Montana Land & Water Conservation Fund Program 2021 Grant Application Form





Montana State Parks 1420 6th Avenue P.O. Box 200701 Helena, MT 59620

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Program Overview

The Land & Water Conservation Fund (LWCF) Program is a federal grant program administered by the Montana Fish, Wildlife & Parks (FWP) State Parks Division. The LWCF Program provides matching grant funds to state, tribal, and local entities to develop outdoor recreation. Eligible applicants may include incorporated cities or towns, counties, school districts, and tribal governments. Example projects include park improvements, ball fields, picnic shelters, municipal pools, etc. Montana's LWCF Program has funded over 700 projects throughout Montana since its creation in 1964.

Pre-Application Requirements

Before beginning or submitting a Land & Water Conservation Fund (LWCF) Program application, all prospective applicants must complete the following steps:

- 1. Read the LWCF Program Application Guidelines on the Montana LWCF Program website: http://stateparks.mt.gov/recreation/lwcf.html
- 2. Submit a Pre-Application Project Proposal to the LWCF Program Manager (form is found on the Montana LWCF Program website).
- 3. Schedule and undergo a short Pre-Application Meeting with the LWCF Program Manager. This step should be completed at least one month before submitting an LWCF application.

Application Instructions

After completing the pre-application steps above, your organization is eligible to apply for 2021 LWCF Program funding. To apply to the LWCF Program, complete the following Application Sections and provide all required supplemental documentation as appendices to your application package.

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2021 Application Deadlines

LWCF Program application packages will be accepted throughout 2021 on a rolling basis based on available funding. Applications received or postmarked by the application deadlines listed in the chart will be reviewed as stated. The applicant organization will receive a Notice of Funding Letter by Funding Recommendation Announcement Date A, B, or C (depending on when the application was submitted).

Application Deadline A

Application Review Period A

Funding Recommendation Announced

Application Deadline B

Application Review Period B

Funding Recommendation Announced

Application Deadline C

Application Review Period C

Funding Recommendation Announced

March 1, 2021

March 1 to April 15, 2021

April 15, 2021

July 1, 2021

July 1 to August 15, 2021

August 15, 2021

November 1, 2021

November 1 to December 15, 2021

December 15, 2021

Application Packages Submitted by Online File Transfer Service (Preferred)

Compile all the required Sections into one PDF document. Then, either include the required Appendices in the main PDF document or compile them into an additional PDF document, depending on the file size. Send the completed 2021 LWCF application package to the LWCF Program Manager via the State of Montana's File Transfer Service. Application packages will NOT be accepted by email.

To use the File Transfer Service:

- 1. Go to https://transfer.mt.gov/.
- 2. Create an ePass account and/or login with an existing ePass account.
- 3. Click "Send a New File" towards the top of the page.
- 4. Upload the application package document(s) and click "Continue".
- 5. On the "Recipient Options" page, click "State Employee or ePass Montana Customer" near the top, right of the page.
- 6. On the "Recipients" page:
 - a. Enter the Program Manager's email address (<u>michelle.mcnamee@mt.gov</u>) or search for and add the email address using the name "Michelle McNamee".
 - b. Ensure the correct file name(s) appears under "File(s)" on the right side of the page.
 - c. Enter a message for the Program Manager on the right side of the page under "Message". Keep the message short; include the Applicant Organization Name and reference "2021 LWCF Application Submission".
- 7. Click "Send" to submit the application package.
- 8. Email the LWCF Program Manager to confirm receipt of the LWCF application package. If you submitted multiple files, provide a list of the files that should have been included with the application package.

Application Packages Submitted by Mail

Compile all the required Sections and Appendices into one document and send the completed 2021 LWCF application package to the address below. The applicant should retain a full copy of the application package for its records.

Michelle McNamee Montana State Parks PO Box 200701 Helena, MT 59620-0701

Additional Contact Information

Montana State Parks staff is available to provide technical assistance to any applicant throughout the grant application process. If you have questions or need further information, please contact the LWCF Program Manager or other Montana State Parks Staff.

Land & Water Conservation Fund Program Manager

Michelle McNamee Outdoor Recreation Program Manager (406) 444-7642* michelle.mcnamee@mt.gov

*The Program Manager is working remotely until further notice. Reach out by email to set up a phone meeting.

Montana State Parks Administration

Administrative Assistant Colleen Furthmyre (406) 444-3750 cfurthmyre@mt.gov

Assistant Parks Administrator Tom Reilly (406) 444-3752 treilly@mt.gov

Parks Administrator Beth Shumate (406) 444-3750 bshumate@mt.gov

I. Application Summary

Fill out the fields below. This summary should be completed after completing all other sections.

Applicant (Subrecipient) Organization Name: Eligible applicants include incorporated cities or towns, counties, school districts, and tribal governments.					
Proposed Project Name:	Proposed Project Name:				
Individual Contact Informa	tion (Designee from Subrecipient Organization):				
Contact Name:					
Address:					
	Zip:				
Phone Number:					
DUNS Number*:					
*Leave fields	blank if Subrecipient Organization does not yet have these. Must be obtained by time of award.				
General Proposed Project II	formation:				
Project Type:	Land Ownership (check all that apply):				
Property Acquis	tion City/Town				
Development	School				
Both of Above	County				
	State				
Estimated Project Costs:					
Total LWCF Grant Request	Direct Project Costs):				
Total Direct Subrecipient S Must equal or exceed the Tot	are (Match on Direct Costs):				
Total Indirect Subrecipient Total Grant Request * 5%	Share (Match on Indirect Costs):				

Dire Tot	al Direct Project Costs:	mmitment: ndirect Subrecipient Share Total Direct Subrecipient Share	e	
Subi	recipient Match Funding	g Source(s):		
	Funding Source Name	*		Amount of Match
1.				
2.				
3.				
4.				
I	Yes No	d LWCF Program funds at a		
By s		ecipient Organization Desigr is correct and complete and	l all project matching	funds are committed.
S	Printed Name of Subrecipient Designee:			
	Title of Subrecipient Designee:			
	Date of Signature:			

II. Project Narrative

Answer the questions below. Be as specific as possible but limit background narratives. Utilize lists and bullets if/when possible.

Before beginning the LWCF application, each applicant organization must have submitted an LWCF
Project Proposal and undergone a Pre-Application Meeting with the LWCF Program Manager. Check
the box below to acknowledge that this step is completed.

Yes, the applicant has had a Pre-Application Meeting with the LWCF Program Manager.

1. Community Information

Describe the community that and users whom the proposed LWCF project will serve.

a. Community Description:

Describe the community where the project is located. Include the geographic location, population, demographics, etc.

2. Project Location Description

Provide information about the project site and general location, referencing the maps included in Appendix A and B.

a. Township, Range, and Section of the LWCF Property:

b.	Project Area Surroundings:
	Describe the type of development and/or land surrounding the LWCF project site.
c.	Park or Property Name (if applicable):
C.	raik of Froperty Name (if applicable).
d.	Other Location Information:
	Provide other useful location information, if needed. For example, provide the names of
	significant adjacent landmarks like boundary streets/roads.
Pro	pject Acreages
Yo	u must calculate and provide the following information about the project area.
a.	Total Acreage of the Property/Parcel:
	Provide the total acreage of the property/parcel on which the LWCF project is located.
	For example, if your project is to replace a play area in your city park, you would provide the
	total acreage of the city park.
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b.	Acreage/Square Footage of the LWCF Project Area:
	The acreage or square footage of the specific LWCF project area (the area being developed or
	acquired with this grant). For example, if your project is to replace a play area in your city park,
	you would provide the acreage/square footage of the play area only.

3.

4. Detailed Project Description

Provide a detailed description of the proposed LWCF project. Include the following:

a. Scope of Work (List Goals and Activities):

Describe the scope of work to be completed with the requested LWCF grant funds and match. List specific project goals and the project activities corresponding to those goals.

b.	Type of Outdoor Recreation Uses: Describe the type of outdoor recreation uses this LWCF project will provide or expand. Identify both the active and passive recreational uses this project will provide. Identify if any of the uses are new or unique to the community.
c.	Target Population Served: Address the user groups/population this project aims to serve. Describe how the user
	groups/population will directly benefit from the project. If applicable, also identify user groups/populations who will indirectly benefit from the project.

d. Seasons and Hours of Operation:

Identify the seasons the LWCF project will be open to public use, including the months of use, and the hours of operation. Provide a short justification for the seasons/hours of operation.

5.		ject Justification vide an in-depth justification for the proposed LWCF project.
	a.	Local Short- and Long-Term Recreational Benefits: Describe short- and long-term local recreational benefits of this project. If possible, reference local and/or state planning documents.
		iocal and/or state planning documents.

Provide any other information you think would be helpful in describing the project.

e. Additional Project Details:

h	SCORP	Goals	to bo	Addro	·has
D.	SUURP	เาเวลเร	to be	Addres	SEO:

Review the <u>2020-2024 Montana Statewide Comprehensive Outdoor Recreation Plan (SCORP)</u> and identify which goals and recommendations this LWCF project aims to address. List the specific goal (1-6) and corresponding recommendation and provide an explanation about how the project addresses the relevant priorities.

c. Preserving Environmental Resources:

Identify project design elements that will contribute to preserving environmental resources and describe how they will do so.

d.	Local Tourism Benefits:
	Justify how the project will enhance local or regional tourism.
e.	Americans with Disabilities Act and Architectural Barriers Act Compliance:
	Explain the extent to which the LWCF project will comply with the Americans with Disabilities Act (ADA) and Architectural Barriers Act (ABA), and/or provide expanded recreational access
	to those with disabilities. Also include if/how the project will benefit nontraditional users.
f.	Additional Justification of Need:
	Provide any other information you think would be helpful justifying the unique benefits of this
	LWCF project.

6. Project and Site Maintenance:

Describe the subrecipient organization's plan for maintaining the project after the LWCF work is complete. Outline a long-term maintenance plan for the LWCF project which clearly identifies the maintenance activities, timelines, and parties committed to conducting the maintenance work.

7. Statement of Compliance:

Identify how this LWCF project will comply and maintain compliance with state and federal regulations. The project must comply with the Americans with Disabilities Act (ADA) and other federal civil-rights regulations, including non-discrimination.

8. Project Boundary Map

In Appendix A, attach a detailed Boundary Map clearly depicting the boundaries of the parcel/property on which this LWCF project will take place. The Project Boundary Map must establish the boundary that defines the project area being developed or acquired with LWCF grant funds. With rare exception, this boundary will be drawn around the entire park or the area of the unit that receives LWCF assistance. Boundary Maps must provide metes and bounds and the total acreage within each boundary.

9.	Explain how this project fits as part of any other projects planned for this same site in the next three years.
10.	Describe the process that led to the development of this proposal and how the public was involved.

III. Project Budget

Answer the questions below in detail. A detailed, justified budget is essential for your project to be considered for funding. If desired, use an Appendix to attach additional documentation to justify or clarify your project budget. Keep in mind the following:

- The LWCF Program is a reimbursement program. The subrecipient organization must conduct project work and expend funds before seeking reimbursement from the LWCF Program.
- All matching funds must be committed at the time of application. Possible funding sources should not be included in the LWCF budget.

1. Past LWCF Grant Funding

Provide the total dollar amount of LWCF grant funds awarded to the applicant organization in the past. Consult the *List of LWCF Sites by County* on the Montana LWCF Website or contact the LWCF Program Manager if you need help.

2. Budget Line Items

Provide a list detailing all budget line items (direct costs) associated with the project activities identified in the Project Narrative Section under Question 4a (Page 7). For each line item, provide the anticipated expense (based on previous project experience, research on similar projects in other communities, and/or preliminary contact with potential vendors).

3. Total LWCF Funding Request

Total your direct project expenses (sum of the Budget Line Items listed above in Question 2). Based on that amount, input how much you are requesting in LWCF Program funding and how much the subrecipient is committing to in Total Direct Match (Total Direct Match (c) must equal at least 50% of the Total Direct Project Expenses (a)).

a.	Total Direct Project Expenses:
	Sum of Budget Line Item Expenses
b.	Total LWCF Program Grant Request:
c.	Total Direct Match (Subrecipient Share):
	Must be at least 50% of Total Direct Project Expenses (3a)

4. Committed Funding Sources

Provide a list detailing all committed sources of funding for this LWCF project (funds to be used as match). Include all committed funding sources and amounts. The total amount of match funding listed here should equal or just exceed the "Total Direct Match" amount entered in 3a.

5.

Bu a.	dget Administration Provide a brief description of how the subrecipient organization plans to manage the LWCF Program grant funds. If other organizations/entities will be involved with managing the grant funds, clearly identify the role they will play.
b.	Name the organization and main individual that will be responsible for accounting. If it the individual is not the Individual Contact listed in Section 1, include his/her title, email address, and phone number.
C.	How many years of experience does the individual listed above have in grant accounting and/or administration?

6.	How were your project cost estimates derived?
7.	What assurances are there that the costs listed are reasonable?
8.	Describe project elements/costs that will improve site resiliency and facility longevity, if any.

IV. Supplemental Project Information

Project Elements

FIG	Project Elements						
1.	What new facilities/amenities will be constructed as part of this LWCF project?						
2.	What existing facilities/amenities will be renovated or replaced as part of this project?						
3.	What general site improvements (e.g. demolition, site preparation, landscaping, habitat improvements, etc.) will be completed as part of this project?						

4.	What is the anticipated life span of facilities/amenities that will be funded as part of this project?
5.	Does the project scope include facilities/amenities that also eligible for Dingell-Johnson or Wallop Breaux Act funding (e.g., boat/fish access)?
	□ No
	\square Yes (If yes, alert the Program Manager before submitting your application)
6.	Does this project involve the new development of a sheltered/enclosed swimming pool or ice-skating rink or the sheltering/enclosure of an existing outdoor pool or rink?
	□ No
	\square Yes (If yes, alert the Program Manager before submitting your application)
Bas	sic Information
1.	Will this proposal create a new public park/recreation area where none previously existed?
	□ No
	☐ Yes
	If yes, please explain.

2.	If this is an existing LWCF site, has the park name changed since the last grant?
	□ No
	☐ Yes
	If yes, please explain.
3.	Is this project located in a Special Flood Hazard Area?
J .	
	□ Yes
	If yes, explain how you have worked with the local community to ensure you are meeting floodplain
	requirements.
4	Is your site contiguous with or connected to any federally owned recreation area?
4.	□ No
	☐ Yes
	If yes, please explain.

5.	Is your LWCF project site part of a larger management area (e.g., a regional recreation area)?
	□ No
	☐ Yes
	If yes, please explain.
6.	Describe the existing (current) conditions at the LWCF project site.
7.	Explain why the site is suitable for the type of outdoor recreation proposal being submitted.

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Stewardship Considerations

1.	Is the LWCF project site a multi-use site (i.e. school, reservoir, state forest, etc.)?
	□ No
	□ Yes
	If yes, please describe if any restrictions to public outdoor recreation will occur.
2.	Who does/will manage and operate the LWCF project site(s)?
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3.	Describe the nature of any rights-of-way, easements, etc. within the proposed LWCF boundary area (the area identified on your Boundary Map submitted with the application).
	, , , , , , , , , , , , , , , , , , , ,

4.	Are there any pre-existing or planned indoor facilities on the LWCF project site?						
	□ No						
	□ Yes						
	If yes, describe what they are and if/how the structure(s) support public outdoor recreation.						
5.	Is the proposed LWCF boundary (as shown on the Boundary Map) the same as the boundary of the park/recreation area as it exists in its totality?						
	□ No						
	☐ Yes						
	If no, explain any area proposed for exclusion and why. Ensure the area is clearly depicted on the proposed LWCF Boundary Map						

6.	Are there any pre-existing or planned resource management practices on the LWCF project site i.e. timber management, grazing, etc.)?				
	\square No				
	☐ Yes				
	If yes, describe the nature of the practice, the anticipated duration, and how the practice supports outdoor recreation.				
7	Are there any pre-existing or planned uses on site that do not support outdoor recreation?				
•	□ No				
	□ Yes				
	If yes, describe the nature of the use and ensure it is clearly depicted on the proposed LWCF Boundary Map.				

V. Environmental Resources Survey

The tables below serve as a record of the environmental resources present at the project site, whether the proposed action is likely to have a significantly negative impact those resources, and whether further information is needed to determine the potential impact. This survey should be completed with professional input from resource experts and in consultation with relevant local, state, tribal, and federal governments, as appropriate.

Table 1 - For each resource indicate if positive impacts or negative impacts are anticipated to result from the action or if further information is needed to determine the potential impact.

- + indicates positive impacts are anticipated to result from the action
- indicates negative impacts are anticipated to result from the action

None indicates no impacts are anticipated to result from the action

? indicates further information is needed to determine the potential impact

	What impacts will the proposed LWCF project have on the following resources?	+	_	None	?
1	Air quality				
2	Circulation and transportation				
3	Climate				
4	Contamination or hazardous materials, even if remediated				
5	Endangered species (listed, proposed threatened, or endangered) including associated habitat				
6	Environmental justice: minority and low-income populations				
7	Geological resources: soils, bedrock, slopes, streambeds, landforms, etc.				
8	Historic or cultural resources				
9	Invasive species				
10	Land use plans or policies from other agencies including tribes				
11	Lightscapes, especially night sky				
12	Migratory birds				
13	Recreation resources				
14	Socioeconomics: changes to tax base or competition with private sector				
15	Sound (noise impacts)				
16	Unique ecosystems, such as biosphere reserves, World Heritage sites, old growth forests, etc.				
17	Water quality and/or quantity				
20	Water: stream flow characteristics				
21	Water: wetlands and floodplains				

22	Other important resources Explain:		

Table 2 – This is a list of mandatory impact criteria that preclude the use of a categorical exclusion.

	Will the proposed LWCF project:	Υ	N	?
1	Have significant negative impacts on public health or safety?			
2	Have significant negative impacts on unique natural resource or geographic characteristics such as historic or cultural resources; park, recreation, or refuge lands; wilderness areas; wild or scenic rivers; national natural landmarks; sole or principal drinking water aquifers; prime farmlands; wetlands; floodplains; national monuments; migratory birds; and other ecologically significant or critical areas?			
3	Have highly controversial environmental effects or involve unresolved conflicts concerning alternative uses of available resources?			
4	Have highly uncertain and potentially significant environmental effects or involve unique or unknown environmental risks?			
5	Establish a precedent for future action or represent a decision in principle about future actions with potentially significant environmental effects?			
6	Have a direct relationship to other actions with individually insignificant but cumulatively significant environmental effects?			
7	Have significant adverse effects on properties listed or eligible for listing in the National Register of Historic Places as determined by NPS?			
8	Have significant negative impacts to species listed, or proposed to be listed, on the List of Endangered or Threatened Species or have significant impacts on designated critical habitat for these species?			
9	Violate a federal law, or a state, local, or tribal law or requirement imposed for the protection of the environment?			
10	Have a disproportionately high and adverse effect on low income or minority populations (EO 12898)?			
11	Limit access to and ceremonial use of Indian sacred sites on federal lands by Indian religious practitioners or significantly adversely affect the physical integrity of such sacred sites?			
12	Contribute to the introduction, continued existence, or spread of noxious weeds or nonnative invasive species known to occur in the area or actions that may promote the introduction, growth, or expansion of the range of such species?			

1.	Have there been any previous environmental review documents that are relevant to this project or this specific site? a. □ No b. □ Yes – Attach and summarize findings and include page number references.
2.	Explain any negative or unknown impacts identified in Table 1 of the Environmental Resources Survey, or any boxes marked "yes" in Table 2 (mandatory criteria).

3.	How was the information identified in the tables derived and what sources of data were used to justify the impact selection?
4.	Who contributed to filling out the Environmental Resources Survey (include name, title, agency) and what qualifications do they have that provide the necessary resource expertise to determine impact significance?

5.	List all required federal, state, and local permits/approvals needed for the proposal and explain their purpose and status.
Cul	tural and Historical Resources Review
	ve there been any previous cultural and/or historic resource surveys completed that included this site hin the area of potential effect that was assessed?
	\square No – Describe any construction planned as a result of this project that will extend beyond the pre-existing disturbance area (including surface area and depth).
	\square Yes – Attach survey and summarize findings and include page number references below.
If n	o, describe:

VI. Appendices

The following appendices should be included with the LWCF application at the back of the application. Additional appendices may be included, as desired, to provide further information about the project scope, budget (expenses and match), or justification of need. Forms referenced in this section are available on the Montana LWCF Program website: http://stateparks.mt.gov/recreation/lwcf.html.

1. Project Site Plan and Maps

A complete application must include adequate information about the LWCF project site itself. At a minimum, the application must include the following regarding site plans and maps:

a. Site Plan

Provide a site plan of the proposed project area, depicting the elements listed below. The site plan document(s) must be detailed enough to see each element. If submitting a physical site plan, it must be at least 8½" x 11". Applicants should make every attempt to make the site plan to scale.

- i. Existing facilities.
- ii. Proposed facilities.
- iii. Streets, roads, and avenues.
- iv. Overhead utility lines.
- v. Basic map elements (legend, compass orientation, etc.).
- vi. If a building is part of the project, include its floorplan in an additional document.

b. Boundary Map

Provide a detailed Boundary Map clearly depicting the boundaries of the parcel/property on which this LWCF project will take place. The project Boundary Map must establish the boundary that defines the project area being developed or acquired with LWCF grant funds. With rare exception, this boundary will be drawn around the entire park or the area of the unit that receives LWCF assistance. Boundary Maps must provide metes and bounds and the total acreage within each boundary.

c. Locator Map

Provide a Locator Map showing the general location of the LWCF project. This map should show the location of the LWCF project property relative to known landmarks such as cities, towns, etc. A person unfamiliar with the project area should be able to use this map to understand the project location.

d. Site Photos (Optional)

You may provide photos depicting the project site's current state to orient the reviewer to site attributes and demonstrate the need for development/improvement.

2. Evidence of Title

Provide a legal document demonstrating who owns the property on which the LWCF project is located. LWCF funds cannot be awarded unless the subrecipient organization can prove it has control and tenure over the property in perpetuity.

3. Resolution Authorizing Application

See the Montana LWCF Program website for this form. It must be signed by individuals with the authority to commit funds and attached to the LWCF application as an Appendix.

4. SHPO Letter of Effect

Contact the Montana State Historic Preservation Office (406-444-7715) and request a cultural resource file search to determine whether your project has a previously recorded historic site within its boundaries. Include the SHPO Letter of Effect as an Appendix this application.

5. Environmental Analysis

The LWCF Program is administered by the National Park Service (NPS) at the federal level and by the Montana Department of Fish, Wildlife and Parks (FWP) at the state level. LWCF Program projects must therefore satisfy both National Environmental Policy Act (NEPA) and Montana Environmental Policy Act (MEPA) requirements to be eligible for funding. Since all LWCF projects include new construction, development, or acquisition, all must undergo the MEPA/NEPA Environmental Analysis (EA) process.

Applicants must conduct the EA process before submitting their LWCF application and, as documentation of this effort, include an EA form with their application. Applicants can use either the EA form located on the Montana LWCF website or another version of the EA form (if it includes an analysis equal to or greater than what is found in FWP's EA form). With the EA form, the applicant should also include any additional analysis conducted (e.g., agency consultations, details about the public process, etc.).

6. Interlocal Agreement (School Districts Only)

This document is necessary only when the subrecipient organization is a school district. See the Montana LWCF Program website for this form.

7. Site Access (Acquisition Projects Only)

This document is necessary only when the proposed project includes an acquisition. See the Montana LWCF Program website for this form. Acquisition projects must provide a written statement confirming the existence of safe, legal access to the property. Access roads must be adequately maintained for all future recreational purposes and meet all county and state standards. Access to the site must not be controversial.

8. Proof of Funding, Resource, or Maintenance Commitments

A complete application must include proof of any financial or resource commitments identified in Section III, Question 4 (Committed Funding Sources). Proof of commitment should also be provided for any entities identified as responsible for future project maintenance in Section II, Question 6 (Project and Site Maintenance). The proof of commitment should be from the organization committing funds, resources, or maintenance.

The proof of commitment should include:

- a. The name of organization/individual providing project funding, resources, or maintenance.
- b. The amount of funds or type of resource/maintenance being committed.
- c. Any restrictions on the funds/resources being committed (e.g. a deadline or timeframe for when funds/resources will be available).

If the subrecipient organization is committing itself to providing project funding, resources, or maintenance, the organization's leadership (e.g., the mayor, the county, city, or town commission) should provide a statement acknowledging its specific commitment.

9. Letters of Support

The LWCF application should include Letters of Support further justifying the project need and/or demonstrating user benefits. Applicants should include only a limited number of Letters of Support, focusing on quality over quantity. There is no minimum requirement regarding the number of Letters of Support; however, the applicant should try to include no more than ten.

Requirements for Letters of Support:

- Letters are typed.
- Letters are from an organization, not an individual (unless an individual is an adjacent landowner and/or expressing a commitment of some kind).
- Letters signed and dated.
- Letters are current and reference the specific project for which you are applying.
- Letters are unique. Form letters are not acceptable.