

Notice of Funding Availability

Fiscal Year 2017 Community Partnership Agreement



Governor's Office for Children  
*Promoting the well-being of Maryland's children*

Maryland Governor's Office for Children  
On Behalf Of  
The Children's Cabinet

Larry Hogan  
Governor

Boyd K. Rutherford  
Lt. Governor

Arlene F. Lee  
Executive Director

January 25, 2016

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## Summary

This Notice of Funding Availability provides an opportunity for local jurisdictions, through their Local Management Boards (Boards) working jointly with key stakeholders, to assess community needs, develop a community plan, and identify specific research-based or promising strategies to improve the outcomes for children and families in their communities. Based on the growing challenges experienced by our most vulnerable citizens, the Boards are specifically encouraged to focus on Governor Hogan’s goal of ensuring economic opportunity for Maryland’s struggling families through strategies which will:

- Reduce the impact of parental incarceration on children, families, and communities;
- Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school;
- Reduce childhood hunger; and
- Reduce youth homelessness.

The scope of this initiative is to provide:

- Time, technical assistance, and planning resources in FY16 for Boards to develop a community plan and transition from prior programs to those proposed in FY17 that are consistent with identified critical needs, resource gaps, community input, and the Board’s prioritization as demonstrated in the community plan;
- Level-funding in FY17 of the Board’s current base allocation (the combined total of current funding available for programs and administration);
- Flexibility for Boards to determine funding needed for administration, up to 30% of the base allocation; and,
- Competitive funding for the four strategies noted above to address Governor Hogan’s goal of ensuring economic opportunity for Maryland’s struggling families.

This FY17 Notice of Funding Availability is for a 12-month award. Applications for future funding in FY18 and FY19 will be awarded based upon the outcomes and performance demonstrated by the jurisdiction in FY17, and upon funding availability. Boards will not be restricted in future applications to the programs or strategies contained in the FY17 application.

Funding for FY17 will be awarded using the following method:

*Base Allocation:* Each jurisdiction will be eligible for a base allocation (the combined FY16 program and administration funding for each jurisdiction) upon a minimum ranking of “Fair” on its application. The total base allocation is identified in the chart, below:

Jurisdiction	Base Allocation
Allegany	\$462,798
Anne Arundel	\$1,114,752
Baltimore City	\$2,478,978

Jurisdiction	Base Allocation
Baltimore	\$1,101,963
Calvert	\$249,422
Caroline	\$563,425
Carroll	\$513,102
Cecil	\$377,865
Charles	\$383,826
Dorchester	\$433,413
Frederick	\$393,603
Garrett	\$530,263
Harford	\$482,994
Howard	\$448,049
Kent	\$376,358
Montgomery	\$1,087,701
Prince George's	\$1,724,396
Queen Anne's	\$335,286
St. Mary's	\$401,718
Somerset	\$288,755
Talbot	\$333,643
Washington	\$674,447
Wicomico	\$764,487
Worcester	\$537,947
TOTAL	\$16,059,191.00

*Competitive Allocation:* Each jurisdiction will be eligible for a percentage of the competitive funds with a minimum ranking of “Very Good” on its application. A limited number of jurisdictions will be awarded competitive funds to address one or more of the strategic goals. Where the number of eligible programs or strategies proposed exceeds the funding available, the awards will be based upon a combination of the highest rankings and geographic diversity. No single jurisdiction may be awarded more than 25% of available competitive funds.

*Planning Grants:* Boards may choose to request base or competitive funding for additional planning activities related to the four Strategic Goals. If requesting funds for planning in its application, the Board shall provide a thorough description of the proposed planning process, a detailed discussion of the precise planning activities that require funding and a detailed time line. A detailed budget is required for all planning activities proposed.

*Competitive Funds Available:* \$2,500,000

Results Based Leadership Program: The Annie E. Casey Foundation (the Foundation) and the State of Maryland are joining in a partnership to provide a leadership development opportunity for those communities that propose focusing on improving outcomes for disconnected or opportunity youth who are out of school and not working. In their applications, jurisdictions are

invited to indicate their interest in participating in a six-month Results-Based Leadership for Opportunity Youth program designed and facilitated by the Foundation. This program will help participants develop the skills, behaviors and relationships to lead organizations and public systems toward lasting improvements in child and family well-being.

*Review and Ranking:* Proposals will be reviewed by a grant review panel that may be composed of, but is not limited to, representatives of Children’s Cabinet agencies, the Governor’s Office for Children, the Annie E. Casey Foundation, and other partners.

The review panel will evaluate the applications using the following ranking scale:

- 0-50 points = Non-Responsive
- 51-60 points = Poor
- 61-70 points = Fair
- 71-80 points = Good
- 81-90 points = Very Good
- 91-100 points = Excellent

Extra points:

- 3 points – for jurisdictions that focus on Disconnected Youth, with a clear articulation of need and resource gaps to be addressed.
- 3 points – for jurisdictions that focus on Parental Incarceration, with a clear articulation of need and resource gaps to be addressed.
- 3 points – for a 25% cash match.

Submission: An original and five (5) hard copies of the application, plus an electronic submission in Word format, must be received by the closing date. Faxes are not permitted. Application narratives shall not exceed twenty-five (25) pages (excluding required cover page, appendices and budgets). Format is 12-point font, double-spaced, double-sided, 8 ½ x 11 sized paper.

## CHECKLIST

The following must be completed and submitted to be considered a complete application:

- Cover Page (using template provided)**
  - With contact information and signatures for all required representatives
- Table of Contents**
  - Listing all relevant sections of the application with page numbers
- Summary**
  - A brief description of the Board
- Narrative**
  - With all required descriptive information on the planning process, community plan, proposed strategies or programs, supporting evidence of need and supporting evidence of effectiveness
  - Limited to 25 8 ½ x 11 pages, double-sided, double-spaced, 12-point font
- Budget**
  - With all required budget worksheets
- Appendices**
  - With all required appendices: a copy of the community plan or summary and letters of commitment (as applicable)

## IMPORTANT DATES

Date	Action	Location
January 25, 2016	Distribute Notice of Funding Availability	Via GovDelivery email to Local Management Board Points of Contact and Board Chairs and posted to Governor's Office for Children website.
February 12, 2016 10 a.m. to 1 p.m.	Pre-Application Meeting	Spring Grove Hospital Center Research Building Auditorium 55 Wade Avenue Baltimore, MD
January 25 to June 20, 2016	Technical Assistance <ul style="list-style-type: none"> <li>• During this time, technical assistance shall be limited to Board capacity building or FY16 report submissions.</li> <li>• Questions regarding this Notice of Funding Availability, related programs or strategies, or budgets may only be directed to the designated Point of Contact, Kim Malat.</li> </ul>	Technical Assistance: on-site, by email or telephone.  NOFA questions: via email only.
May 20, 2016	Local Management Boards submit Applications no later than 5 p.m. EST	1 original and 5 hard copies due at: 301 W. Preston Street Baltimore Maryland <b>PLUS</b> 1 electronic copy in Word format emailed to: <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a>
May 23 to June 17, 2016	Applications Reviewed	

June 20, 2016	Notification of Awards	Via email from Kim Malat to Local Management Board Point of Contact and Board Chair
July 1, 2016	<p>FY17 Grant Awards are effective this date - All FY17 grant activity begins.</p> <p>Community Partnership Agreement contracts will be finalized with a 7/1/16 effective date to allow implementation of FY17 activities.</p>	

## Application Instructions and Framework

### I. Background

Local Management Boards (Boards) were established in the 1990s as part of a State/local collaboration committed to improving the well-being of Maryland's children, youth, and families. The Boards were created to promote improved, coordinated local decision-making that focuses on results and accountability. The premise was, and continues to be, that health, education, economic, and social outcomes are more likely to be improved if decisions about programs and strategies are made by local jurisdictions with the funding, support, guidelines, and accountability managed by the State. The jurisdictions, through their Boards, bring the knowledge of local needs, resources, and strengths. The Boards bring together public and private agencies, local government, faith-based and civic organizations, families, youth, and community members to develop, implement, and review a community plan. The plan includes strategies to improve outcomes for one or more of the State's Child Well-being Results<sup>1</sup>:

- Babies Born Healthy
- Healthy Children
- Children Enter School Ready to Learn
- Children are Successful in School
- Youth will Complete School
- Youth Have Opportunities for Employment or Career Readiness
- Communities are Safe for Children, Youth and Families
- Families are Safe and Economically Stable

Since his election in 2014, Governor Larry Hogan For has made restoring Maryland's economy his principal priority and firmly believes that continually improving human capital is vital for economic growth. In April 2015, Governor Hogan tasked the Governor's Office for Children (Office) and Maryland's Children's Cabinet with aligning initiatives with this goal of an economically secure Maryland, continuing the commitment to improving outcomes in the identified Result Areas, and positioning Maryland as a leader in developing solutions to issues that have a far-reaching impact for children and families in states and communities across the country.

The Office, in collaboration with the Children's Cabinet, will coordinate efforts to address these initiatives at the State level, but a successful response to each issue area also requires collaboration and program support at the local level, particularly in those communities most impacted by any or all of the priority areas. As a result, the Boards are specifically encouraged to focus on Governor Hogan's goal of ensuring economic opportunity for Maryland's struggling

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<sup>1</sup> For more information on the Results and Indicators, please see the Local Management Board Policies and Procedures Manual (July 1, 2015) available at: <http://goc.maryland.gov/lmb/>

families by implementing strategies that will address any or all of the Children’s Cabinet’s four Strategic Goals.<sup>2</sup>

### **Goal One: Reduce the Impact of Incarceration on Children, Families, and Communities**

Over the last several decades, the incarceration rate has risen dramatically, both nationally and in Maryland. As millions of additional adults have been removed from communities, children and families have been forced to confront the realities of an absent parent or loved one. Although incarceration affects Maryland’s communities at vastly different rates, there is no jurisdiction immune to its consequences.

It is estimated that on any given day, approximately 90,000 children in Maryland have a parent under some form of correctional supervision – parole, probation, prison, or jail. The impact of incarceration on children, families, and communities remains an understudied and underserved area of State policy and government services, but emerging research has identified a number of consequences for children faced with the incarceration of a parent, including:

- Higher rates of homelessness or housing instability;
- A greater likelihood of involvement with the child welfare system;
- Frequent exhibition of anti-social behavior patterns and issues associated with internalizing disorders, such as anxiety and depression; and,
- Greater financial instability both during and after the period of incarceration.

The Children’s Cabinet identified steps to respond to many of these identified needs, including supporting jurisdictions affected by parental incarceration and is positioned to provide additional supports to families in their communities.

### **Goal Two: Improve Outcomes for Disconnected Youth**

Disconnected youth are teenagers and young adults between the ages of 16 and 24 who are neither working nor in school. Some are ready to work but unable to find a job, while others need to work but face significant barriers, such as transitioning from foster care or juvenile justice facilities, homelessness, early parenthood, or other challenges. The consequences of disconnection are severe. The failure to transition into the adult workforce results in an increased likelihood of living in poverty, poorer physical and mental health, and higher costs to society.

One in ten Maryland youth are disconnected, with the highest percentages located in Baltimore City and Caroline, Dorchester, Washington and Worcester Counties. Ten Maryland jurisdictions have rates higher than the national average, and among those who do not, many face large gaps based on race or youth whose skills do not match the needs of the local workforce.

Given the diverse nature of the population, effective strategies for improving outcomes must be based on local data, specific challenges, and particular needs. Local jurisdictions are uniquely

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<sup>2</sup> Definitions for the Four Strategic Goals are located in the Appendix.

positioned to identify and address the barriers in their communities and design appropriate interventions to ensure youth are successfully transitioning into the adult workforce.

### **Goal Three: Reduce Childhood Hunger**

As a result of the economic recession, the number of Maryland children and families eligible for nutrition assistance increased dramatically over the last several years. Between the 2007-2008 and 2014-2015 school years, the number of public school students eligible for free and reduced-price meals increased by 39%. More than 45% of the student population is below the income threshold necessary to receive a free or reduced-price meal at school. Since 2008, Maryland has made great progress in connecting eligible children and families to the School Breakfast Program, Food Supplement Program, and At-Risk Afterschool Meals Program, among others. However, there is still work to be done.

In addition, beyond connecting children and their families to food assistance programs, the Office and the Children's Cabinet also recognize the importance of building sustainable strategies to reduce the incidence of hunger among Maryland's children. Local partnerships are necessary to build collaborative efforts to combat childhood hunger, drawing upon a diverse group of local stakeholders to address the causes and consequences in their communities.

### **Goal Four: Reduce Youth Homelessness**

In Maryland, the number of unaccompanied homeless youth, those between the ages of 14 and 25 and not in the physical custody of a parent or guardian, has increased by 80% since the 2007-2008 school year. This vulnerable population is more likely to become disconnected and socially disengaged, is at higher risk of physical and sexual abuse, and has a greater incidence of mental, behavioral, and physical health issues than their peers.

Due to age, developmental stage, and past traumatic experiences, unaccompanied homeless youth have unique needs that cannot be addressed by the same housing and supportive services offered to adults. The root causes of youth homelessness are varied, but often include an unsafe home environment due to domestic violence, parental addiction, or family discord due to sexual orientation or gender identity; transition from systems involvement (detention, foster care, or other institutional placements); family poverty; undocumented status; and lack of affordable housing. Addressing these issues has made the need for collaboration with local agencies increasingly apparent. Boards are positioned to identify the drivers and effects of youth homelessness in their communities and ensure those youth are connected to appropriate services.

## **II. Scope and Objectives**

On behalf of the Children's Cabinet, the Office seeks applications from the State's Local Management Boards to develop and implement programs addressing critical needs based upon a comprehensive plan for children and family services in local communities.

A successful planning process will allow the Board to:

- Understand the current conditions of all families in the jurisdiction;
- Evaluate the current service delivery system's capacity to support the healthy growth and development of children and families; and,
- Build community support for the prioritized strategies to fill gaps in services.

As a result of the planning process, the Board should have a substantial body of knowledge and documentation that provides a clear direction for the jurisdiction as presented in a comprehensive plan for the community (which can be referred to as a community plan or strategic plan). However, this Notice of Funding Availability seeks proposals based on only a portion of the information contained in the community plan.

The purpose of this Notice of Funding Availability is to provide:

- Time, technical assistance, and planning resources in FY16 for Boards to develop a community plan and transition from previously-funded programs to those proposed in FY17 that are consistent with identified critical needs, resource gaps, community input and the Board's prioritization as demonstrated in the community plan;
- Level-funding in FY17 of the Board's current base allocation (the combined total of FY16 funding available for programs and administration);
- Flexibility for Boards to determine funding needed for administration, up to 30% of the base allocation; and,
- Competitive funding for the strategies stated in the Background section to address Governor Hogan's goal of ensuring economic opportunity for Maryland's struggling families.

Awards for either base or competitive funds will be based upon proposals that:

1. Have clearly identified the critical needs in their jurisdictions;
2. Have articulated clear and measurable strategies with demonstrated effectiveness to move those indicators in a positive fashion; and,
3. Link selected strategies to statistically-demonstrated community needs.

**Notes:**

1. The Children's Cabinet, through the Office, may negotiate all or part of any proposed budget after award of the grant to clarify the application and to facilitate a community partnership agreement. However, this is not intended to be a negotiated process and Boards shall submit their best and final proposal and budget for FY17.
2. This Notice of Funding Availability is for a 12-month award. Applications for future funding in FY18 and FY19 will be awarded based upon the outcomes and performance demonstrated by the jurisdiction in FY17, and upon funding availability. Boards will not be restricted in future applications to the programs or strategies contained in the FY17 application.

### III. Application Requirements

#### A. Eligible Applicants

Only Boards designated as the Local Management Board by a local jurisdiction are eligible to apply for these funds.

In partnership with families, youth, public agencies, and private providers in its jurisdiction, each Board is invited to review the criteria described in this Notice of Funding Availability and to apply for funding on behalf of those programs that best meet its jurisdiction’s needs, and can best utilize the available resources. Each Board shall ensure that selection of proposed programs is based on both the documented needs of children and families within its communities and the ability to identify partners to provide the services for which funding is sought.

Boards are strongly encouraged to collaborate with other Boards and submit joint applications for funding for a specific program or strategy. A joint application shall specify the rationale and plan for proposing a multi-jurisdictional approach. The budget for a joint application shall be submitted by a single Board, on behalf of all the Board partners subject to the multi-jurisdictional plan, while all partner Boards are expected to discuss the program/strategy in their individual applications.

#### B. Availability of Funds

This Notice is subject to the availability of funds and may be amended to reflect changes in the final budget appropriation by the General Assembly. The total State funding available for this Notice is \$18,559,191.00 for FY17. Each Board will be awarded a base allocation for an application that receives a minimum ranking of “Fair,” and will be eligible for a percentage of competitive funds for a minimum ranking of “Very Good.”

Base Allocation: Each jurisdiction will be eligible for a base allocation upon a minimum evaluation of “Fair” on its application. The base allocation is the total of the combined FY16 program and administration funding for each jurisdiction.

Jurisdiction	Base Allocation
Allegany	\$462,798
Anne Arundel	\$1,114,752
Baltimore City	\$2,478,978
Baltimore	\$1,101,963
Calvert	\$249,422
Caroline	\$563,425
Carroll	\$513,102
Cecil	\$377,865
Charles	\$383,826
Dorchester	\$433,413

Frederick	\$393,603
Garrett	\$530,263
Harford	\$482,994
Howard	\$448,049
Kent	\$376,358
Montgomery	\$1,087,701
Prince George's	\$1,724,396
Queen Anne's	\$335,286
St. Mary's	\$401,718
Somerset	\$288,755
Talbot	\$333,643
Washington	\$674,447
Wicomico	\$764,487
Worcester	\$537,947
TOTAL	\$16,059,191.00

Competitive Allocation: A jurisdiction may be eligible for a percentage of the available competitive funds with a minimum ranking of “Very Good” on its application. A limited number of jurisdictions will be awarded competitive funds; where the number of eligible programs or strategies proposed exceeds the funding available, the awards will be based upon a combination of the highest rankings, geographic diversity and demonstrated ability to impact the prioritized indicator. No single jurisdiction may be awarded more than 25% of the total competitive funds available.

Competitive Funds Available: \$2,500,000

Timeline and Budget: The application shall include a timeline for implementation and budgets that reflect the implementation timeline. Therefore, clear and specific budgets are a requirement of the application.

**C. Issuing Office**

The sole point of contact for the State for the purposes of this Notice of Funding Availability is the Issuing Office contact below:

Kim Malat, Deputy Director  
Governor’s Office for Children  
301 W. Preston Street  
Baltimore, MD 21201  
410-767-5154  
[kim.malat@maryland.gov](mailto:kim.malat@maryland.gov)

#### **D. Pre-Application Meeting**

A Pre-Application Meeting will be held on February 12, 2016 starting at 10 a.m. and ending at 1 p.m. in the Research Building Auditorium at Spring Grove Hospital Center, 55 Wade Avenue, Baltimore, MD 21228. The building is #34 on the map that is available here with directions: <http://dhmh.maryland.gov/springgrove/Documents/mapbrochure.pdf>.

Please register for the Pre-Application Meeting here:

<http://www.eventbrite.com/e/notice-of-funding-availability-pre-application-meeting-tickets-20867502261>.

It is NOT necessary to print a ticket for entry to the meeting (Eventbrite includes a direction to print a ticket which is not required in this instance). Bring with you to the meeting a copy of this Notice of Funding Availability to use as a reference.

Please note that due to the limitations of the venue, there will be no capability to call-in to this meeting. If accommodations are required in accordance with the Americans with Disabilities Act, please notify Tracey Webb at the Issuing Office by close of business on Friday, February 5, 2016 by sending an email to [tracey.webb@maryland.gov](mailto:tracey.webb@maryland.gov).

In case of inclement weather, if Baltimore County Public Schools are closed on February 12, the meeting will be rescheduled to February 18 at the Spring Grove Hospital Center at 10 a.m. If Baltimore County Public Schools announce a delayed opening, the meeting will begin as scheduled at 10 a.m.

All interested Boards are strongly encouraged to attend the Pre-Application Meeting. While attendance at the Pre-Application Meeting is not mandatory, the information presented may assist the Board in preparing a complete application. Each Board shall submit any questions for the meeting in writing no later than noon, on Wednesday, February 10, 2016 via email to Kim Malat at [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov).

#### **E. Questions and Inquiries**

Questions and inquiries from potential applicants will be accepted both prior to and during the Pre-Application Meeting. Questions prior to the Pre-Application Meeting shall be submitted in writing to the Issuing Office and received by noon on Wednesday, February 10, 2016 via email to Kim Malat at [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov).

Questions submitted after the Pre-Application Meeting that have not been previously answered, and that are deemed by the Issuing Office to be substantive, will be answered in writing by the Issuing Office and distributed to all Boards through their officially-designated Board Chairs and points of contact.

## **F. Comprehensive Planning**

One of the main goals of the Notice of Funding Availability is to bring together the various stakeholders to consolidate their efforts to achieve positive results for the children, youth, and families in their jurisdiction. This goal can best be addressed at the local level. Boards responding to the Notice of Funding Availability must document that an inclusive and thorough planning process has taken place and that the process involved all the various stakeholders. This planning process must focus on:

- Improving Results and Indicators;
- Addressing Governor Hogan’s goal of ensuring economic opportunity for Maryland’s struggling families;
- Identifying critical needs;
- Assessing and documenting services and programs;
- Avoiding duplication and filling gaps in services; and,
- Identifying programs or strategies with evidence of effectiveness.

An inclusive local planning process involves all potential stakeholders in the community through surveys, focus groups, and key informant interviews. With the help of the community, the Board will establish priorities and identify strategies to address the overall gap between services and the needs of the jurisdiction.

## **G. Results Based Leadership Program**

In their applications, jurisdictions are invited to indicate their interest in participating in a six month Results-based Leadership for Opportunity Youth program designed and facilitated by the Foundation. This program will provide participants with customized leadership skills to help them execute strategies and manage the challenges that come along with efforts to make lasting and effective changes to the systems and services that impact children and families.

The Annie E. Casey Foundation (the Foundation) and the State of Maryland are joining in a partnership to provide a leadership development opportunity for communities committed to improving outcomes for disconnected youth, including transitioning foster youth and youth in the juvenile justice system. The Foundation staff will participate in a review of applications and invite interested, eligible jurisdictions to participate in a six month Results-based Leadership for Opportunity Youth Program. Selected jurisdictions will identify a team of key local leaders to participate in the multi-session program designed to support the jurisdiction’s efforts to improve outcomes for this population.

Results-based Leadership builds five core competencies in leaders that allow them to effectively work together and with other partners to achieve measurable results for disconnected or opportunity youth. These competencies focus on:

- Establishing clear targets and using data to assess progress and change course as needed.
- Understanding and addressing the impact of race, class and culture on the outcomes and equitable opportunities for vulnerable children.
- Building the capacity of individual leaders to lead from whatever position they hold.

- Mastering adaptive leadership skills.
- Building the capacity to establish consensus and make group decisions to align actions and move work forward to achieve results.

#### **H. Application Submission**

An original and five (5) hard copies of the application, plus an electronic submission in Word format, must be received at the Issuing Office by the closing date. Fax submissions are not permitted. Applications or unsolicited amendments to applications arriving after the closing date will not be considered. The application shall include a narrative, appendices as requested, budget forms, and signed letters of commitment from partners indicating any agreed funding matches and/or other tangible commitments. Letters of support, without tangible commitments, will not be considered and shall not be submitted. Application narratives shall not exceed twenty-five (25) pages (excluding required appendices and budgets). The required format is 12-point black font, double-spaced, double sided, 8 ½ x 11 sized paper. Only Boards are eligible to apply. Each Board may only submit one application.

#### **I. Role of the Office Staff**

The staff of the Office will assist the Children’s Cabinet in reviewing the applications submitted and making recommendations regarding funds for each local strategy proposed. Following the awards, the Office staff will be responsible for providing technical assistance to the Boards and their program providers in the areas of implementation, compliance, monitoring, and reporting. The Office staff will conduct program site visits in cooperation with the Boards to review the implementation of the programs and document fiscal compliance and compliance with grant requirements.

#### **J. Program Reporting**

Boards will be required to submit reports, detailing implementation and outcomes of funded programs in addition to reports on expenditures, in the format provided by the Office. Boards will be expected to capture data on the impact of their jurisdictional strategy through the Results Scorecard™ web-based application. Failure to submit timely program and fiscal reports will result in the loss of funding.

### **V. Application Review Criteria and Process**

#### **A. Grant Review Team**

The Office staff will be responsible for the grant review process. A grant review team will be established and may be composed of, but is not limited to representatives of Children’s Cabinet agencies, the Governor’s Office for Children, the Annie E. Casey Foundation, and other partners.

#### **B. Review Criteria**

Each application will be evaluated by the Review Team based on the following assigned criteria for each section:

- Community Planning Process – 30 points
- Description of Programs/Strategies – 35 points
- Performance Measures – 15 points
- Budget – 15 points
- Description of partner organizations (and letters of commitment) – 5 points

**C. Ranking Scale**

Awards will be based upon the following ranking scale:

- 0-50 points = Non-Responsive
- 51-60 points = Poor
- 61-70 points = Fair
- 71-80 points = Good
- 81-90 points = Very Good
- 91-100 point = Excellent

**D. Extra Points**

- 3 points – for jurisdictions that focus on Disconnected Youth, with a clear articulation of need and resource gaps to be addressed.
- 3 points – for jurisdictions that focus on Parental Incarceration, with a clear articulation of need and resource gaps to be addressed.
- 3 points – for a 25% cash match.

**E. Final Awards**

The programs or strategies to be funded and the amount requested in each application shall be reviewed and a discussion process may take place with one or more Boards regarding budgets, as limited by available funding. The Review Team will make recommendations to the Office. Final awards, with an effective date of July 1, 2016, will be communicated to the Boards via email by June 20, 2016. **NOTE: The final awards for FY17 will be dependent on the availability of funds.**

## **VI. Notice of Funding Availability Application**

Each application shall contain the following:

**A. Cover page (using template provided)**

- Board Name;
- Budget Summary;
- Name, title, telephone and email of the Board’s staff point of contact;
- Name, title telephone, and email of the Board’s project contact;
- Name, title telephone, and email of the Board’s fiscal contact; and,
- Original signatures of the Board point of contact, Board Chair, and the Chief Executive Officer(s) of the jurisdiction.

## **B. Table of Contents**

The table of contents shall list all relevant sections of the application with page numbers.

## **C. Board Profile Summary**

Each Board seeking funding must submit a profile for the purpose of providing the Review Team with the necessary general information about the Board and the jurisdiction that it serves. In no more than two (2) pages, please provide the following information:

1. Description of the Board:
  - a. Name
  - b. When established
  - c. Membership
  - d. Current sources and amounts of funding for FY16
2. Management and Accountability
  - a. Qualifications of the Board staff overseeing the programs
  - b. Process for Board oversight of the programs on an on-going basis
3. Community Served
  - a. Number of children and youth in the jurisdiction
  - b. Other relevant demographic characteristics of the community
4. Board Programs
  - a. Current programs sponsored and/or funded by the Board
  - b. New projects planned in FY17

## **D. Community Plan**

This section shall describe the planning process that the Board used to determine the prioritized areas of need and the approach to addressing these needs. The community plan, or a summary of the plan, that details all involved stakeholders is required to be contained in an appendix to the application. At a minimum this section shall contain descriptions of:

1. Community input: The planning process shall be as inclusive as possible, allowing all interested persons (stakeholders) an opportunity for input. This section shall describe how the Board obtained the input of youth, community partners, family members (who are not employed by community partners, local agencies or the Board) and parents ( who are not employed by community partners, local agencies or the Board and who are parents of children who are or were receiving services). The description shall include the various ways that all stakeholders were involved in interpreting findings of the assessment and designing the strategies in response to those findings.
2. Data collection and analysis: A detailed description of how the Board assessed community needs, evaluated the existing array of services or programs, conducted a resource gap analysis, and examined all relevant data. This shall include an overall description of the

methodology including both primary sources (data collected by or on behalf of the Board) and secondary sources (published data).

3. Prioritized areas of need: The comprehensive planning process and needs assessment shall provide information to allow the jurisdiction to focus its efforts in the areas that will have the most impact. This section of the application shall describe how the Board established priorities and focused on the area of greatest need in the jurisdiction.

The following example is designed to illustrate a possible process but this particular process does not have to be followed, is not required and should not be included in the submission.

Example of Prioritizing Results, Indicators, and Strategic Goals	
Scenario: After assessing the needs in the community and gathering community input, the Board concluded that poverty is an escalating problem and an underserved population is unemployed, single mothers between the ages of 19 and 22 with two or more children aged 3 to 5.	
Step 1 – Identify priority Child Well-Being Result	<i>Families are Safe and Economically Stable</i>
Step 2 – Identify priority Indicator(s) for each Result	<i>Child Poverty – The percent of children under age 18 whose family income is equal to or below the federal poverty threshold.</i>
Step 3 – Identify Strategic Goal Population	<i>Disconnected Youth - Unemployed, single mothers, aged 19-22, with two or more young children.</i>
Step 4 – After examining the research on effective strategies, identify program or strategy.	<i>The XYZ Program, a research-based, two generation, integrated program.</i>

#### E. Description of Programs/Strategies

This section shall describe the actual research-based or promising programs or strategies that are proposed to be funded under this application, based upon the conclusions identified by the needs assessment and community planning process. Boards are strongly encouraged to review the use of Results-Based Accountability framework contained in the Local Management Board Policies and Procedures Manual (Manual) issued July 1, 2015, in Section II, Subsection 60.

For each activity, strategy or program proposed for funding, the application shall include a thorough description of:

1. Alignment of Result, Indicator, Strategic Goal (where appropriate), and Program/Strategy: The description shall include a clear link between the specific Results and Indicators identified in the assessment and the activity/program/strategy proposed for funding that will impact the prioritized Result and Indicator.
2. Research or evidence of effectiveness: Describe how the Board determined the program or strategy would be effective at impacting the prioritized Results and Indicators. This shall include a brief summary of the research-based information (with citations) that explains how

the program will contribute to achieving the desired change (for new programs or strategies), or a brief summary of no less than three (3) years of the program's prior performance measures that demonstrates the impact of the program on the indicator (for programs or strategies currently funded or supported by the Board).

3. Critical need: The description shall include the statistically-demonstrated need for each proposed program/strategy/activity, the rationale for the selected program/strategy/activity based upon the assessment of services and programs, and how it was determined to be the best approach for the population to serve this need or fill the gap in service.
4. Performance measures: A list of performance measures for each proposed program, following the format contained in the Manual and the Results Scorecard. This section shall specifically answer the questions: How much? How well? Is anyone better off? The number of performance measures shall be limited to no more than two measures per question, representing those headline measures that are most valuable in assessing the impact of the program on the prioritized indicator.
5. Building on existing resources: Provide a description of how each program or strategy enhances or expands on existing programs or strategies; or a description of why a new program or strategy is needed, including evidence that there are no other services in the jurisdiction addressing this need.
6. Sustainability: For programs that do not address one or more of the Strategic Goals, the Board shall describe the plans for sustaining the program in the future without Children's Cabinet funding.
7. Work plan: The Board shall submit a work plan that contains a realistic timeline and action steps for implementation of each program or strategy. The work plan and time line shall serve as a basis for the budget. For example if the timeline provides three months for the procurement process, the budget shall reflect that start-up period, followed by nine months of program implementation.

**The following worksheets are designed to assist the Boards by illustrating a possible process. However, these worksheets are not required and should not be included in the submission.**

Strategy Worksheet			
<b>Result:</b> (One of the Child Well-Being Results prioritized based upon the assessment of needs and community input)	<b>Indicator:</b> (The indicator that will be used to measure progress towards the prioritized Result)	<b>Strategic Goal:</b> (The target population based on one of the four Strategic Goals)	<b>Strategy/Program:</b> (The name of the activity/strategy/program proposed for funding)
			<b>Description:</b> (Description of the activity/strategy/program proposed for funding)
			<b>Supporting Evidence of Need:</b> (The data and community input that demonstrates the program/activity/strategy fills a gap in services and addresses a critical need.)
			<b>Supporting Evidence of Effectiveness:</b> (For new programs- the research; for currently funded programs- a minimum of 3 years of performance measure data. Effectiveness means the research or performance measures show the program has quantifiably impacted the prioritized indicator.)

Performance Measures Worksheet		
	Quantity	Quality
Effort	A.) _____ B.) _____ (Measure #1 - How much the program did, the combination of effort and quantity)	A.) _____ B.) _____ (Measure #2 - How well the service was delivered, the combination of effort and quality)
Effect	A.) _____ B.) _____ (Measure #3 - The number of participants who were better off as a result of the program, the combination of effect and quantity)	A.) _____ B.) _____ (Measure #4 - The percentage of participants who were better off as a result of the program, the combination of effect and quality)

*\*Example for an education program: Measure #1- Number of participants; Measure #2- Student/teacher ratio; Measure #3- Number of graduates; Measure #4- Percent of participants who graduate.*

#### F. Partner Organizations and Letters of Commitment

This section shall provide a description of all partners and their roles. Letters of Commitment shall be submitted by partners that will participate in the implementation of the project or whose cooperation or support is necessary to its success. The letters shall detail each partner's role in the project and describe the exact nature of the commitment and the tangible support that will be provided. Letters of Commitment without a tangible commitment will not be considered and shall not be submitted. (Attached in the Application Appendices)

**G. Planning Funding**

Boards may choose to request base or competitive funding for additional planning activities related to the four Strategic Goals. For planning funding, Boards shall provide a thorough description of the proposed planning process, the precise planning activities that require funding and a detailed timeline. Boards shall provide a detailed budget for all proposed planning activities.

**H. Overall Budget Summary**

The following table shall be completed using the totals from the all the individual program/strategy/activity budgets. Please insert the name of the program/strategy/activity. Enter the totals from all expenditure categories. All amounts in the budget section shall be rounded to the nearest whole dollar. Add additional rows as needed by placing the curser in a row, right clicking the mouse, selecting "insert" and then selecting to add a row above or below the row that contains the curser. The budget summary for administration and each program/project is required to be submitted as part of the application.

Overall Budget Summary			
	Requested Funds	Cash Match (total match and percentage of total funds)	TOTAL
A. Board Administration		\$ %	
B. Base Program/Strategy/Activity Title:		\$ %	
C. Base Program/Strategy/Activity Title:		\$ %	
D. Base Program/Strategy/Activity Title:		\$ %	
<b>Base Subtotal</b>		\$ %	
A. Competitive Program/Strategy/Activity Title:		\$ %	
B. Competitive Program/Strategy/Activity Title:		\$ %	
<b>Competitive Subtotal</b>		\$ %	
<b>Total</b>		\$ %	

\*Add lines as needed

**I. Board Administration Budget:**

The following table shall be completed using the totals from the Board administration budget. Enter the proposed totals for all expenditure categories. All amounts in the budget section shall be rounded to the nearest whole dollar. This section of the application includes a table for each major budget expenditure related to administration. Each table is on a separate page. Itemize and explain each of the listed categories of administration expenditures. Space is provided at the bottom of each page for justification and explanation of the itemization.

The following budget worksheet for administration is required to be submitted as part of the

application. **The worksheet includes the pages for the budget summary and categories A-F.** For any line item or page that is not relevant, please mark “not applicable.”

Board Administration

Board Administration Budget					
Expenditure Category Total	Requested Funds	Local Cash Match	Other Funding Sources	In-kind Match	TOTAL
A. Personnel					
B. Operating Expenses					
C. Travel					
D. Contractual Services					
E. Equipment					
F. Other					
<b>TOTAL</b>					

The administrative budget for the Board shall not exceed 30% of the total base allocation.

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category A – PERSONNEL**

Includes salaries, Social Security contributions, and fringe benefits for personnel required to implement the project, including full or part-time contractual staff (excluding consultants, which shall be listed in Category D).

Description of Position	Annual Salary or Daily Rate	Percent of Time or Number of Days	TOTAL
Sub-Total			
*Social Security & Fringe Benefits %			
<b>TOTAL Personnel Expenses</b>			

\*Social Security contributions and fringe benefits shall not exceed 30%.

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category B - OPERATING EXPENSES**

Project Supplies, Rental Space, Printing and Communications

Communication expenses include items such as telephone, fax, postage, photocopying and other expenditures.

Operating Expense	Cost/Unit	Quantity	TOTAL
Office Supplies			
Stationery			
Printing			
Rental Space (including rate/sq. ft.)			
Communication Expenses			
Postage			
Telephone			
Fax			
Photocopying			
Miscellaneous			
<b>TOTAL Operating Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category C - TRAVEL**

Travel expenses may include mileage and/or other transportation costs, meals, and lodging consistent with the local jurisdictions/travel regulations and cannot exceed the State of Maryland reimbursement rate (54 cents per mile as of 1/1/16).

Type of Travel Expense (Indicate appropriate rate/rates)	Cost/Travel	Quantity	TOTAL
<b>TOTAL Travel Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category D - CONTRACTUAL SERVICES**

For each contract, enter the nature of the service to be provided and the basis for computing the amount proposed. Consultant contracts for planning activities, training or evaluation shall be included here. Construction projects are ineligible for funding under grant programs and expenses for construction shall not be included.

Description of Contractual Services	Rate	Quantity	TOTAL
<b>TOTAL Contractual Services</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)



**Category F - OTHER**

Include all other anticipated expenditures that are not included in the previous categories.

Type of Expense	Cost	TOTAL
TOTAL Expenses		

Justification and/or Explanation of Above: (Attach additional sheet if necessary)

**J. Base Program/Strategy/Activity Budget Details:**

The following budget worksheets for each program/activity proposed for base funding are required to be submitted as part of the application. The Budget Summary table shall be completed using the totals from the tables for categories A-F. Enter the proposed totals for all expenditure categories. All amounts in the budget section shall be rounded to the nearest whole dollar.

The worksheet includes a table for each major budget expenditure (categories A-F). Each table is on a separate page. Itemize and explain each of the listed categories of expenditures. Space is provided at the bottom of each page for justification and explanation of the itemization. For any line item or page that is not relevant, please mark “not applicable.”

**Use separate budget worksheets for each program/strategy, copying extra pages as necessary and noting the program name at the top. (The worksheet includes the pages for budget justification, the budget summary and categories A-F.) The Budget Worksheets must be submitted as part of the application.**

**Budget Justification:**

Describe how the budget reflects the funding needed based upon the work-plan and timeline for implementation.

Base Program/Strategy/Activity Budget Summary					
Expenditure Category Total	Requested Funds	Local Cash Match	Other Funding Sources	In-kind Match	TOTAL
A. Personnel					
B. Operating Expenses					
C. Travel					
D. Contractual Services					
E. Equipment					
F. Other					
<b>TOTAL</b>					

The administrative budget for the Board shall not exceed 30% of the total base allocation.

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category A – PERSONNEL**

Includes salaries, Social Security contributions, and fringe benefits for personnel required to implement the project including full or part-time contractual staff (excluding consultants, which shall be listed in Category D).

Description of Position	Annual Salary or Daily Rate	Percent of Time or Number of Days	TOTAL
Sub-Total			
*Social Security & Fringe Benefits %			
<b>TOTAL Personnel Expenses</b>			

\*Social Security contributions and fringe benefits shall not to exceed 30%.

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category B - OPERATING EXPENSES**

Project Supplies, Rental Space, Printing and Communications

Communication expenses include items such as telephone, fax, postage, photocopying and other expenditures.

Operating Expense	Cost/Unit	Quantity	TOTAL
Office Supplies			
Stationery			
Printing			
Rental Space (including rate/sq. ft.)			
Communication Expenses			
Postage			
Telephone			
Fax			
Photocopying			
Miscellaneous			
<b>TOTAL Operating Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category C - TRAVEL**

Travel expenses may include mileage and/or other transportation costs, meals, and lodging consistent with the local jurisdictions/travel regulations and cannot exceed the State of Maryland reimbursement rate (54 cents per mile effective 1/1/16).

Type of Travel Expense (Indicate appropriate rate/rates)	Cost/Travel	Quantity	TOTAL
<b>TOTAL Travel Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category D - CONTRACTUAL SERVICES**

For each contract, enter the nature of the service to be provided and the basis for computing the proposed expense. Consultant contracts for planning activities, training or evaluation shall be included here. Construction projects are ineligible for funding under grant programs and expenses for construction shall not be included.

Description of Contractual Services	Rate	Quantity	TOTAL
<b>TOTAL Contractual Services</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category E - EQUIPMENT (Purchase, Lease or Rental)**

Equipment costs may include taxes (if applicable), delivery, installation, and similarly-related charges. The value of trade-ins and discounts should be shown as a deduction. Inventory records must be maintained in accordance with Manual requirements for equipment that is acquired. Expenditures must be consistent with applicable local jurisdiction procurement guidelines.

Equipment Item	Cost/Unit	Quantity	TOTAL
<b>TOTAL Equipment Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category F - OTHER**

Include all other anticipated expenditures which are not included in the previous categories.

Type of Expense	Cost	TOTAL
TOTAL Expenses		

Justification and/or Explanation of Above: (Attach additional sheet if necessary)

**K. Competitive Program/Strategy/Activity Budget Details:**

The following budget worksheets for each program/activity proposed for competitive funding are required to be submitted as part of the application. The Budget Summary table shall be completed using the totals from the tables for categories A-F. Enter the proposed totals for all expenditure categories. All amounts in the budget section shall be rounded to the nearest whole dollar.

The worksheet includes a table for each major budget expenditure (categories A-F). Each table is on a separate page. Itemize and explain each of the listed categories of expenditures. Space is provided at the bottom of each page for justification and explanation of the itemization. For any line item or page that is not relevant, please mark “not applicable.”

**Use separate budget worksheets for each program/strategy, copying extra pages as necessary and noting the program name at the top. (The worksheet includes the pages for budget justification, the budget summary and categories A-F.) The Budget Worksheets must be submitted as part of the application.**

---

Competitive Program/Strategy/Activity Name

**Overall Budget Justification:**

This should describe how the budget reflects the funding needed based upon the work-plan and timeline for implementation

Competitive Program/Strategy/Activity Budget Summary					
Expenditure Category Total	Requested Funds	Local Cash Match	Other Funding Sources	In-kind Match	TOTAL
A. Personnel					
B. Operating Expenses					
C. Travel					
D. Contractual Services					
E. Equipment					
F. Other					
<b>TOTAL</b>					

The administrative budget for the Board shall not exceed 30% of the total base allocation.

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)



**Category B - OPERATING EXPENSES**

Project Supplies, Rental Space, Printing, and Communications

Communication expenses include items such as telephone, fax, postage, and other expenditures, such as photocopying.

Operating Expense	Cost/Unit	Quantity	TOTAL
Office Supplies			
Stationery			
Printing			
Rental Space (including rate/sq. ft.)			
Communication Expenses			
Postage			
Telephone			
Fax			
Photocopying			
Miscellaneous			
<b>TOTAL Operating Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category C - TRAVEL**

Travel expenses may include mileage and/or other transportation costs, meals and lodging consistent with the local jurisdiction’s travel regulations and cannot exceed the State of Maryland reimbursement rate (54 cents per mile effective 1/1/16).

Type of Travel Expense (Indicate appropriate rate/rates)	Cost/Travel	Quantity	TOTAL
<b>TOTAL Travel Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category D - CONTRACTUAL SERVICES**

For each contract, enter the nature of the service to be provided and the basis for computing the amount to be paid. Consultant contracts for planning activities, training or evaluation should be included here. Construction projects are ineligible for funding under grant programs and expenses for construction may not be included.

Description of Contractual Services	Rate	Quantity	TOTAL
<b>TOTAL Contractual Services</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

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Competitive Program/Strategy/Activity Name

***Category E - EQUIPMENT (Purchase, Lease or Rental)***

Equipment costs may include taxes (if applicable), delivery, installation, and similarly-related charges. The value of trade-ins and discounts should be shown as a deduction. Inventory records shall be maintained in accordance with the Manual, as applicable, for equipment that is acquired. Expenditures must be consistent with applicable local jurisdiction’s procurement guidelines.

Equipment Item	Cost/Unit	Quantity	TOTAL
<b>TOTAL Equipment Expenses</b>			

Justification and/or Explanation of Above: (Attach additional sheet if necessary.)

**Category F - OTHER**

Include all other anticipated expenditures which are not included in the previous categories.

Type of Expense	Cost	TOTAL
<b>TOTAL Expenses</b>		

Justification and/or Explanation of Above: (Attach additional sheet if necessary)

## APPENDICES

## Cover Page

**Board Name:** \_\_\_\_\_

Budget Summary			
	Requested Funds	Cash Match (total match and percentage of total funds)	TOTAL FUNDS
A. Board Administration		\$ %	
B. Base Program Title:		\$ %	
C. Base Program Title:		\$ %	
D. Base Program Title:		\$ %	
<b>Base Subtotal</b>		\$ %	
A. Competitive Program Title:		\$ %	
B. Competitive Program Title:		\$ %	
<b>Competitive Subtotal</b>		\$ %	
<b>Total</b>		\$ %	

\*Add lines as needed

<b>Check all that apply:</b>		
<b>Disconnected Youth</b>	<input type="checkbox"/> Requesting Funding for a Program/Strategy	<input type="checkbox"/> Requesting Funding for Additional Planning
<b>Parental Incarceration</b>	<input type="checkbox"/> Requesting Funding for a Program/Strategy	<input type="checkbox"/> Requesting Funding for Additional Planning
<b>Annie E. Casey Foundation Results-Based Leadership Program</b>	<input type="checkbox"/> Request to Develop a Team to Participate	

**Name, title, telephone and email of Board’s staff point of contact:**

**Name, title telephone, and email of Board’s project contact:**

**Name, title telephone, and email of Board’s fiscal contact:**

***By signing below, I hereby certify that the Local Management Board reviewed and approved this application, and complied with the local conflict of interest and ethics policies in the development of the application.***

**Original signatures of Board’s staff point of contact, Board Chair, and the Chief Executive Officer(s) of the jurisdiction:**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
 Name and Title

\_\_\_\_\_  
 Date

---

**Signature**

---

Name and Title

---

Date

## Definitions

1. Disconnected or Opportunity Youth: Teenagers and young adults between the ages of 16 and 24 who are neither working nor in school.
2. Parental Incarceration: The families and children of individuals who are currently or were previously incarcerated in a State or local correctional facility for adults or juveniles, including those under criminal justice supervision prior to or following a period of incarceration.
3. Childhood Hunger: Children with limited or uncertain availability of nutritionally-adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.
4. Youth Homelessness: Individuals under the age of 25 who lack a fixed, regular, and adequate nighttime residence; this includes those living in motels, hotels, camping grounds, emergency or transitional shelters, cars, parks, public spaces, abandoned buildings, and bus or train stations for whom it is not possible to live with their parent, guardian or relative and have no other safe alternative living arrangement.
  - For DJS, this is limited to those youth in their custody; and
  - For DHR, this is limited to those youth in their custody who are not residing in their court-ordered placement.