

**Commonwealth of Massachusetts  
Executive Office of Public Safety & Security  
Office of Grants & Research**



**State Fiscal Year 2022  
Senator Charles E. Shannon Jr., Community Safety Initiative  
Availability of Grant Funds**

**Charles D. Baker  
Governor**

**Karyn E. Polito  
Lieutenant Governor**

**Terrence M. Reidy  
Acting Secretary**

**Kevin J. Stanton  
Executive Director**

## PROGRAM OVERVIEW

The Executive Office of Public Safety and Security's (EOPSS) Office of Grants & Research (OGR) is responsible for administering the Senator Charles E. Shannon Jr., Community Safety Initiative (Shannon CSI) Grant Program. The Shannon CSI Grant Program is authorized under Chapter 24 of the General Appropriations Act for Fiscal Year 2022.

The Shannon CSI Grant Program incorporates the key elements of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model.<sup>1</sup> Grant funding, oversight, and technical assistance support regional and multi-disciplinary approaches to *combat gang violence* through coordinated prevention and intervention, law enforcement, prosecution, and reintegration type programs.

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## SECTION 1 - IMPORTANT HIGHLIGHTS

### *1.1 Key Dates*

AGF Posted:	August 16, 2021
Letter of Intent <sup>2</sup> Due:	September 15, 2021
Proposals Due:	October 15, 2021, no later than 4:00 p.m.
Award Announcements:	November/December 2021
Grant Period:	On or about January 1, 2022 through December 31, 2022

### *1.2 Funding Overview*

OGR expects to award up to \$10.4 million as a result of this AGF. Continuing applicants may apply for up to 8% more than the final SFY21 award amount (including additional Covid funding, if applicable).

Preference will be given to applications that:

- Outline a comprehensive plan to work with multi-disciplinary partners.
- Propose programs that target geographical locations that demonstrate high levels of gang violence.
- Demonstrate a commitment to regional, multi-jurisdictional strategies.
- Provide a written commitment to match grant funds with a 25% match provided by either municipal or private contributions
- Identify a local unit of government to serve as the fiscal agent.

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<sup>1</sup> For more information on the OJJDP Comprehensive Gang Model, see: [www.nationalgangcenter.gov/Comprehensive-Gang-Model](http://www.nationalgangcenter.gov/Comprehensive-Gang-Model)

<sup>2</sup> A Letter of Intent template will be available on-line at <https://www.mass.gov/service-details/justice-and-prevention-grants>. Applicants **must** submit a non-binding a Letter of Intent.

OGR strongly recommends applications demonstrate a collaborative effort within a municipality or region. For each application, OGR encourages a municipal entity to serve as the lead applicant and fiscal agent. OGR encourages sign-off by a Senior/Municipal Department Official to demonstrate executive leadership and commitment to the collaborative effort. Funds may be distributed to project partners by the lead fiscal agent. Project partners in the multi-disciplinary team may include municipal and state law enforcement agencies,<sup>3</sup> non-profit community based organizations, and other government agencies including but not limited to: District Attorneys' Offices, Probation, Parole, Department of Youth Services, and Sheriffs' Offices.

Multiple municipalities may apply together as a regional collaborative group, with one municipality serving as the lead applicant and as the fiscal agent for the group.

### 1.3 Eligibility

The 2022 Shannon CSI AGF is a competitive grant program. EOPSS OGR may award full funding, partial funding, or no funding.

## SECTION 2 - GRANT COMPLIANCE DETAILS

### 2.1 Fund Disbursement

Details about the fund disbursement process will be provided when the awards are made.

### 2.2 Project Duration

Applicants must apply for up to one year of funding. The anticipated funding cycle for projects will begin on or about **January 1, 2022 and end December 31, 2022.**

### 2.3 Sub-recipient Requirements

Sub-recipients must abide by the grant requirements below as well as the OGR Sub-recipient Grant Conditions, which will be provided at the time of contracting.

#### 2.3.1 Grants Management

If awarded, OGR requires:

- OGR sub-recipient grant conditions to be signed and dated.
- The submission of satisfactory and timely progress reports and quarterly financial reports.
- The identification of a project director, their contact information, roles and responsibilities as they relate to the project.
- A description of the steering committee and a member list.
- Cooperation during OGR monitoring endeavors, including site visits, desk reviews, attendance at technical assistance meetings.
- Cooperation during the implementation of the individual risk assessment tool.
- All costs paid with grant funds are direct and specific to the implementation of the Shannon CSI-funded project (see *Table 1, p. 8*).

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<sup>3</sup> State Police may be part of a multi-disciplinary team; however, they are not eligible to receive Shannon CSI funding.

- Assurance that funds for projects and services provided through this grant supplement, not supplant, other state or local funding sources. Supplanting of funds is strictly prohibited.

### 2.3.2 Procurement

- Sub-recipients choosing to further sub-grant to an implementing agency or an independent contractor, all or any part of the amount of the Shannon CSI grant award, shall include the provisions of the OGR standard sub-grant conditions and enter into a written contract or Memorandum of Understanding (MOU) with the implementing agency or independent contractor. A copy of the contract or MOU must be submitted to OGR for the sub-recipient grant folder, once an award is made. *For the grant application, submit a letter of collaboration signed by the parties that explains the relationship of the agencies that will enter into a formal MOU, if awarded.*
- Procurement of services, equipment, and supplies must follow M.G.L. Ch. 30B for local units of government and non-profit entities and Operational Services Division (OSD) Purchasing Guide for state agencies. Local units of government must ensure that subcontracts with private organizations have provisions ensuring any goods and services provided by the subcontractor are consistent with M.G.L. Ch. 30B procedures.
- It is the responsibility of the sub-recipient to report alleged waste, fraud or abuse including any alleged violations, serious irregularities, sensitive issues or overt or covert acts involving the use of public funds in a manner not consistent with related laws and regulations, and appropriate guidelines for purposes of the grant. Reports should be made to the Offices of the Massachusetts Inspector General or State Auditor.

Office of the Inspector General  
John W. McCormack State Office Building  
One Ashburton Place, Room 1311  
Boston, MA 02108  
800-322-1323  
[IGO-FightFraud@state.ma.us](mailto:IGO-FightFraud@state.ma.us)

Office of the State Auditor  
Massachusetts State House, Room 230  
Boston, MA 02133  
617-727-2075  
[Auditor@SAO.state.ma.us](mailto:Auditor@SAO.state.ma.us)  
<https://www.mass.gov/how-to/report-waste-and-abuse>

### 2.3.3 Other Requirements

- For guidance and more information on the implementation of the Comprehensive Gang Model, please see: <https://www.ncjrs.gov/pdffiles1/ojjdp/222799.pdf>.
- Shannon CSI sites must maintain an active steering committee to ensure community collaboration, consistent information sharing, oversight, and direction for the Shannon grant award. The steering committee should represent the spectrum of organizations involved and the diversity of the community. Steering committee by-laws should be provided to OGR at the commencement of each site's grant award.

- Shannon CSI sites must identify a site program director. A site program director shall be appointed or hired to oversee the project at each site and serve as the point of contact for the program partners and OGR. The site program director's role and responsibilities should be provided to OGR at the commencement of each site's grant award.
- The site program director shall distribute a list of funded program partners, funding amount, and bi-annual site and partner programmatic activities and progress to the steering committee.
- If the Shannon CSI site has a Local Action Research Partner (LARP), the site program director must work with the LARP to ensure timely and accurate bi-annual programmatic reporting for the site and each funded program partner.
- Shannon CSI sites without a LARP must work with the Statewide Research Partner to ensure timely and accurate bi-annual programmatic reporting for the site and each funded program partner.
- The Shannon CSI site must provide the LARP and/or the Statewide Research Partner an opportunity to participate in the steering committee meetings.
- The Shannon CSI site must work with their LARP or the Statewide Research Partner to develop a community assessment for their respective site. **Community assessments are to follow the OJJDP guidelines.**<sup>4</sup>
- The Shannon CSI site must work with the Statewide Research Partner and LARPs in implementing the individual risk assessment tool to be used for identifying Shannon eligible youth participating in the Shannon CSI funded programs.
- The Shannon CSI site must adopt and utilize the following terms:
  - *Shannon eligible youth* must be: **(1)** between the ages of 10-24 years of age; **(2)** living in a *high-risk (or hot-spot) area within the community*; and **(3)** *at-risk or high-risk* of becoming involved, or currently involved, in gang activity.
  - *Low-risk youth* are in danger of engaging in risky behaviors or gang activity, due to the presence of known risk factors for gang involvement, such as exposure to gang affiliates, in their environment (home or community).
  - *Moderate-risk youth* are exposed to the same risks factors as low-risk youth, as well as additional risk individual factors such as school failure, truancy, dropping out of school, substance abuse, court involvement, witnessing violence or violent victimization, and gang involvement as an affiliate or member not yet participating in violent criminal activity.
  - *High-risk youth* are identified as those youth being perpetrators or victims of shooting or stabbing violence, and/or are known gang members.

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<sup>4</sup> For more information on the OJJDP Comprehensive Gang Model Community Assessment Guideline, see: [www.nationalgangcenter.gov/Comprehensive-Gang-Model](http://www.nationalgangcenter.gov/Comprehensive-Gang-Model)

- Police departments receiving Shannon CSI funding must: *a) contribute daily crime data to the Commonwealth of Massachusetts Fusion Center’s Coplink; and b) report their crime data on a monthly basis (minimum) to the Crime Reporting Unit of the Massachusetts State Police.* Agencies which have record management systems which are capable of generating National Incident Based Reporting System (NIBRS) data must submit crime data to the Crime Reporting Unit only in this format.
- Police departments receiving Shannon CSI funding that maintain a juvenile lockup must submit monthly juvenile lockup data to the Department of Criminal Justice Information Services via CJIS/LEAPS.
- Police departments receiving Shannon CSI funding will be required to participate and submit case-specific information on officer administration of Narcan/Naloxone using a reporting tool as determined by EOPSS.

## SECTION 3 - APPLICATION PROCESS

### 3.1 Proposal Pre-Submission

#### 3.1.1 Letter of Intent

Applicants intending to apply for the FY2022 Shannon CSI grant program **must email** a non-binding letter of intent by **September 15, 2021**. Address the letter to OGR and specify the applicant’s name and fiscal agent. Scan and email signed letter via attachment to: [Elizabeth.M.Flynn@mass.gov](mailto:Elizabeth.M.Flynn@mass.gov).

#### 3.1.2 Application Questions

OGR will accept written questions regarding this AGF until **September 13, 2021**. Submit questions via email to: [Elizabeth.M.Flynn@mass.gov](mailto:Elizabeth.M.Flynn@mass.gov). Responses to all questions will be posted no later than **September 20, 2021** at: <https://www.mass.gov/service-details/justice-and-prevention-grants>. *Responses will not be provided for questions submitted after September 13, 2021.*

### 3.2 Application Instructions

Acceptable application submission and formatting includes:

- Submission of **one original** and **three copies** of the proposal.
- Utilize templates for Attachments A-F and H (<https://www.mass.gov/service-details/justice-and-prevention-grants>).
- Binder clips or paper clips to affix an application (*please do not staple the proposal or attachments*).
- Typed, single-spaced, using the PDF template provided.

### 3.3 Required Sections

#### 3.3.1 Cover Page (Attachment A):

Provide Program and Fiscal contact information, Senior/Municipal Department Official, amount requested, partner communities. The Senior/Municipal Department Official must sign page 2 to demonstrate acceptance of the matching assurance and support of the application.

#### 3.3.2 Program Narrative (Attachment B)

- *Gang Violence Problem Statement (3-page limit)*

Describe the current nature and extent of the gang violence problem within the applicant community and for any partnering communities identified in response to this application. The gang violence problem should be reflective of the applicant's gang definition and the Shannon youth definition (provided below)\*:

*\*Note: Preference will be given to applications that provide a specific Gang Violence Problem Statement using statistical evidence/crime data that dates no earlier than December 31, 2017. However, data prior to December 31, 2017, can be included to detail long-term and emerging trends, such as spikes and decreases in crime rates.*

**Gang Definition**

- Detail how the term *gang* is defined by the applicant community.
- Explain how this definition was constructed (e.g., law enforcement task force, adaptation from evidence-based literature, etc.).

**Shannon Youth Definition**

Shannon eligible youth are defined as: **(1)** between the ages of 10-24 years of age; **(2)** living in a *high-risk (or hot spot) area within the community\**; and **(3)** *at-risk or high-risk of becoming involved, or currently involved, in gang activity (see risk level definitions on p. 4).*

*\*Note: Detail how the term high-risk (or hot spot) area within the community is defined by the applicant community (e.g., law enforcement crime analysis, research literature, community assessment, etc.).*

- ***Proposed Strategy (4-page limit)***

For this section, use the Shannon youth definition (defined above) when determining what youth participants are eligible to receive services.

- **Strategy Development**

What methods have been used to identify strategies, or gaps in services, needed to address the specific gang violence problem in the community as illustrated in the *Gang Violence Problem Statement* (e.g., community risk assessments, recommendations from steering committee members or other stakeholders, etc.)?

*If an applicant received funding previously:*

Community risk assessments:

- What is the status of your community risk assessment? If an assessment has not been completed, please explain why and provide a timeline for completion.
- What role has your LARP and/or Statewide Research Partner played in preparing the assessment?
- Also, if completed, detail what recommendations (if any) were adopted from the assessment, and their impact on proposed Shannon programming.

*For new applicants only:*

If a community risk assessment has not been implemented:

- Explain how the applicant will strategize, research or commence with the development of a community risk assessment. **Community assessments are required to follow the OJJDP guidelines.**<sup>5</sup>

- **Strategy description**

Explain and describe the identified strategy and its outcomes, as they relate to and address the *Gang Violence Problem Statement*. Applicants must demonstrate a comprehensive multi-disciplinary approach based on OJJDP’s Comprehensive Gang Model and, where possible, reflects evidence-based practices and best practices (see *Other Requirements*, p. 3). Also, provide information about how the proposed program will address challenges created by Covid-19 pandemic restrictions throughout the Commonwealth of Massachusetts.

*If an applicant received funding previously:*

- List and briefly describe any site challenges from prior Shannon funding cycles.

Does the strategy address any of the listed challenges?

- *If so:*

Describe how the strategy has been modified to address these challenges.

- *If not:*

Explain why these challenges have not been addressed.

- **Partner selection (5-page limit)**

- Based on the strategy, explain how and why *each* potential partner was selected to address the *Gang Violence Problem Statement*. Include a statement about the steering committee’s level of involvement during the partner selection process.
- Complete the *Partner Selection Workbook (Attachment H)* detailing the funded partners selected based on the *Gang Violence Problem Statement*. **For risk level and eligibility definitions** (see *Other Requirements*, p. 3-5).

- **Collaboration with other funding sources (1 page limit)**

- Communities often use multiple funding streams to combat *gang violence*. Please identify other funding streams you may be receiving, such as the Safe and Successful Youth Initiative, and how these funding streams will enhance or complement programming delivered through Shannon CSI.

- **Impact of Covid**

- Include any potential Covid restrictions and how they are/will be addressed during the next year.

### 3.3.3 Budget Excel Workbook (*Attachment C*)

- This section outlines the budget necessary to implement the applicant’s proposed strategy. Applicants must:
  - **Submit a twelve-month budget; and**

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<sup>5</sup> For more information on the OJJDP Comprehensive Gang Model Community Assessment Guideline, see: [www.nationalgangcenter.gov/Comprehensive-Gang-Model](http://www.nationalgangcenter.gov/Comprehensive-Gang-Model)



- Utilize *Attachment C* to document the proposed costs for each cost category. (See *Table 1, p. 8*). Estimated costs must be identified.

### 3.3.4 Budget Narrative (*Attachment D*)

Submit a budget narrative to demonstrate how the costs in the proposed *Budget Excel Workbook* specifically link to your proposed strategy to combat gang violence.

Applicants are encouraged to balance the allocation of grant resources across the participating stakeholders. This will provide a balanced allocation of grant resources among the major areas of activity. For grant applications that devote more than 33% of total proposed spending to a single agency or strategy, please provide a detailed explanation as to the decision-making process. OGR reserves the right to revise budgets that exceed the required 33% of total proposed spending to a single agency or strategy.

#### **Match Funding**

Authorizing legislation mandates that preference be given to applicants submitting a match commitment of 25%. Match funds must align with the costs as outlined below.

- **Calculating Match Funding**

To determine the 25% match, divide the state funding request by three (3). The resulting figure will equal 25% of the total project cost.

Example:

If requesting \$300,000 in state funds to support the project, the applicant must provide **an additional** \$100,000 in matching funds ( $\$300,000/3 = \$100,000$ ).

State funds = \$300,000 (75%)

Match funds= \$100,000 (25%)

**Total Project Cost = \$400,000 (100%)**

**Table 1. Cost Categories**

Budget Cost Categories	Explanation of Costs
Personnel (Sites Only)	<ul style="list-style-type: none"> <li>▪ Full- or part-time regular salaried employees working on the grant.</li> </ul>
Overtime (Law Enforcement Only)	<ul style="list-style-type: none"> <li>▪ Allowable only for sworn law enforcement personnel working on the grant.</li> </ul>
Fringe (Sites Only)	<ul style="list-style-type: none"> <li>▪ Employer Fringe benefits requested to be paid by this grant can be based on either: 1) actual known municipality paid costs for each benefit category, or 2) an established formula applied to the base salary numbers shown above broken out by the benefit category. Fringe benefits are for the personnel listed in budget category A and only for the percentage of time devoted to the project. You may also include employer paid payroll taxes here as a separate cost.</li> </ul>
Contracts (Funded Partners Only)	<ul style="list-style-type: none"> <li>▪ Contracts – a competitive process based on the municipality’s procurement policy should be followed when procuring contracted services.</li> <li>▪ Contract salary, fringe benefit, travel, and other costs should be placed within this category and follow instructions within direct salary, fringe benefit, travel and other cost categories.</li> <li>▪ Consultant or contractor fees.</li> <li>▪ The maximum rate for a consultant is \$650 for an eight hour day or \$81.25 per hour (excluding travel and subsistence costs). Any request for compensation over \$650 per day requires prior written approval by OGR.</li> </ul>

Travel (Sites Only)	<ul style="list-style-type: none"> <li>▪ Travel directly related to the purpose of the grant.</li> <li>▪ In-state travel costs associated with the grant shall include mileage rates not in excess of \$0.45 per mile, as well as the actual costs of tolls and parking.</li> <li>▪ No grant funds may be spent for out-of-state conference fees, out-of-state travel or out-of-state lodging without prior written approval from OGR.</li> </ul>
Equipment (Sites Only)	<ul style="list-style-type: none"> <li>▪ Tangible, non-expendable personal property having a useful life of more than one year; cost based on classification of equipment (e.g., communication, IT, etc.).</li> </ul>
Supplies (Sites Only)	<ul style="list-style-type: none"> <li>▪ General supplies required for project or office (pens, pencils, postage, training materials, copying paper, and other expendable items such as books, ink, etc.).</li> </ul>
Other (Sites Only)	<ul style="list-style-type: none"> <li>▪ Direct and/or support service costs relevant to the proposed project that cannot be listed within the personnel, fringe, consultants/contracts, travel and/or supplies cost category can be included in the “Other” cost category. Please be sure to itemize each cost type and detail as to how the amount budgeted was calculated. <ul style="list-style-type: none"> <li>• Items such as rent, telephone, reproduction of training materials are considered administration costs and shall not exceed 10% of your state award.</li> <li>• No grant funds may be used for incentives without prior written approval from OGR.</li> <li>• No grant funds may be used for a cash reserve.</li> <li>• No grant funds may be spent on food or beverages.</li> </ul> </li> </ul>

### 3.3.5 Certification of Compliance with Submission of Crime Reporting Data (*Attachment E*)

Applicants must include a letter from *each* partnering police department attesting to the submission of crime data through September 30, 2021. If the data has not been submitted through September 30, 2021, the letter should indicate a plan for the department(s) to submit the data no later than November 1, 2021. If the department received Shannon funds in 2021 and has not submitted data through September 30, 2021, please provide an explanation as to why the department is not in compliance. Furthermore, once 2022 awards are made, departments must maintain compliance with the requirement to submit data. Refer to *Attachment E* for more information.

If it cannot be affirmed that data has been submitted in a timely fashion for Crime and/or Juvenile Lockup Reporting of *Attachment E*, please attach a separate sheet outlining your plan to become compliant with these reporting requirements by November 1, 2021.

Should your application be deemed eligible for an award, the issuance of a contract and/or funding will be placed on hold until all partnering police departments are in compliance with the crime reporting data and juvenile lockup data submission requirement through November 1, 2021.

### 3.3.6 Risk Assessment Form (*Attachment F*).

Complete this form by following the instructions within the attachment.

### 3.3.7 Letter of Collaboration (*Attachment G*).

For the grant application, submit a letter of collaboration signed by the parties that explains the relationship of the agencies that will enter into a formal MOU, if awarded (see [Procurement 2.3.2](#)).

### 3.3.8 Partner Selection Workbook (*Attachment H*)

Please complete this attachment to include the funded partners selected based on the *Gang Violence Problem Statement*. For risk level and eligibility definitions (see *Other Requirements, p. 3*).

### 3.3.9 Additional Material (*Attachment I*)

Attach any additional material, including but not limited to community assessments, cooperative agreements or letters of support to demonstrate collaboration, and press clippings or survey results that illustrate the community crime problems, etc.

Applicants should be aware that award determinations will be based primarily on the information provided in the application, and not on any additional material provided.

## 3.4 Submission Process and Deadline

Complete grant applications must be mailed and emailed to:

Executive Office of Public Safety and Security  
c/o Elizabeth Flynn  
Office of Grants and Research  
Ten Park Plaza, Suite 3720-A  
Boston, MA 02116  
[Elizabeth.M.Flynn@mass.gov](mailto:Elizabeth.M.Flynn@mass.gov)

**Hard Copy Submission: ONE ORIGINAL and THREE COPIES of the proposal must be received no later than 4:00 p.m. on October 15, 2021.**

**Electronic Submission: Completed Attachments A-G must be emailed to [Elizabeth.M.Flynn@mass.gov](mailto:Elizabeth.M.Flynn@mass.gov) by 4:00 p.m. on October 15, 2021.**

**NOTE:** *Faxed proposals will not be accepted.*

## 3.5 Proposal Review Process

Applications will be subjected to a competitive review process. Each application will be evaluated based on the following:

- **Saliency of *Gang Violence Problem Statement* as depicted by statistical data.**  
The statistical evidence/crime data included in the application will be used to determine the magnitude and prevalence of the gang problem at the applicant site, as well as the necessity for, and level of, funding awarded. The gang problem should be reflective of the applicant's gang definition.
- **Link between the *Gang Violence Problem Statement* and the proposed strategy.**  
The statistical evidence/crime data included in the application will be used to determine whether the proposed strategy, strategy outcomes and proposed funded partners are the most relevant and effective means for combatting the site's gang violence problem, as modeled by OJJDP's multi-faceted Comprehensive Gang Model and evidence-based practices. The methods used to identify the strategy and gaps of service will also be taken into consideration.
- **Justification for participant eligibility.**

The *Gang Violence Problem Statement*, proposed strategy, strategy outcomes, and funded partners will be evaluated to determine if the target population to be served aligns with the requirements of the *Shannon youth definition*.

- **Collaboration with other funding sources.**  
Grantees will be expected to demonstrate how Shannon CSI funds will be used in collaboration with existing community resources and funding streams to combat gang violence within the community.
- **Consistency between the proposed budget and strategy.**  
The proposed Budget Excel Workbook and Budget Narrative will be evaluated to ensure that the approved cost categories are comprised of items which ensure proper implementation and maximum effectiveness of the proposed strategy.

#### SECTION 4 - NOTIFICATION OF AWARDS

All final funding decisions are at the discretion of the OGR Executive Director, Secretary of Public Safety and Security and Governor's Office. It is anticipated that grant awards will be announced in November/December 2021.

#### SECTION 5 - PROPOSAL CHECKLIST

Please submit Attachments A-I electronically to [Elizabeth.M.Flynn@mass.gov](mailto:Elizabeth.M.Flynn@mass.gov). Attachments are required to be submitted as originals via U.S. mail.

- Cover Page** (*Attachment A*) -A completed Grant Application Cover Page submitted both electronically as a fillable PDF and as a signed hard copy
- Program Narrative** (*Attachment B*) -Submitted both electronically and as hard copy
- Budget Excel Workbook** (*Attachment C*) - Submitted both electronically and as hard copy
- Budget Narrative** (*Attachment D*) - Submitted both electronically and as hard copy
- Certification of Compliance with Submission of Crime Reporting Data** (*Attachment E*) - Submitted both electronically and as hard copy
- Risk Assessment Form** (*Attachment F*) - Submitted both electronically and as hard copy
- Letter(s) of Collaboration** (*Attachment G*) - Submitted both electronically and as hard copy
- Partner Selection Workbook** (*Attachment H*) - Submitted both electronically and as hard copy
- Additional Material** (*Attachment I*)