution does not have a Language Resource Center on campus, can an institution collaborate with other institutions on a proposed LTC program?
Answer: Cooperation with Title VI-funded programs from the Department of Education, whether Language Resource Centers or National Resource Centers, or other federal programs is allowable. However, the proposed budget should not include expenses already covered under other grants. If coordinating with another institution, you may submit one joint proposal outlining the partnership. If each institution in the partnership wants to submit their own proposal, then each proposal should outline how the institution would implement the proposed project if the other institution were not awarded funding.

Question: Can institutions integrate LTC students into existing programs on campus or should the DoD program be completely separate from current on-campus courses?
Answer: DoD components have mechanisms other than the LTC program to pay for regular university training. Successful proposals outline participation in summer or extension courses, or customized courses that meet the needs of the DoD component. The model proposed should be agreed upon in collaboration with the DoD partner.

Question: Can institutions enroll non-DoD personnel alongside LTC participants in online intensive and short-term courses?
Answer: If online courses are regularly offered as part of the partnership with the DoD component, course participants should be confirmed with the DoD component to ensure that personnel being mixed or identified by non-DoD students is permissible. LTC grants should not be used to subsidize a course for other university students.

In addition, the institution should determine, in consultation with the DoD partner, if the course meets the partner’s needs. If your institution is co-located with the DoD partner, and schedules allow DoD students to enroll in your university courses, participation in regular university courses is allowable. However, there are other mechanisms for DoD components to pay for regular university training outside of an LTC grant.

Question: What kind of assessment tests are institutions required to administer besides the OPI and DLPT? Are eportfolios, peer-to-peer evaluations, student-tutor evaluations, or OPIc exams appropriate? How about AAPPL?
Answer: Please discuss and coordinate with your DoD partner the appropriate assessment tool you plan to administer to the students and propose appropriate assessments for the instruction provided. In your proposal, describe in detail how these assessments provide measurable outcomes for both formative and summative assessment of student language proficiency. Exams such as the OPIc are acceptable. Assessment tests should be appropriate to the language learner’s level. AAPPL tests are designed for use in K-12 school systems and the RPT and LPT tests are designed for higher education and professional use. The National Security Education Program has also sponsored development of the Language Flagship reading and listening tests for use in higher education.

Question: Do you expect the LTC to be able to officially administer the DLPT and the OPI as part of its program. Or can DoD personnel go to a testing center?
Answer: Each institution should work with their DoD partner to use assessments that are appropriate for the specific training provided. DoD personnel take the DLPT and OPI at a DoD testing site so please coordinate with your DoD partner for scheduling these tests.

Question: Can you be more specific on the cost-effectiveness metrics?
Answer: Cost effectiveness refers to the relative cost to train a student. Costs proposed should be reasonable for the activities outlined to achieve the goal of the DoD partner.

Question: Is assigning a program manager to support the LTC and its teaching staff appropriate?
Answer: Yes, you may assign a program manager to support the LTC and the teaching staff.

Question: Is our institution at a disadvantage if there are other LTCs already established in our area?
Answer: Successful proposals provide evidence of a solid DoD partnership and a clear plan to meet a specific operational requirement for the partner. Proximity to a previous LTC does not necessarily put your proposal at a disadvantage as all institutions are required to re-compete.

Question: What entities can be DoD partners? Please provide examples. Is there a list?
Answer: A unit, organization or agency within the Department of Defense is a potential DoD partner. Applicants are responsible for identifying their partners—it is not the responsibility of IIE or DLNSEO to identify DoD partners for institutions. If you have a question regarding the suitability or qualification of a potential DoD partner, DLNSEO will provide guidance or clarification.

Question: Are the only Centers that DoD partners can work with on the LTC website?
Answer: No, the Centers that are currently listed on the website are current grantees/Centers. This is an open competition so all current LTCs are recompeting as well other institutions not currently designated as LTCs.
**Question:** How do DoD partners find a school that is interested in partnering with them?
**Answer:** We recommend that DoD partners look at some of the relationships that their Component or Agency has established in the past. First, identify what the need is and then look at who has the capacity to deliver that need. For example, does the organization need online or on-site programming? Does the training have to be somewhere close to a specific installation? Please reach out to IIE and DLNSEO if you need further advice.

**Question:** Is there a special process/documentation requirement that identifies sub-partners of primary partners?
**Answer:** There is no special process, but you should work with your DoD partner(s) directly to identify their needs and how you will structure your program relationship.

**Question:** How do I identify operational requirements from a DoD unit?
**Answer:** Work with your DoD partner to identify their specific operational and readiness needs and how you as an institution will meet those needs.

**Question:** What are acceptable definitions of “measurable” for the RFP? Do qualitative measurements qualify?
**Answer:** In 2017-18, RAND conducted a program evaluation of the LTC Program. Based on that study, they recommended improvements in the program such as the development of program metrics and specific student outcomes. There should be specific metrics and desired outcomes for each program proposed (such as half-step increase in ILR level after XX weeks of language training using XX assessment tool). We are also asking for institutions to present clear evaluation plans for their programs as stated on page 8 of the RFP. Finally, proposals should address how they plan to fully utilize and maximize training capacity and should also address unfilled class seats especially during last minute cancellations as stated on page 6 of the RFP.

**Question:** Aside from DLPT and OPIc, does the grant offer access or funding for additional testing capabilities that can be taken post course? Are there Cultural Knowledge assessments?
**Answer:** Yes, there may be grant funding available for additional testing and cultural assessments. We recommend you work with your DoD partners on their needs and how best to build testing and assessment into the proposal. There are several language assessment instruments available for use in higher education that can produce scoring on the ILR scale. Please explain how any cultural assessments will be used by the institution for the development of student cultural awareness or by the DoD partner.

**Question:** Will the program be evaluated on the ability to offer courses for credit or CEUs?
**Answer:** Providing LTC students credit or CEUs should be done as much as possible. There is expectation for this and it will be a point of consideration when reviewers look at proposals and the degree to which each proposal provides overall benefit and successfully meets the needs of their partners.

**Question:** Will top secret clearance be required for faculty or staff?
**Answer:** A top secret clearance is not required for the university. However, this is something that you should discuss with your DoD partner(s). Any in-person requirements need to be worked out in advance if they would like on site language training.

**Question:** Can you define contact hours?
**Answer:** Instructional contact hours that can be asynchronous or synchronous.

**Question:** What happens if a DoD partner is unable to utilize a course or unable to meet the course minimum capacity?
**Answer:** Competitive proposals will address how they plan to fully utilize and maximize training capacity provided at their institutions especially with limited resources available. The plan should also address unfilled class seats especially during last minute cancellations.
Proposal Questions

**Question:** What is the deadline for proposals?
**Answer:** Friday, February 25, 2022 at 4:30 pm EST.

**Question:** Is this solicitation for a multi-year or a single year grant? How does funding get approved for the second and third years?
**Answer:** This solicitation allows for the possibility of a multi-year grant. As stated on page 9 in the funding section, additional funding may be available for subsequent program cycles. Future funding will be contingent upon program success and the availability of funding. Program performance is reviewed through the year via quarterly performance reports, site visits, and regular phone and email communications. Programs selected to continue for subsequent years will be asked to submit budgets at a later point in time. Subsequent years will not require a new proposal, just a new budget.

**Question:** Will there be another RFP next year?
**Answer:** The LTC grant is a three-year grant cycle and will not be re-competited in 2023. There may be RFPs for special initiatives within the LTC program which will be advertised openly. Any new RFPs will be published on the RFP page of the LTC website: www.DoDltc.org.

**Question:** Will the award year always start on June 1?
**Answer:** Yes. The award year is June 1, 2022 – May 31, 2023. If an award is renewed for a second year, the second year will follow the June – May grant cycle.

**Question:** What restrictions are there for applicants?
**Answer:** Applicants must be U.S. institutions of higher education. DoD partners do not submit proposals in response to the RFP. Please see the eligibility section on page 3 of the RFP for further details.

**Question:** How many proposals will be awarded under the LTC grant? Is the RFP for one or multiple LTCS?
**Answer:** The number of grants awarded depends on the quality of the proposals submitted, program funding available, and the size of the top-rated proposals.

**Question:** Is there a specific level of command authority that should be writing letters of support for LTC institutional applicants?
**Answer:** The letter should be written from an individual with the authority to grant release time for personnel and provide travel and per diem in order to ensure participation of DoD personnel. At a minimum, the letter of support should be written by an individual at the commander level. For example, for DoD personnel applying from a specific battalion, a letter from the battalion commander would be appropriate.

**Question:** What specific commitment is needed from the institution? Does this refer to gathering data from our research and finance departments?
**Answer:** The RFP asks for institutional commitment which refers to commitment from your university campus (Department heads, Presidents, etc.) as well as commitment to administering DoD partner needs. You will need to work with your Office of Sponsored Programs and Finance departments to ensure administration of the grant runs smoothly.
**Question:** Are the Confucius Institute certification forms (Appendix C) only required for institutions applying for funding for Chinese language instruction?

**Answer:** All applicants will submit a Confucius Institute certification form even if they are not proposing Chinese language instruction. Please refer to Section 3 of the RFP for additional information.

**Question:** Can you elaborate on the transmittal letter that is required from our Sponsored Project/Research Office?

**Answer:** It is essential that you work closely with your Sponsored Project/Research Office in the development of the grant and that you have their approval. Typically, it is a cover letter that is included on top of the proposal indicating that your institution is in support of the proposal.

**Question:** The Project Description Template does not include the topic of assessment as it has in the past. Should we include assessment in our proposal?

**Answer:** Yes, please include assessment information within the proposal narrative.

**Question:** I am putting together the sponsor letter for an institution. I have multiple DoD and DHS partners which hope to use the institution for LREC training. Does each unit/agency have to provide a sponsor letter, or can I just send one with all our requirements?

**Answer:** The goal is to ensure there is a very clear statement of support and specific needs from each individual partner; therefore, each DoD partner should have an individual statement of support. Also, the LTC Program is for DoD personnel only; DHS components and personnel cannot participate in the program.

**Question:** Does a Letter of Support or Budget Narrative count against the 20-page proposal length limit?

**Answer:** No, all attachments and appendices (e.g. Letters of Support, Budget and Budget Narrative, list of key individuals, program timeline, etc.) do not count against the page limit. The 20-page limit is for the Proposal Narrative only; see page 15 of the RFP for the required elements of the Proposal Narrative (sections a, b, and c.).

**Question:** Are tables and charts allowed within the proposal to show programming outcomes? If so, is color allowed?

**Answer:** Please feel free to use tables and charts as well as color as appropriate to strengthen your proposal. Tables, charts, and figures can be single-spaced.

**Question:** Which key personnel must be named in the proposal? Are we allowed to have To Be Determined for names of some individuals for roles? How difficult is it to switch named personnel?

**Answer:** For key personnel, you should include your PI, Program Directors, Coordinator, or anyone that has a significant role in administrating the grant. You also want to ensure their CVs are included as well. In terms of switching personnel, you will need to notify IIE of the change and we will communicate these changes to DLNSEO. If key personnel changes occur after an award is issued, these changes must be communicated to IIE and IIE will work with the institution to issue a formal award modification if required.

**Question:** Are there any necessary qualifications, like education or a minimum amount of qualifying experience to be a PI or a Co-PI on the LTC grant?

**Answer:** There is no designation in the requirement within the RFP for the PI position. However, due to the requirements of the position it is advantageous for this person to be a tenured faculty member.

**Question:** Where should applicants upload CV/Resumes for Key Personnel?

**Answer:** CV/Resumes can be uploaded in the Proposal section of the submission portal, following the List of Key Personnel.

**Question:** Are there restrictions on who may be the authorized person submitting the application in Slate?
**Answer:** There is no formal authorized person requirement. As long as the person is authorized to submit by the university, it is acceptable. However, the PI and OSP are the most common and recommended.

**Question:** If my institution’s proposal is selected for award, are there any pre-award requirements that must be completed as part of the award agreement process with IIE?

**Answer:** Per the requirements of 2 CFR 200.332, any selected subrecipients will be required to complete a Pre-Award Risk Assessment in order for IIE to ascertain that the organization has the capacity to perform successfully under the terms and conditions of the proposed subaward and to evaluate each subrecipient’s risk of noncompliance with Federal statutes, regulations, and the terms and conditions of the subaward. Additionally, as part of risk assessment process, subrecipient’s are subject to completing IIE’s IT security assessment. This automated assessment is based on The NIST (National Institute of Standards and Technology) Cybersecurity Framework (CSF) v1.1-1.2 and is conducted within the OneTrust data management application. IIE must appropriately ensure the protection of Personal Information (PI) associated with work conducted in support of award activities. The NIST is a guidance, based on existing standards, guidelines, and practices for organizations to better manage and reduce cybersecurity risk. The NIST CSF consists of five concurrent and continuous Functions—Identify, Protect, Detect, Respond, Recover. When considered together, these Functions provide a high-level, strategic view of the lifecycle of an organization's cybersecurity risk management. Please note the following regarding the IT security assessment:
  - If the subrecipient will send, store, or receive Personal Data (any information that can identify a specific individual person, including name, address, or email address) on behalf of IIE, an IT Security Evaluation is required prior to signing a contract. Please note that this includes vendors that will provide a technology solution that sends, stores, or receives Personal Data.
  - The evaluation may include subrecipient completion of a security compliance assessment and delivery of security evidence to IIE.
  - If your organization does not process Personal Information as part of this agreement or has already completed a NIST Cybersecurity Framework Core v1.1 – 1.2, this can be selected within the assessment.

**Question:** For a current LTC awardee, if our proposal is approved again, are we still using the umbrella agreement process?

**Answer:** All current LTCs must apply under this new RFP for one-year awards that start on June 1, 2022 (with two follow-on project orders based on performance). We will create new umbrellas for all the 2022 awardees that start on May 1, 2023.

**Question:** Is there criteria for rating the proposals so we can see if we would be competitive for one?

**Answer:** Yes, please refer to pages 12-14 of the RFP which lists the criteria of the RFP review process.

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**Budget Questions**

**Question:** What is the recommended funding amount?

**Answer:** Proposals within the approximate range of $400,000-$2,500,000 will be considered. Please make sure to work with your Office of Sponsored Program (OSP) to ensure that all funds requested are reasonable, allowable, and allocable. If your institution is establishing a new program, you may want to consider what is reasonable for the first year of a program that allows for program set up.

**Question:** Can a proposal exceed $2.5 million?
**Answer:** Any project exceeding $2,500,000 will be considered only under exceptional circumstances when funding is deemed mission essential. Please be sure to discuss this matter with your DoD partner(s) so that they can address the training need in their letter of support.

**Question:** If we wish to submit a proposal with a budget exceeding $2,500,000 is there a preferred way to distinguish priority (“core”) program components we wish to have funded within the $2,500,000 and other expanded program elements to be funded outside this ceiling?

**Answer:** There is not a specific preferred method for making this distinction. However, it is recommended that this distinction be clearly addressed and/or identified to proposal reviewers within the component(s) of the proposal that may include the proposal narrative, the budget template, and/or the budget narrative. As a reminder, per the guidance of the RFP, any proposed projects exceeding $2,500,000 will be considered only under exceptional circumstances when funding is deemed mission essential and is subject to the availability of funds.

**Question:** If a partner needs more courses, will the institute of higher education be able to receive additional funding to support more training?

**Answer:** The LTC program is designed to be flexible and acknowledges that needs do change over the grant period. There is the ability for the institute of higher education to request additional funding to support additional or changing partner training needs. Approval of these additional requests is entirely dependent on the availability of funding, plus consideration of the expressed need identified by the DoD partner.

**Question:** Is the grant funding from DLNSEO channeled through the DoD component to the provider or through IIE? Does the DoD partner pay institutions to have personnel take a class at the LTC? What is the line item for tuition in the budget? Can the LTCs request funding to provide “scholarships” to participants? If full scholarships are not possible, can institutions offer partial ones to help offset the costs for participants?

**Answer:** DLNSEO provides funding for the LTC Program. IIE administers the program on behalf of DLNSEO, including making the grants to institutions. Institutions should cover the cost of tuition with grant funding. The line item for tuition in the budget should reflect the cost to provide tuition credit to participants. The DoD partner does not pay the institution to provide classes. The DoD partner must cover travel and per diem expenses. Scholarships should not be necessary for program participants.

**Question:** Can travel costs for DoD personnel traveling to an LTC training facility for training be paid under the LTC grant?

**Answer:** No, DoD personnel travel expenses cannot be paid for by the LTC grant. Institutions should make sure that their DoD partners understand and plan for the costs they will incur if sending personnel to a LTC training facility.

**Question:** Would the funding requested for instructors who are not affiliated with the university go under contractual in the budget?

**Answer:** Please follow your institution’s policy and consult with your Office of Sponsored Program (OSP) when you are putting your budget together for questions on where to put certain costs in the budget template.

**Question:** If institutions are modifying existing credit bearing courses to accommodate DoD personnel, can funds be requested to cover or offset instructional costs?

**Answer:** The grant should not supplement instruction already offered by an institution unless there are already DoD personnel enrolled and the goal is to improve current instruction at the advanced or upper levels.

**Question:** Can institutions request travel and lodging for contract instructors in addition to salary?

**Answer:** Yes. Please provide details on the rationale for the cost in the proposal and budget notes.
**Question:** Are there any items that will not be funded that institutions should refrain from including in their proposed budget?

**Answer:** Typical budgets include items such as personnel, instructors, and tuition (optional for trainees). Budgets may not include travel or per diem costs for DoD personnel. Budgets should not include stipends for DoD personnel. Institutions should consult with their OSP to confirm allowable and allocable expenses per regulations governing federal grants and university policy.

**Question:** Is there an avenue to fund university space for student self-study or DoD virtual language training? Is there a separate process for infrastructure funding?

**Answer:** The core of the funding is intended to support an institution’s ability to meet the training needs of their DoD partners which can include several elements: traditional classroom format, and online format/virtual components. Support may also be provided for items related to tutoring. A budget template and guidelines are provided within the RFP and should be reviewed carefully when preparing a proposal. Funding for materials and the use of space to support training are elements that can be included in the proposal budget. Please consult 2 CFR 200 uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal awards in addition to your institution’s Office of Sponsored Programs (or similar office) to confirm all costs in the proposal budget are reasonable, allowable, and allocable.

**Question:** What is the overhead cost or indirect cost rate?

**Answer:** The indirect cost rate is based on your institution’s negotiated indirect cost rate agreement (NICRA). Please consult your OSP to determine the appropriate indirect cost rate to use in your budget.

**Question:** Is there any limitation on the percentage that can be budgeted for indirect costs?

**Answer:** There is no limitation. You should follow the negotiated rates established by your institution.

**Question:** Is the budget narrative a separate document from the Excel budget form, or is the budget narrative the “notes” that appear at the bottom of the budget template in the same Excel document?

**Answer:** The sample budget notes template, included within the budget template, is provided as an example on how to organize the composition of the budget narrative. The collection of the budget notes organized into one component of the proposal submission, separate from the budget, is what comprises the required budget narrative. Please be sure to include a separate note for each line item in the budget. Please review page 16 of the RFP for further guidance regarding the budget notes and narrative.