

**Preliminary 2014 Time Table**  
**South Carolina Alzheimer's Resource Coordination Center (ARCC)**  
**Grants for Respite and Educational Programs**  
**For July 1, 2014 - June 30, 2015 Grant Awards**

January 29, 2014	Issue Memo Announcing Funding Availability
January 29, 2014	Application on WEB available
February 5, 2014	Application packets available
February 19, 2014	<b>Deadline to Register for Pre-application Workshop</b>
February 21, 2014	<b>Deadline for Submission of Written Questions</b>
February 28, 2014	<b>Pre-Application Workshop, 10:00 a.m.</b> Lieutenant Governor's Office on Aging, 1301 Gervais Street, Columbia, SC (corner of Gervais and Sumter)
April 10, 2014	<b>Deadline for Grant Application Submission</b> An original and five copies due <b>no later than 4:00 p.m.</b>
April 14, 2014	Initial Screening of Applications
April 25, 2014	Review Team Meets for Orientation and to Receive Grant Applications – Lieutenant Governor's Office on Aging
May 16, 2014	Review Team Meets to Decide Grant Awards Lieutenant Governor's Office on Aging
June 6, 2014	Notification of Grant Awards
June 20, 2014	Grants Procedures Workshop for Grantees
July 1, 2014	Activate Grants - Grant Period: July 1, 2014 to June 30, 2015
July 8, 2014	Signed Grant Agreements Due from Grantees

**STATE OF SOUTH CAROLINA  
LIEUTENANT GOVERNOR'S OFFICE ON AGING  
ALZHEIMER'S RESOURCE COORDINATION CENTER (ARCC)  
Grant Program for Alzheimer's Services  
1301 Gervais Street, Suite 350  
Columbia, South Carolina 29201**

**SUBMITTAL DEADLINE:** Thursday, April 10, 2014, 4:00 P.M.

**GRANT APPLICATION REQUEST:** To develop or expand (1) respite care programs that are dementia specific, including in-home, overnight, adult day services or social model group respite to support caregivers and promote a higher quality of life for the person with Alzheimer's disease and related disorders (ADRD), and the family or (2) to provide new or expanded educational programs for families and caregivers of persons with dementia and community service providers.

You are invited to submit Grant Proposals in accordance with the requirements described in this document. Grant Proposals must be received before or no later than 4:00 P.M., Thursday, April 10, 2014, by:

**MAIL:**

**Anne Wolf  
Lieutenant Governor's Office on Aging  
1301 Gervais Street, Suite 350  
Columbia, SC 29201**

**-OR-**

**HAND DELIVERED: Before or no later than Thursday, April 10, 2014, 4:00 P.M.**

**TO:**

**Anne Wolf  
Lieutenant Governor's Office on Aging  
1301 Gervais Street, Suite 350  
Columbia, SC 29201**

Grant Proposals will be accepted at any time before 4:00 P.M. on Thursday, April 10, 2014.

**NO FAXES WILL BE ACCEPTED. Each Grant Proposal must be signed by an official authorized to sign on behalf of the applicant's organization.**

**Grants Made Possible by the Alzheimer's Resource Coordination Center (ARCC)  
Located within the Lieutenant Governor's Office on Aging  
This Grant Application Request (GAR) is being issued under S.C. Code §44-36-325.**

## PRE-APPLICATION WORKSHOP

A pre-application workshop for this GAR will be held at 10:00 a.m. on **February 28, 2014 at the Lieutenant Governor's Office on Aging in Columbia (*The Tower at 1301 Gervais, Suite 350, on the corner of Gervais and Sumter streets*)**. Applicants must register for the pre-application workshop by 5:00 p.m. on **February 19, 2014** to assure that sufficient copies of materials are available. **All potential applicants, especially those individuals who will actually be completing the application form, are strongly encouraged to attend the pre-application workshop.** Applicants are encouraged to bring any and all questions pertaining to this GAR to the pre-application workshop. To register for the workshop, please contact Anne Wolf at the following address:

Anne Wolf  
Lieutenant Governor's Office on Aging  
1301 Gervais Street, Suite 350  
Columbia, South Carolina 29201  
(803)734-9919                      FAX: (803)734-9887  
E-mail: [awolf@aging.sc.gov](mailto:awolf@aging.sc.gov)

Potential applicants are encouraged to identify community partners and to develop a preliminary project plan **prior to** the pre-application workshop.

**Parking is available in the parking garage adjacent to *The Tower at 1301 Gervais*. The entrance to the garage is on Gervais Street between *The Tower at 1301 Gervais* and the Bank of America drive-through tellers.**

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## I. GENERAL INFORMATION AND SCOPE OF SERVICES

### **PURPOSE:**

The Alzheimer's Resource Coordination Center (ARCC) is requesting grant applications for (1) respite care services and (2) educational interventions for persons with Alzheimer's disease and related disorders (ADRD) and their families and caregivers.

### **BACKGROUND:**

The Alzheimer's Resource Coordination Center (ARCC), located within The Lieutenant Governor's Office on Aging, was established by state legislation in 1994 [South Carolina Code of Laws, Section 44-36-310]. The Center's goal is to serve as a statewide focal point for coordination, service development, information, and education to assist persons with Alzheimer's disease and related disorders (ADRD), and their families.

Persons with ADRD may live for 20 years beyond the disease onset. The majority of those persons are cared for at home by family members and other unpaid caregivers. The emotional, physical, and financial impact on these caregivers is staggering. When the families can no longer cope with this burden, many turn to nursing homes and other institutions as the only viable alternative.

Experience has shown that support for caregivers can promote a higher quality of life for the person with ADRD and the family. By relieving some of the burden, even on a temporary short-term basis, supportive services can enable families to continue to care for the person with ADRD at home. Supportive services such as adult day services, group respite care, in-home respite, caregiver education, and counseling can help to prevent or delay institutionalization at a fraction of the cost of institutional care.

Therefore, the Alzheimer's Resource Coordination Center (ARCC) is requesting grant applications for:

- (1) respite care services or
- (2) educational interventions for persons with Alzheimer's disease and related disorders (ADRD) and their families and caregivers, and community service providers.

### **NEED:**

Applicants must show evidence of need for the service(s) in communities within South Carolina. Applications are encouraged from organizations in South Carolina counties that have not received seed grants for the establishment of Alzheimer's support services. Special consideration will be given to new program initiatives and/or expansions that have not been previously funded.

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## SCOPE OF SERVICES FOR ARCC GRANTS

### **(1) Respite Care Services:**

Grants of up to \$20,000 will be awarded for the development or expansion of respite care programs. Programs that operate for four (4) or more hours/day must be licensed by DHEC as an Adult Day Services Center.

Respite programs will be established according to a community-based service model which:

1. Provides a respite program that is **dementia specific** (including in-home, overnight, adult day services, or social model group respite services);
2. Offers people with Alzheimer's disease and related disorders (ADRD) scheduled opportunities for dementia specific care and activities in a safe and supportive environment;
3. Provides hours of respite from caregiving tasks for family caregivers;
4. Provides or informs families of other services for participants and their families including individual counseling for caregivers, information and referral to social service and health care services, and support group meetings for family members;
5. Is staffed by a qualified individual (such as a social worker, nurse, activity professional, or health educator) who may be assisted by carefully selected and trained volunteers, students, and/or program assistants. (All staff and volunteers providing service in the home must pass a SLED check prior to providing services);
6. Provides high quality, cost effective services;
7. Builds relationships with caregivers to establish trust;
8. Has the potential for continuity and expansion when the State funding is no longer available; and
9. Shows evidence of community collaboration and support and maximum utilization of existing resources.

Funding preference will be given to the following respite models:

- Social model group respite program development
- Trained companion registry development
- In-home respite
- Innovative institutional respite program development
- Models that promote self directed care, including the use of vouchers.

### **(2) Educational Interventions:**

Grants of up to \$20,000 each will be awarded for new **dementia specific educational interventions**. The educational initiative will provide new or expanded educational programs for families and caregivers of persons with dementia and may include programs for persons in the early stages of dementia. Priority topics include: medications/side effects; grief, loss, depression; home safety and security; legal and financial issues; communication; prevention and management of difficult behaviors; resources available in the community; caregiver issues, such as the identification and utilization of available resources, including respite; and ways of establishing trust between caregivers and providers of services.

Types of allowable education and information activities include:

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- Training for families, informal caregivers, health and social service providers, and community service providers. (Example: law enforcement, emergency personnel, doctors, dentists, dental hygienists, etc.)
  - Establishment of new caregiver support groups or early diagnosis support groups
  - Establishment of new caregiver “hotlines”
  - Educational intervention/training in Residential Care Facilities/Nursing Homes

## **GRANT REQUIREMENTS:**

**Eligibility:** Applicants must show evidence of organizational capability to effectively manage the project. Eligible entities include Alzheimer’s organizations, social service and health care provider agencies, denominational groups, aging service providers, educational institutions, and other local organizations. Applicants may be public, non-profit, or for-profit entities. Organizations may submit only one application per grant cycle. Current grantees are not eligible to submit an application until the second year of their grant cycle.

**Dementia Specific Focus:** All respite service programs funded by the ARCC must provide a program designed specifically for people affected by ADRD and their family caregivers. All educational programs funded by the ARCC must provide educational interventions designed specifically for family members and caregivers of persons with ADRD and may also include educational interventions for persons with early stage dementia, paid caregivers, and community service providers.

**Services to Caregivers:** Individual consultation, caregiver support, and information and referral to other services must be made available to family caregivers either by the grantee or in cooperation with other organizations in the community which provide respite programs. Even when supportive services are available, some caregivers have a difficult time accepting them because of the lack of the establishment of trust between themselves and the providers. It has become evident that a vital component in the success of a supportive program is the provision of a “bridge” between the provider and caregiver, someone who gains the trust of the caregiver or the identification of someone who already has this trust before the caregiver will take advantage of the much needed services. The grantee must describe how the respite program will establish trust with caregivers.

Educational grants must include a component on community resources for caregivers.

**Ancillary Services:** Grantees must take responsibility for publicity and outreach activities directed toward recruitment of participants (and volunteers, if applicable), linkages with other community resources, and funding support designed to insure long-term continuity of the program. Grantees for respite sites must also provide access to other services for participants and their families including individual counseling for caregivers, information and referral, and informational/support group meetings for family members. These can be provided by the grantee or through collaborative efforts with other community service agencies. Grantees are encouraged to establish and/or enhance their relationships with primary care physicians, so that physicians may be aware of the availability of respite/educational services to patients with Alzheimer’s and their families and appropriate referrals may be made.

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**Staffing:** The program must be staffed by a professional with knowledge of Alzheimer’s disease and related disorders, and there must be evidence of organizational capability to effectively develop and manage the project. The grant budget for respite programs must include expenses for staff training on appropriate care for persons with Alzheimer’s disease.

**Training Requirements:**

1. Staff is required to obtain a Certificate of Completion from “Dementia Dialogues” (at no cost) or an ARCC approved training program.
2. New Grantees are required to attend the ARCC Grant Procedures Workshop.
3. All current grantees and key staff are required to attend the ARCC Fall Workshop.

**Reporting:** Grantees must meet the reporting requirements of the ARCC and The Lieutenant Governor’s Office on Aging, which include monthly statistical and narrative reports for respite grants, and quarterly program reports for educational grants. Expenditure reports and a final report (fiscal and programmatic) are required for all grants. Failure to meet reporting requirements can result in the de-obligation of funding.

**Matching Funds:** The ARCC will provide no more than 50 percent of the total project cost up to a maximum of \$20,000 per grant. For example, if \$20,000 is requested, the grantee must provide \$20,000 in cash or substantive in-kind support, for a total project cost of \$40,000.

**Purpose:** The ARCC Grant Program seed grants are for the establishment of new respite programs, the expansion of existing respite programs, or the establishment or expansion of educational interventions for families and caregivers of persons with ADRD in South Carolina. These funds are to be directed toward direct services to the maximum extent possible and administrative expenses shall be kept to a minimum. For existing programs, the funds must be used for expansion to an additional site, or significant expansion of the hours, days and/or the number of people being served.

**Exclusions:** ARCC grant funds shall not be used for building funds, renovations, capital improvements; major equipment; land purchases; cost of building(s)/facilities; bad debts; cost of life insurance when the Grantee is the beneficiary; late payment charges, including penalties and fines; contingency funds; contributions; entertainment; promotional expenses; actual losses which could have been covered by insurance; interest; fund raising costs; investment management costs; profit/losses on disposition of depreciable property or other capital assets and legal fees. ARCC grant funds shall not be used to supplant other sources of funds or to replace lost funding.

**Fees:** Appropriate fees may be charged for services provided under this grant in order to make the program self-supporting; however, provisions must be made to serve those who cannot afford to pay. Service shall not be refused to anyone in need solely because of inability to pay a fee. A sliding scale fee schedule based on ability to pay is recommended for respite programs. The fee schedule must be shown in the Program Narrative. Fees may be used to help meet the grantee’s matching requirement.

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**LEAD AGENCY:**

Applicant community coalitions must designate one entity as the lead applicant organization that will serve as the fiscal agent for the project. If the lead applicant/fiscal agent is a private, not for profit organization, the 501(c) (3) documentation must be attached. Suggested partners include the local United Way, local Council on Aging, Area Agency on Aging, and local Alzheimer's Association Chapter. Other interested community organizations are encouraged to be included.

**TIME FRAME:**

Costs may be incurred commencing with the beginning date of the negotiated grant through June 30, 2015. If performance is satisfactory, the Grant may be extended through June 30, 2016. This decision to extend will be at the sole discretion of The Lieutenant Governor's Office on Aging. No obligation or expenditures of funds may be made prior to the official start date of the grant.

**GRANT PROPOSAL CONSTITUTES OFFER:**

By submitting a Grant Proposal, the applicant agrees to be governed by the terms and conditions described in this document except where subsequent amendments to any grant resulting from this GAR are specifically agreed to in writing by the parties to supersede any such provisions of this GAR.

**NO OBLIGATION TO THE LIEUTENANT GOVERNOR'S OFFICE ON AGING:**

Neither the Lieutenant Governor's Office on Aging nor any agent thereof on behalf of the Lieutenant Governor's Office on Aging will be obligated in any way by any applicant response to this GAR.

**AMENDMENTS:**

If it becomes necessary for the Lieutenant Governor's Office on Aging to revise any part of the GAR all amendments will be provided in writing to all applicants.

Verbal comments or discussions relative to this solicitation cannot add, delete or modify any written provision. Any alterations must be in the form of a written amendment to all applicants.

Should a grantee find it necessary to revise the original grant, the grantee will submit the Request for Revision form to the Lieutenant Governor's Office on Aging designee.

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## QUESTIONS:

Every effort has been made to insure that all information needed by the applicant is included in this document. If an applicant finds that he cannot complete a Grant Proposal without additional information, he may submit written questions only to the person designated below, on or before **February 21, 2014. (Applicants attending the Pre-Application Workshop on February 28, 2014 may wish to bring their questions along.)** No written questions will be accepted by the Lieutenant Governor's Office on Aging after this date. All replies to written questions will be in writing. When a question received by the Lieutenant Governor's Office on Aging is found to be already sufficiently answered in the GAR, that question will be returned to the applicant with a reference to the part of the GAR containing the answer. All written questions, and written replies, will be distributed to all applicants and will be regarded as a part of this GAR.

### Address written questions to:

**Anne Wolf  
Alzheimer's Resource Coordination Center  
Lieutenant Governor's Office on Aging  
1301 Gervais Street, Suite 350  
Columbia, South Carolina 29201**

## AWARD:

Grants shall be awarded to applicants whose Grant Proposals are determined to best meet the requirements and evaluation criteria described in this GAR. However, the right is reserved to reject any and all Grant Proposals received, and in all cases, the Lieutenant Governor's Office on Aging will be the sole judge as to whether an applicant's Grant Proposal has or has not satisfactorily met the requirements of this GAR. **NOTE: NOT MEETING PERFORMANCE STANDARDS ON A PREVIOUS GRANT CAN CAUSE A GRANT PROPOSAL NOT TO BE FUNDED.**

## RIGHT OF NON-COMMITMENT OR REJECTION:

This solicitation does not commit the Lieutenant Governor's Office on Aging to award a grant or to pay any costs incurred in the preparation of a Grant Proposal. The Lieutenant Governor's Office on Aging reserves the right to accept or reject any or all Grant Proposals received as a result of this GAR, or to cancel in part or in its entirety this GAR if it is in the best interest of the Lieutenant Governor's Office on Aging to do so.

## NOTICE OF AWARD:

Each applicant will be notified by letter after all Grant Proposals have been evaluated, and funding has been allocated.

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**PROHIBITION OF GRATUITIES:**

Amended § 8-13-420 of the 1976 CODE of LAWS OF SOUTH CAROLINA states: "Whoever gives or offers to any public official or public employee any compensation including a promise of future employment to influence his action, vote, opinion or judgment as a public official or public employee or such public official solicits or accepts such compensation to influence his action, vote, opinion or judgment shall be subject to the punishment as provided by 16-9-210 and 16-9-220."

**OPTION TO EXTEND/CONTINUATION FUNDING:**

The Lieutenant Governor's Office on Aging may extend a grant for a second year, dependent upon progress reports indicating the funded program is functioning as proposed. Second year continuation applications for one half of the original award will be considered on a non-competitive basis, contingent upon the availability of state funds and satisfactory progress toward goals in the first year. A site visit will be conducted prior to determination of second year funding.

**COMPLIANCE:**

Failure to comply with the commitments in the approved grant proposal or failure to meet the reporting requirements can result in the de-obligation of funds.

**ARCC grant funds will be used to match federal funds for the Family Caregiver Support Program. Therefore, ARCC grant funds are not able to be used as match for other grants.**

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## PART II: SPECIAL INSTRUCTIONS AND CONDITIONS

### RECEIPT OF GRANT PROPOSAL:

It is required that the Grant Proposal be submitted no later than Thursday, April 10, 2014 at 4:00 p.m., either by mail or hand delivery. Applicants mailing Grant Proposals should allow a sufficient mail delivery period to ensure timely receipt of their Grant Proposals by the issuing office. Faxes will not be accepted.

### PREPARATION OF GRANT APPLICATION:

Each Applicant is to submit an original and five (5) copies of the Grant Proposal, sealed in one package. Each copy of the Grant Proposal should be bound (stapled or spring clipped) in a single volume where practical. Grant Proposals should not have hard covers or be spiral bound. All documentation submitted with the Grant Proposal should be bound in that single volume.

- All Grant Proposals should be completed and carefully worded and must convey all of the information requested. If significant errors are found in the applicant's Grant Proposal, or if it fails to conform to the essential requirements of the GAR, the Lieutenant Governor's Office on Aging will be the judge as to whether that variance is significant enough to reject the Grant Proposal.
- Grant Proposals should be prepared simply and clearly, providing a straightforward, concise description of applicant's capabilities to satisfy the requirements of the GAR. Emphasis should be on completeness and clarity of content.

### GRANT PROPOSAL STRUCTURE AND CONTENT:

The Grant Proposal may only be submitted on the official ARCC Grant Application and must include the following:

- **PROGRAM NARRATIVE.** Submit the completed program narrative provided with this Grant Application.
- **BUDGET AND BUDGET NARRATIVE.**
  - Using the Project Budget Summary Form, provide budget breakouts and sub-totals for the proposed project. In the budget narrative, provide a brief line-item justification for every entry. It is important that the budget summary form and the narrative provide a clear picture of how resources will be utilized to conduct the proposed project. The budget narrative should include grantor funds (50%) and local match (50%).
  - If equipment and/or furniture are included in the budget, detailed descriptions and justifications must be provided, indicating lack of availability. Applicants are encouraged to utilize existing and/or donated facilities and equipment.

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Note that information regarding community contributions of resources is required, if included in the budget. (Specifically, the amounts of community contributions which are cash and/or in-kind contributions must be included.) In addition, a narrative description is required that provides information regarding the cash and/or in-kind contributions available and their respective sources.

- **ATTACHMENTS [see CHECKLIST REVIEW.]**
- **CHECKLIST REVIEW**

**SUMMARY OF APPLICANT’S QUALIFICATIONS:**

The applicant must, upon request of the Lieutenant Governor’s Office on Aging, furnish satisfactory evidence of ability to furnish products or services in accordance with the terms and conditions of this GAR. The Lieutenant Governor’s Office on Aging reserves the right to make the final determination as to the applicant’s ability to provide the services requested in this GAR before entering into any grant.

**ADMINISTRATIVE AND FISCAL CAPABILITIES:**

The Lieutenant Governor’s Office on Aging reserves the right to seek additional information to determine the administrative and fiscal capabilities of the applicant.

**DOCUMENTS REQUIRED OF APPLICANTS:**

Before grant negotiations are finalized, applicants may be required to provide the following information to the Lieutenant Governor’s Office on Aging. (This information is not to be submitted with your Grant Proposal.)

- Organizational Chart
- Staff Personnel/Travel Policies
- Charter and By-laws of Organization
- Evidence of Signatory Authority
- Staff/Cost Allocation Plan
- List of Current Board Members of Governing Body
- Current Fiscal Statement and Copy of Last Audit or Compilation

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## **REPORTING REQUIREMENTS:**

### Fiscal

The Grantee will be required to submit a final fiscal report that includes all cost data, claims for reimbursement, or other fiscal adjustments deemed to be allocable and allowable under this grant. This report should be submitted to the Lieutenant Governor's Office on Aging no later than sixty (60) days from the expiration date of this grant.

### Program

A Final Program Report is also due no later than sixty (60) days from the expiration of this grant. Monthly program and statistical reports will be required of each respite program. Quarterly program reports will be required of each educational program. Failure to meet the reporting requirements can result in the de-obligation of funds. (More detailed information will be provided at a later date to successful applicants.)

## **DISCUSSION/NEGOTIATION:**

By submission of a Grant Proposal, the applicant agrees that during the period following issuance of the GAR and prior to final award of a grant, applicant shall not discuss this GAR with any Lieutenant Governor's Office on Aging employee or member of the ARCC Advisory Council, except Anne Wolf, the Lieutenant Governor's Office on Aging. **Applicants are encouraged to bring questions to the pre-application workshop on February 28, 2014.**

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### PART III: EVALUATION CRITERIA

#### SCORING:

All Grant Proposals will be reviewed and assigned an overall score based on the criteria listed below. Grant Proposals must be in the required format and be received by 4:00 p.m. on Thursday, April 10, 2014, to qualify for review.

<u>POINTS</u>	<u>CRITERIA</u>
15	<u>CAPABILITY AND SUITABILITY OF GRANTEE TO ADDRESS THE NEEDS OF PEOPLE WITH ALZHEIMER'S DISEASE AND THEIR FAMILIES</u>
15	<u>EVIDENCE THAT THE PROPOSED PROGRAM WILL PROVIDE A HIGH QUALITY, COST EFFECTIVE PROGRAM THAT IS DEMENTIA SPECIFIC. FOR GROUP RESPITE, AN ADEQUATE SITE IS AVAILABLE FOR THE PROGRAM</u>
15	<u>EVIDENCE OF NEED FOR THE SERVICE AND OF COMMUNITY SUPPORT FOR THE PROPOSED PROGRAM, WITH EMPHASIS ON INNOVATIVE COLLABORATION WITH PRIMARY CARE PHYSICIANS</u>
15	<u>SUPPORT SERVICES TO FAMILY CAREGIVERS</u> including counseling, information and referral to social service and health care services, fostering relationships of trust with caregivers, and support group meetings. (These can be provided by the grantee or through collaborative efforts with other community service agencies.)
15	<u>POTENTIAL FOR CONTINUITY AND EXPANSION BEYOND GRANT PERIOD</u>
10	<u>BUDGET</u> is reasonable and shows adequate support from the organization and/or community for the proposed program.
15	<u>A TOTAL OF FIFTEEN POINTS MAY BE AWARDED IN THIS CATEGORY; SPECIAL CONSIDERATION FOR NEW OR EXPANDED RESPITE PROGRAMS; PROGRAMMING IN COUNTIES THAT HAVE NOT PREVIOUSLY RECEIVED ARCC FUNDS (ABBEVILLE, ALLENDALE, BAMBERG, BARNWELL, CALHOUN, CHESTER, GREENWOOD, HAMPTON, JASPER, LEE AND PICKENS); COMMUNITIES THAT ARE GEOGRAPHICALLY DISPERSED AND SOCIOECONOMICALLY DIVERSE.</u>

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**ALZHEIMER'S RESOURCE COORDINATION CENTER**

**CHECKLIST REVIEW**

1.  Five (5) copies of the Grant Application plus the original delivered to the Lieutenant Governor's Office on Aging by 4:00 pm on Thursday, April 10, 2014.
  
2.  One copy of the Annual Report
  
3. Each copy of the Grant Application must contain the following:  
 Completed Grant Application to Include Program Narrative and Budget Summary and Narrative  
  
Attachments:  
 501(c) (3) documentation if applicable  
 Resume(s)  
 Letters of Collaboration/Support/Commitment (at least 3)  
 Other \_\_\_\_\_