

## **Notice of Funding Availability**

### **Fiscal Year 2018 Community Partnership Agreement**



### **Maryland Governor's Office for Children, On Behalf of The Children's Cabinet**

Larry Hogan, Jr.  
Governor

Boyd K. Rutherford,  
Lt. Governor

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Executive Director

**December 30, 2016**

Corrected January 27, 2017

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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:

- Build on their Fiscal Year 2017 (FY17) planning, including an examination of the four Strategic Goals – Disconnected/Opportunity Youth, Impact of Incarceration on Children, Families and Communities, Youth Homelessness, and Childhood Hunger – to show they have identified the critical needs in the community;
- Present how they are meeting those needs; and
- Use the Results Scorecard to demonstrate that programs/strategies are effective in addressing the identified needs.

As in FY17, Boards are encouraged to focus on Governor Hogan’s goal of ensuring economic opportunity for Maryland’s struggling families through strategies<sup>1</sup> that will:

- Reduce the impact of parental incarceration on children, youth, families, and communities;
- Reduce the number of Disconnected/Opportunity Youth (aged 16-24, not working and not attending school);
- Reduce childhood hunger; and
- Reduce the number of unaccompanied homeless youth under age 25 and not in the physical custody of a parent, guardian or relative.

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

- A *single pool of funding*<sup>2</sup> for Board support (administration) and services (level-funding for FY18 based on the FY17 award).
- Additional new funding to address one or more of the four Strategic Goals available competitively to Boards based upon results achieved in FY15- FY17, as demonstrated by the data included in the Results Scorecard.

This FY18 Notice of Funding Availability is for a 12-month award for the period of July 1, 2017 through June 30, 2018. Future funding will be based upon the outcomes and performance demonstrated by the jurisdiction and funding availability.

**Base Allocation:** Each jurisdiction will be eligible for a base allocation (based upon the FY17 award) upon a minimum ranking of “Good” on its application. The total base allocation is identified in the chart, below:

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<sup>1</sup> See Appendix B for definitions.

<sup>2</sup> Defined as the funding for one Local Management Board equal to the combined total of FY15 administration funding, FY15 program funding, plus any new or competitive funding awarded to that Local Management Board in FY16 and/or FY17.

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

*Planning:* Boards may request to utilize base or competitive funding for planning activities related to the four Strategic Goals. This request should include a thorough description of the specific planning activities that require funding, a detailed timeline and an exact budget of proposed expenditures. It is not necessary to propose performance measures for planning activities identified in the application.

*Competitive Funding:* Up to \$2,000,000 is available in FY18 across all jurisdictions. If the Board requests competitive funding, it may allocate up to 10% of its competitive fund request to Board Support for the administration of the program/strategy.

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/strategies proposed exceeds the funding available, the competitive funding 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 available competitive funds.

A jurisdiction may be eligible for a percentage of the available competitive funds if it earns a minimum ranking of 91 points or “Excellent” on its application.

For multi-jurisdictional projects:

1. A Board with an individual score lower than 91 points may not be the lead for a multi-jurisdictional project receiving competitive funding;
2. A multi-jurisdictional project is not eligible for a portion of the competitive funding if any Board participating has an individual score of 70 or lower; and
3. The average individual scores of the Boards participating must be at least 91 points to be eligible for a portion of the competitive funds; or
4. The individual score of 50% of the Boards participating must be at least 91 points.

*Review and Ranking:* Applications will be reviewed by a grant Review Team that may be composed of, but is not limited to, representatives of Children’s Cabinet Agencies, the Governor’s Office for Children, and other partners.

The Review Team will use the following ranking scale:

- 0-70 points = Non-Responsive
- 71-80 points = Good
- 81-90 points = Very Good
- 91-100 points = Excellent

Each member of the Review Team will review and score applications using a rubric provided. A collective average score will be assigned to each application by the Review Team.

An application that is ranked as “Non-Responsive” will not receive funding.

For FY18, as occurred for FY17, if a Board is “disqualified” (e.g. fails to submit its application on time, fails to submit a portion of the application [identified through the technical review] or the application’s score is lower than 71 points):

1. That Board is taken out of the grant application process as described herein;
2. Local government will be given an opportunity, with a timeline, to address the deficiencies in the application with technical assistance from the Office; and/or
3. The Children’s Cabinet may continue currently funded programs through Local government with specific fiscal controls and other special conditions.

*Extra points:* The Review Team may collectively assign a maximum of five (5) extra points to an application’s total average score if the application addresses one or more of the following:

1. Two Generation Strategies: Up to two (2) extra points will be collectively assigned by the Review Team to an application’s total average score if the application proposes a clearly-articulated and well-constructed **two-generation approach** for one or more proposed programs/strategies. To be eligible for an extra point, a successful application will:

- Propose a program/strategy with simultaneous interventions directed at both the parent(s) and their child(ren)/youth;
  - Utilize performance measures that track outcomes for parents and children/youth; and
  - Demonstrate a clear effort to remove silos in existing programs/strategies or create new programs/strategies that involve collaboration and communication between agencies serving different members of the family.
2. Race Disparities: Up to two (2) extra points will be collectively assigned by the Review Team to an application's total average score if the application demonstrates a commitment to **race disparities**. To be eligible for an extra point, a successful application will include:
- A discussion of racial disparities in the jurisdiction, supported by local data wherever possible;
  - Evidence of community engagement around addressing racial disparities; and
  - Strategies for reducing disparities.
3. Cash Match: One (1) extra point will be collectively assigned by the Review Team to an application's total average score if the application demonstrates a cash match of 25% or more of the total funding request (combined total of all programs/strategies and administration).

Submission: One original and six (6) additional hard copies of the application, plus an electronic submission of the narrative in Word format and an electronic submission of the budget spreadsheet in Excel format are required to be received by the closing date. Faxes are not permitted. Application narratives will not exceed thirty (30) pieces of paper (60 pages of narrative excluding required cover pages, appendices, and budgets). Format is 12-point black font, double-spaced, double-sided, 8½ x 11 sized paper. Data in tables may be single-spaced and 10-point font. No binders, please.

## APPLICATION CHECKLIST

The following will be completed/included in the submission for the application to be considered complete:

- Cover Pages (using template provided) – These pages do not count toward the 30 page limit for the narrative.**
  - With contact information and original signatures for all required representatives.
- Table of Contents – This page does not count toward the 30 page limit for the narrative.**
  - Listing all relevant sections of the application with page numbers.
- Board Summary – These pages do not count toward the 30 page limit for the narrative.**
  - A brief description of the Board.
  - Limited to three (3) pages maximum, 8½ x 11 paper, double-sided, double-spaced, 12-point black font.
- Narrative**
  - With all required discussion of the Results and corresponding indicators and trends that are prioritized by the Board, partners, proposed programs/strategies, supporting evidence of need and effectiveness, performance measures, sustainability (as applicable) and timelines.
  - Limited to thirty (30) 8½ x 11 pieces of paper (60 pages of narrative excluding required cover pages, appendices and budgets), double-sided, double-spaced, 12-point black font.
- Budget Spreadsheet in Excel Format Provided**
  - With required budget narratives that explain how the costs were estimated and clearly justifies the need for the cost.
- Appendices**
  - Letters of commitment from partners that will participate in the implementation of the program/strategy or whose cooperation or support is necessary to its success, as applicable.
  - Letters of support that document required sustainability, as applicable.



## IMPORTANT DATES

Date	Action	Follow-Up/Location
December 30, 2016	<b>Issue Notice of Funding Availability</b>	Via GovDelivery email to Local Management Board Points of Contact and Board Chairs and posted to Governor's Office for Children website.
December 30, 2016 to April 24, 2017	<b>Technical Assistance</b> <ul style="list-style-type: none"> <li>• During this time, technical assistance is limited to Scorecard questions, FY17 report submissions, or prior years' activities.</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 to Kim Malat.
January 27, 2017 10:30 a.m. to 1 p.m.	<b>Pre-Application Meeting</b> <ul style="list-style-type: none"> <li>• Each Local Management Board shall submit any questions for the meeting in writing no later than noon, on Tuesday, January 24, 2017 via email to Kim Malat at <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a>.</li> <li>• Please note that due to the limitations of the venue and the nature of the material to be presented, there will be no option to call-in to this meeting. If accommodations are required in accordance with the Americans with Disabilities Act, please notify Tracey Webb by close of business on Friday, January 20, 2017 by sending an email to <a href="mailto:tracey.webb@maryland.gov">tracey.webb@maryland.gov</a>.</li> <li>• In case of inclement weather, if Anne Arundel County Public Schools are closed on January 27th, the meeting will be rescheduled to January 31, 2017 at the same place and time. If Anne Arundel County Public Schools announce a</li> </ul>	100 Community Place Conference Room A Crownsville, MD 21032  A photo ID is required to enter the building.

	<p>delayed opening on January 27th, the meeting will begin as scheduled at 10:30 a.m.</p> <ul style="list-style-type: none"> <li>• Please, bring a copy of the FY18 Notice of Funding Availability to the Pre-Application Meeting as a reference.</li> </ul>	
April 24, 2017	<p><b>Applications Due</b> Local Management Boards submit Applications no later than 5 p.m. EST.</p>	<p>One (1) original and six (6) additional hard copies due at: Governor's Office for Children 100 Community Place Crownsville, MD 20132</p> <p><b>PLUS</b> 1 electronic copy of the narrative in Word format emailed to: <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a></p> <p><b>PLUS</b> 1 electronic copy of the budget worksheet in Excel format emailed to: <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a></p>
April 24, 2017 to May 24, 2017	<b>Applications Reviewed</b>	
May 31, 2017	<b>Notification of Awards</b>	Via email from Kim Malat to Local Management Board Point of Contact and Board Chair.
July 1, 2017	<p><b>FY18 Grant Awards effective date</b> All FY18 grant activity begins for Local Management Boards that have received a notification of award. Community Partnership Agreement contracts will be finalized with a 7/1/17 effective date to allow implementation of FY18 activities.</p>	

## 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>3</sup>:

### **Maryland Results for Child Well-Being**

*What we strive to achieve:*

- 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 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 his goal of an economically secure Maryland, continuing the commitment to improving outcomes in the identified Results, and positioning Maryland as a leader in developing solutions to issues that have a far-reaching impact for children and families in communities across the State.

The Office, in collaboration with the Children’s Cabinet, will coordinate efforts to address these initiatives at the State level, but a successful response also requires collaboration and program support at the local level, particularly in those communities most impacted by the challenges experienced by the Strategic Goal populations.

Consequently, in FY18, Boards are specifically encouraged to focus on Governor Hogan’s goal of ensuring economic opportunity for Maryland’s struggling families by implementing strategies

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<sup>3</sup> For more information on the Results and Indicators, please see the State of Maryland Policies and Procedures Manual for Local Management Boards (July 1, 2016) available at: <http://goc.maryland.gov/lmb/>.

that will address any or all of the Children’s Cabinet’s four Strategic Goals.<sup>4</sup>

**A. Goal One: Improve Outcomes for Disconnected/Opportunity Youth**

Disconnected youth are teenagers and young adults between the ages of 16 and 24 who are neither working nor in school. These youth are also referred to as “Opportunity Youth” because reconnecting them to work and school has a positive economic and civic impact. Some youth 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.

Approximately 85,000 youth across Maryland are out-of-work and out-of-school. Eleven (11) Maryland jurisdictions have rates of disconnection higher than the national average; and among those jurisdictions that do not, large gaps exist 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 positioned to identify and address the barriers in their communities and design appropriate interventions to ensure youth are successfully transitioning into the adult workforce. Most funded programs/strategies will address either the Result of “Youth Will Complete School” or “Youth Have Opportunities for Employment or Career Readiness” and will focus on reconnecting the out-of-school population to work or school, as opposed to preventing youth from becoming disconnected in the future. Because one program/strategy cannot meet all needs, Boards are strongly encouraged to adopt a “collective impact” approach, whereby the Board convenes a variety of partners to work together to provide programming, remove barriers, and support long-term goals, with each partner playing a distinct but complementary role.

Successful proposals to address this population will:

1. Be based on a clear understanding of the local out-of-school and/or out-of-work youth population;
2. Incorporate the local partners necessary to ensure successful reconnection to work and/or school;
3. Consider best practices in program implementation; and
4. Demonstrate connections to local Workforce Development Board programs, drop-out recovery efforts, or two generation strategies.

**B. Goal Two: 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, youth and families have been forced to confront the realities of an absent parent or family

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<sup>4</sup> See Appendix B for definitions.

member. 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 and youth in Maryland have a parent under some form of correctional supervision – parole, probation, prison, or jail. The impact of incarceration on children, youth, families, and communities remains understudied but emerging research has identified a number of consequences for children and youth 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 has identified steps to respond to many of these needs, including supporting jurisdictions affected by parental incarceration and fostering collaboration among Children's Cabinet Agencies serving this population, particularly children and youth in the foster care system. The Children's Cabinet is now positioned to provide additional supports to families in their communities.

Local jurisdictions are uniquely positioned to identify and address the consequences noted above and design appropriate interventions to ensure children, youth, families and communities do not experience undue harm as a consequence of a parent or loved-one's incarceration. Most funded programs/strategies may address one or more of the Child Well-Being Results and will focus on interventions that promote family stability, maintain familial connections, and support reunification, etc.

Successful proposals to address this population will:

1. Be based on a clear understanding of the local population affected by incarceration;
2. Incorporate the local partners necessary to ensure success in mitigating the effects of incarceration on children, youth, families and the community;
3. Consider best practices in program implementation; and
4. Demonstrate a connection to local efforts to address reentry, Justice Reinvestment plans or substance use (particularly opioid addiction) strategies.

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

As a result of the economic recession, the number of Maryland children, youth and families eligible for nutrition assistance increased dramatically over the last several years. Between the 2007-2008 and 2015-2016 school years, the number of public school students eligible for free and reduced-price meals increased by 41%. 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 resources such as the School Breakfast Program, Food Supplement Program, and At-Risk Afterschool Meals

Program, among others. However, there is still work to be done to ensure the stability of families who remain food-insecure<sup>5</sup>.

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. Most funded programs/strategies will address the Result of "Families are Safe and Economically Stable" and will include activities that encourage family self-sufficiency and shift the focus to long-term impact. Programs/strategies that include only immediate hunger-alleviating activities without family self-sufficiency approaches will not be funded.

Successful proposals to address this population will:

1. Be based on a clear understanding of the local population's food insecurity;
2. Incorporate the local partners necessary to ensure long-term family self-sufficiency;
3. Consider best practices in program implementation;
4. Include activities that encourage family self-sufficiency and shift the focus to long-term impact.

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

In Maryland, the number of students identified as homeless in public schools across the State has increased by 83% since the 2007-2008 school year. Of particular focus, due to a number of associated negative outcomes, are unaccompanied homeless youth - those under the age of 25 and not in the custody of a parent or guardian. 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. Most funded programs/strategies will address the Result of "Families are Safe and Economically Stable" and will include activities that address the complex and unique needs of the unaccompanied homeless youth population.

Successful proposals to address this population will:

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<sup>5</sup> Defined by the United States Department of Agriculture as the inability, at some time during the year, to provide adequate food for one or more household members due to a lack of resources.

1. Be based on a clear understanding of local unaccompanied homeless youth;
2. Incorporate the local partners necessary to ensure success in addressing the complex and unique needs of the unaccompanied homeless youth population;
3. Consider best practices in program implementation; and
4. Demonstrate a connection to the local Continuum of Care program or other local homelessness planning efforts

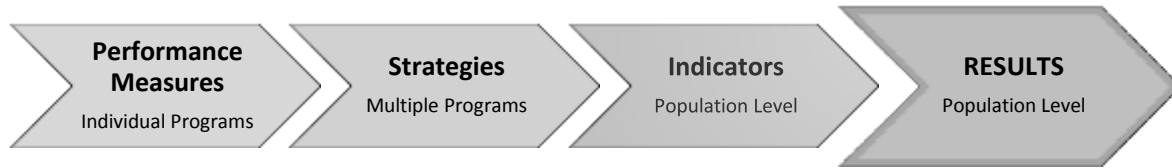
**E. Results-Based Accountability Approach**

The Results-Based Accountability (RBA) framework<sup>6</sup>, the foundation of the Children’s Cabinet work since the 1990s, allows the Office and the Boards to enhance the service delivery activities through the adoption of Results in planning and decision-making; and the use of performance measures to effectively track the impact of the programs and improve program performance. RBA focuses on two key types of accountability and language discipline:

Results-Based Accountability Language and Questions	
<p style="text-align: center;"><b>Population Accountability Language</b></p> <p><b>Result</b> is a population condition of well-being for children, adults, families and communities <i>Example: Families are safe and economically stable.</i></p> <p><b>Indicator</b> is a measure that helps to quantify the achievement of a result. <i>Example: The percent of children under age 18 whose family income is equal to or below the federal poverty threshold.</i></p>	<p style="text-align: center;"><b>Population Accountability Questions</b></p> <ol style="list-style-type: none"> <li>1. What are the quality of life conditions we want for the children, adults and families who live in our community?</li> <li>2. How can we measure these conditions?</li> <li>3. How are we doing on the most important of these measures?</li> <li>4. Who are the partners that have a role to play in doing better?</li> <li>5. What works to do better, including no-cost and low-cost ideas?</li> <li>6. What do we propose to do?</li> </ol>
<p style="text-align: center;"><b>Performance Measure Language</b></p> <p><b>Performance Measures</b> are measures that tell how well a program, agency, or service system is working and specifically whether the customers are better off.</p>	<p style="text-align: center;"><b>Performance Measure Questions:</b></p> <ol style="list-style-type: none"> <li>1. <b>How much did we do?</b> <i>Examples: # of people served, # of activities</i></li> <li>2. <b>How well did we do it?</b> <i>Examples: % of tasks performed on time, attendance rates, % customers who report being treated well, unit cost per service, % of standards met</i></li> <li>3. <b>Is anyone better off?</b> <i>Examples: # and % changes in skills, knowledge, attitude, opinion, behavior or circumstance.</i></li> </ol>

The Results-Based Accountability framework helps the Children’s Cabinet, the Office, and the Boards move from ideas to action to ensure that our work and investments are making a real difference in the lives of Maryland’s children, youth and families. The Office employs the framework and the data from the Scorecards to ensure that our investments are effective and show the logical link between the desired results, indicators of success, strategies for achieving the desired results, and performance measures:

<sup>6</sup> For information on the Results-Based Accountability framework, go to [www.raguide.or](http://www.raguide.or) or [www.resultsaccountability.com](http://www.resultsaccountability.com), or access the online materials that may be accessed through the Results Scorecard license available to each Board.



Performance measures are required for each funded program/strategy and must be developed in accordance with the Results-Based Accountability framework. In addition, Boards are strongly encouraged to use the Results-Based Accountability framework as part of its planning process. Boards that engage in activities specific to the framework, such as turn-the-curve exercises, will be best-positioned to develop an application that satisfies the Children’s Cabinet’s requirements.

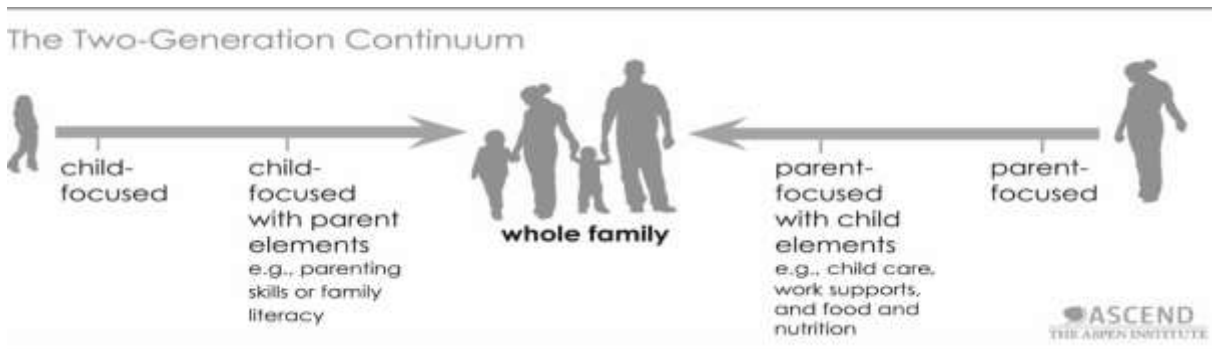
**F. Two-Generation Approach**

The Children’s Cabinet seeks to establish and expand two-generation approaches and encourages the Boards to align services across multiple organizations to provide coordinated services to children and parents together. Research shows the impact of a parent’s education level and economic stability on the overall health of a child/youth’s trajectory. Similarly, children’s education and healthy development are powerful catalysts for parents.

As the Aspen Institute’s Ascend graphic below shows, whole-family approaches focus equally and intentionally on services and opportunities for the parent and the child. Additionally, true two-generation approaches track outcomes for both the parent and the child/youth. Strategies need to break through the silos of fragmented policies in order to harness a family’s full potential and put the entire family on a path to economic security.<sup>7</sup>

Examples of two-generation activities currently underway in Maryland that apply the concepts to local activities include:

- A local agency that utilizes a universal intake process to create a “no wrong door” policy for their customers which helps families by streamlining the need to visit multiple agencies. The agency has also utilized management information systems and centralized data and data sharing among stakeholders in order to effectively track a



<sup>7</sup> Annie E. Casey Foundation. Creating Opportunities for Families. Retrieved from <http://www.aecf.org/resources/creating-opportunity-for-families/> and Aspen Institute’s Ascend Network. Retrieved from <http://ascend.aspeninstitute.org/pages/the-two-generation-approach>.



child and family's progress and performance outcomes; and

- Another local agency that proposes to adopt a two-generation model of workforce development and early childhood education in partnership with the local child-serving agency. The target population is young parents under age 25 who are early in their career path. In addition, there are partnerships with employers and the community around employment barriers and solutions for parents with young children.

The Children's Cabinet believes that supporting two-generation approaches that focus on creating opportunities for and addressing the needs of both vulnerable children/youth and their parents together is a unique opportunity to advance child and family well-being. On the State level, the Department of Labor, Licensing and Regulation Division of Workforce Development and Adult Learning, co-chairs the Ascend Network's Two-Generation State Policy Working Group. To support this work on the local level, Local Management Boards are encouraged to consider adopting a two-generation approach in proposed program(s)/strategy(ies).

## II. Scope and Objectives

On behalf of the Children's Cabinet, the Office seeks applications from the jurisdictions, through the State's Local Management Boards, to build on the FY16-FY17 community planning process<sup>8</sup> to implement programs/strategies that address critical needs as identified in the community plan. 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.

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

- *A single pool of funding*<sup>9</sup> for administration and services (level funding based on the FY17 award).
- Additional new funding to address the four Strategic Goals available competitively to Boards based upon results achieved in FY15-FY17, as demonstrated by the Results Scorecard.

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 executing a Community Partnership Agreement contract. However, this is not intended to be a negotiated application process; so each Board will submit its best and final application and budget for FY18. Applications for future funding in FY19 will be awarded based upon the outcomes and

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<sup>8</sup> 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.

<sup>9</sup> Defined as the funding for one Local Management Board that includes the combined total of FY15 administration funding, FY15 program funding plus any new or competitive funding awarded to that Local Management Board in FY16 and/or FY17.

performance demonstrated by the jurisdiction from FY15-FY18, and upon funding availability. Boards will not be restricted in future applications to the programs/strategies and/or the budgets proposed in the FY18 application.

### **III. Application Requirements**

#### **A. Eligible Applicants**

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

#### **B. Multi-Jurisdictional Plans**

Boards are strongly encouraged to collaborate with other Boards and submit joint applications to fund one or more program(s)/strategy(ies). If proposing a multi-jurisdictional program/strategy, each Board will discuss the program/strategy in its individual application using the same narrative that clearly defines the roles and responsibilities of each Board. In addition, a joint application will clearly describe the rationale and plan for proposing a multi-jurisdictional approach. The budget for a joint application will be submitted by a single Board that is identified in each individual application as the lead for the multi-jurisdictional project. The budget must clearly describe the proposed expenses to be attributed to each Board.

Base Allocation Projects:

- To be eligible for base funding for a multi-jurisdictional project, the individual score of each Board must be at least 71 points.

Competitive Funding:

- A Board with an individual score lower than 91 points may not be the lead for a multi-jurisdictional project receiving competitive funding;
- A multi-jurisdictional project is not eligible for a portion of the competitive funding if any Board participating has an individual score of 70 or lower; and
- The average individual scores of the Boards participating must be at least 91 points to be eligible for a portion of the competitive funds; or
- The individual score of 50% of the Boards participating must be at least 91 points.

#### **C. Availability of Funds**

This Notice of Funding Availability is for a 12-month award. 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 \$18,059,191 for FY18.

Each Board will be awarded a base allocation for an application that receives a minimum individual ranking of "Good," and will be eligible for a percentage of competitive funds for a minimum ranking of "Excellent."

**Base Allocation:** Each jurisdiction will be eligible for a base allocation upon a minimum ranking of “Good” on its application. The base allocation for each jurisdiction is listed below.

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
<b>TOTAL</b>	<b>\$16,059,191</b>

**Competitive Allocation:** A jurisdiction may be eligible for a percentage of the available competitive funds with minimum a ranking of 91 points or “Excellent” on its application.

For multi-jurisdictional projects:

- A Board with an individual score lower than 91 points may not be the lead for a multi-jurisdictional project receiving competitive funding;
- A multi-jurisdictional project is not eligible for a portion of the competitive funding if any Board participating has an individual score of 70 or lower; and
- The average individual scores of the Boards participating must be at least 91 points to be eligible for a portion of the competitive funds; or
- The individual score of 50% of the Boards participating must be at least 91 points.

A limited number of jurisdictions will be awarded competitive funds. Where the number of eligible programs/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: \$2,000,000.

**D. Issuing Office**

The Governor's Office for Children is the issuing office for this Notice of Funding Availability. 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  
100 Community Place  
Crownsville, MD 21032  
410-697-9245  
[kim.malat@maryland.gov](mailto:kim.malat@maryland.gov)

**E. Pre-Application Meeting**

A pre-application meeting will be held on January 27, 2017 from 10:30 a.m.-1:00 p.m. at 100 Community Place, Conference Room A, Crownsville, Maryland. All interested Local Management Board staff, Board members and County government representatives 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 prospective attendee is requested to individually register for the pre-application meeting by visiting the URL below:

<https://www.eventbrite.com/e/fy18-notice-of-funding-availability-pre-application-meeting-tickets-29491954229>

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). Please bring a copy of this Notice of Funding Availability to the pre-application meeting to use as a reference.

Please note that due to the limitations of the venue and the nature of the material to be presented, there will be no option to call-in to this meeting. If accommodations are required in accordance with the Americans with Disabilities Act, please notify Tracey Webb by close of business on Friday, January 20, 2017 by sending an email to [tracey.webb@maryland.gov](mailto:tracey.webb@maryland.gov).

In case of inclement weather, if Anne Arundel County Public Schools are closed on January 27th, the meeting will be rescheduled to January 31, 2017 at the same place and time. If Anne

Arundel County Public Schools announce a delayed opening on January 27th, the meeting will begin as scheduled at 10:30 a.m.

**F. Questions and Inquiries**

Questions and inquiries from potential applicants will be accepted both prior to, during and after the pre-application meeting. All questions should be submitted in writing via email to Kim Malat at [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov).

Questions prior to the pre-application meeting should be submitted in writing via email to Kim Malat at [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov) and received by noon on January 24, 2017 and will be answered at the pre-application meeting. 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 via email to all Boards through their officially-designated Board Chairs and points of contact. All questions and answers will be posted on the Office's website.

**G. Application Submission**

The closing date for submission is April 24, 2017. One (1) original and six (6) hard copies of the application, plus an electronic submission in Word format and an electronic submission of the budget in Excel format must be received at the Issuing Office no later than 5:00 p.m. on the closing date. Submissions by fax or other methods will not be accepted. 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 that provide only general words of support of the proposed programs/strategies will not be considered and should not be submitted.

Application narratives will not exceed thirty (30) pieces of paper (60 pages of narrative excluding required cover pages, appendices, and budgets). Format is 12-point black font, double-spaced, double-sided, 8½ x 11 sized paper. Data in tables may be single-spaced and 10-point font. No binders, please. Each Board may only submit one application.

**H. Role of the Office Staff**

The staff of the Office will conduct a technical review of the applications submitted on time and will contact the designated Board point of contact and Board Chair if the application is found to be missing required materials.

The staff of the Office will assist the Children's Cabinet in reviewing the applications submitted and making recommendations regarding funding for each local program/strategy proposed. Following the awards, the Office staff will be responsible for providing technical assistance to the Boards in the areas of implementation, compliance, monitoring, and reporting. On behalf of the Office and the Children's Cabinet, staff from the Governor's Office of Crime Control and

Prevention will conduct onsite visits to review and document fiscal compliance and compliance with grant requirements.

#### **I. Program Reporting**

For FY18, Boards will be required to submit reports in accordance with the instructions and format provided by the Office. Required reports will:

- a. Detail implementation and outcomes of funded programs/strategies in the Results Scorecard; and
- b. Detail all expenditures consistent with the approved budgets.

Boards are expected to capture data on the impact of their jurisdictional programs/strategies and enter applicable narratives in the Results Scorecard web-based application. In FY18, the Office will provide to each Board one (1) Scorecard license at no cost to the Board.

Failure to submit timely program and fiscal reports will result in the loss of funding.

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

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

The Office staff will be responsible for managing 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 and other partners.

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

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

- *Child Well-Being Result(s) – 10 Points*
  - Discussion of one or more of the eight (8) standard Child Well-Being Result(s) that are identified in the community plan that are prioritized for FY18, including:
    - Why the Result is important for the jurisdiction.
    - How the prioritized Result(s) will be or is being used as part of the planning and decision-making throughout the jurisdiction.
- *Indicators and Trends – 10 Points*
  - Discussion of the prioritized indicator(s) that will demonstrate an impact on the prioritized Result including the statistically-demonstrated need for each proposed program/strategy, the rationale for the selected program/strategy 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.
  - If a Board proposes to include an indicator that is not one of the standard indicators for the Result, the Board must include at least three years of local data for the indicator.

- *Partners – 15 Points*
  - Description of the involvement of families, youth, public agencies, and private providers in the planning process; the identification of needs of children and families in the jurisdiction; and the selection and implementation of proposed programs/strategies.
  - Submit letters of commitment for partners that will participate in the implementation of the program/strategy or whose cooperation or support is necessary to its success.
  
- *Description of all Proposed Programs/Strategies – 55 Points*
  - Description of how the Board prioritized the program/strategy. (5 Points)
  - A brief summary of the published research<sup>10</sup> (with citations) that explains how the program/strategy will contribute to achieving the desired change. (10 Points)
  - Evidence of effectiveness. (20 Points)
    - For a new program/strategy, this will be demonstrated through published program evaluations<sup>11</sup>.
    - For an existing program/strategy, this will be demonstrated through a brief summary of no less than three (3) years of the program/strategy's prior performance measures which must include FY15-FY16 performance measure data currently displayed in the Results Scorecard.
  - Performance measures proposed for the program/strategy for FY18 that are developed using the Result-Based Accountability framework and (not required for planning activities). (5 Points)
  - Where appropriate, a description of how this program/strategy will directly address the targeted population for one or more of the Strategic Goals.
  - Timelines and work plans for the implementation of new programs/strategies. (5 Points)
  - How each program/strategy enhances or expands on existing programs/strategies; or a description of why a new program/strategy is needed, including evidence that there are no other services in the jurisdiction addressing this need. (10 Points)
  
- *Sustainability – 10 Points*
  - For programs/strategies that are proposed for FY18 that do not directly impact one or more of the Strategic Goals, the application must clearly address decreasing dependence on Children's Cabinet funding and shifting financial support for the program/strategy to a new funding stream.
  - For programs/strategies that are proposed for FY18 that directly impact one or more of the Strategic Goals, the application narrative must clearly describe the linkages between the program/strategy and population to be served. In this instance, the

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<sup>10</sup> Defined as any scientific research from a credible source that is published in the public domain that supports the correlation between the proposed program/strategy and the prioritized Result and Indicator that the program/strategy is designed to affect.

<sup>11</sup> Defined as the systematic application of scientific methods to assess the design, implementation, improvement or outcomes of a program (Rossi & Freeman, 1993; Short, Hennessy, & Campbell, 1996).

shift to a new funding stream is not necessary and not required to be documented in the application.

- A commitment from another entity to provide needed funding for the program/strategy in subsequent years must be documented by a letter of support from the entity.
- Narrative that proposes to seek funding, investigate foundation grants, or other tentative action is not a valid sustainability plan.

### C. Ranking Scale

The Review Team will use the following ranking scale:

- 0-70 points = Non-Responsive
- 71-80 points = Good
- 81-90 points = Very Good
- 91-100 points = Excellent

Each member of the Review Team will review and score applications using a rubric provided. A collective average score will be assigned to each application by the Review Team.

### D. Extra Points

The Review Team may collectively assign a maximum of five (5) extra points to an application's total average score if the application addresses one or more of the following:

1. **Two Generation:** Up to two (2) extra points will be collectively assigned by the Review Team to an application's total average score if the application proposes a clearly-articulated and well-constructed **two-generation approach** for one or more proposed programs. To be eligible for extra points, a successful application will:
  - Propose a program/strategy with simultaneous interventions directed at both the parent(s) and their child(ren)/youth;
  - Utilize performance measures that track outcomes for parents and children/youth; and
  - Demonstrate a clear effort to remove silos in existing programs/strategies or create new programs/strategies that involve collaboration and communication between agencies serving different members of the family.
2. **Race Disparities:** Up to two (2) extra points will be collectively assigned by the Review Team to an application's total average score if the application demonstrates a commitment to **race disparities**. To be eligible for an extra point, a successful application will include:
  - A discussion of racial disparities in the jurisdiction, supported by local data wherever possible;
  - Evidence of community engagement around addressing racial disparities; and
  - Strategies for reducing disparities.



3. Cash Match: One (1) extra point will be collectively assigned by the Review Team to an application's total average score if the application demonstrates a cash match of 25% or more of the total funding request (combined total of all programs/strategies and administration).

#### **E. Final Awards**

The programs/strategies to be funded and the amount requested in each application will 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 and the Children's Cabinet.

Final awards, with an effective date of July 1, 2017, will be communicated to the Boards via email by May 31, 2017. **NOTE: The final awards for FY18 will be dependent on the availability of funds.** All Children's Cabinet funding decisions are final and not subject to appeal.

#### **G. Special Conditions**

Special conditions may be imposed by the Office and/or the Children's Cabinet upon recommendation from the Review Team to address weaknesses identified in the application.

Special conditions may include, but are not limited to the following types of conditions:

- Correct part or all of the planning process;
- Correct performance measures;
- Resubmit budget;
- Submit sufficient evidence of need; and/or
- Submit or clarify evidence of effectiveness.

Technical assistance provided by the Office or another entity in accordance with special conditions is not optional.

If the Office and/or the Children's Cabinet imposes special conditions, the Office will notify the Board on the date of the award notice, in writing, of:

1. The nature of the special conditions/restrictions;
2. The reason(s) for imposing the special conditions/restrictions;
3. The corrective action(s) which must be taken before the special conditions/restrictions will be removed and the time allowed for completing the corrective actions; and
4. The method of requesting reconsideration of the conditions/restrictions imposed.

A Board may be disqualified for funding under this Notice if a Board fails to submit its application on time, fails to submit a portion of the application (identified through the technical review) or the application's score is lower than 71 points. If disqualified the following steps will be taken:

1. That Board is taken out of the FY18 grant process as described herein;
2. Local government will be given an opportunity, with a timeline, to address the deficiencies in the application with technical assistance from the Office; and/or

3. The Office may continue funding FY17 programs through Local government with specific fiscal controls.

## **V. Notice of Funding Availability: Application Elements**

Each complete application will include:

### **A. Cover pages (using template provided). These pages do not count toward the 30 page limit for the narrative.**

- 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 will list all relevant sections of the application with corresponding page numbers.

### **C. Board Profile Summary**

Each Board will 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 three (3) pages (one and one-half pieces of paper), please provide the following information:

1. Description of the Board:
  - a. Name;
  - b. When established;
  - c. Membership; and
  - d. Current sources and amounts of funding for all FY17 Local Management Board programs.
2. Management and Accountability:
  - a. Qualifications of the Board staff overseeing the programs/strategies; and
  - b. Process for Board oversight of the programs/strategies on an on-going basis.

### **D. Description of Proposed Programs/Strategies**

**This section is focused on the alignment of Result, Indicator, Strategic Goal (where appropriate), Proposed Programs/Strategies and Performance Measures.**

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, 2016, Section II, Subsection 60. The narrative should include a clear link between the specific Results and Indicators identified in the Board's community plan and prioritized for impact in FY18; the programs/strategies proposed for funding that will impact the prioritized Result and Indicator; and the performance measures proposed for each program/strategy.

1. Results: What are the quality of life conditions wanted for the children, adults and families who live in the community? The application will describe which of the eight (8) standard Child Well-Being Result(s) identified in the community plan that have been prioritized for FY18, why the Result is important for the jurisdiction and how the prioritized Result will or is being used as part of the planning and decision-making throughout the jurisdiction.
2. Indicators and Trends: How can these conditions be measured? How is the jurisdiction doing on the most important of these measures? The application will describe the prioritized indicators that will demonstrate an impact on the prioritized Result that corresponds to that indicator. Include the statistically-demonstrated need for each proposed program/strategy, the rationale for the selected program/strategy 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.
3. Partners: Who are the partners that have a role to play in doing better? Applications will demonstrate the involvement of families, children and youth, public agencies, and private providers in the planning process, the identification of needs of children, youth and families in the jurisdiction, the selection of proposed programs, and the implementation of proposed programs.

In this section, the narrative will demonstrate the Board's ability to identify partners to provide the services for which funding is sought. Boards should submit letters of commitment by partners that will participate in the implementation of the program/strategy or whose cooperation or support is necessary to its success. The letters will 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 that provide only general words of support of the proposed programs/strategies will not be considered. Letters of commitment may be included in the application appendices and are not part of the 30 page limit for the narrative.

4. Proposed programs/strategies: What works to do better to Turn the Curve? What does the Board propose to do? In this section, for each program/strategy proposed for funding, please include in the narrative:
  - How the Board prioritized the program/strategy. What was the process for determining that this particular program/strategy will meet the needs of the community?

- A brief summary of the research basis<sup>12</sup> (with citations) that explains how the program/strategy will contribute to achieving the desired change. What is the research that supports that the XYZ program proposed will impact the prioritized indicator?
  - Evidence of effectiveness.
    - For a new program/strategy, this will be demonstrated through published program evaluations<sup>13</sup>. For example, if proposing a new home visiting strategy, what published evidence is there that shows that this intervention will be effective in addressing the identified problem?
    - For an existing program/strategy, this will be demonstrated through a brief summary of no less than three (3) years of the program's prior performance measures including FY15-FY16 performance measure data currently displayed in the Results Scorecard.
      - For Scorecard data, summarize the data for the following questions: How much work was done? How well was the work done? Is anyone better off?
  - Performance measures proposed for FY18 that will determine effectiveness.
    - Limited to no more than two measures per question (How much work was done? How well was the work done? Is anyone better off?), representing those headline measures that are most valuable in assessing the impact of the program/strategy on the prioritized indicator.
    - Performance measures are not required to be proposed for planning activities.
  - If applicable, a description of how this program/strategy will directly address the targeted population identified in one or more of the Strategic Goals.
  - Timelines and work plans for the implementation of new programs/strategies. The work plan will contain a realistic timeline and action steps for implementation of each program/strategy and serves as a basis for the budget.
    - For example, if the timeline provides three months for the procurement process, the budget will reflect that start-up period, followed by nine months of implementation.
  - How each program/strategy enhances or expands on existing programs/strategies; or a description of why a new program/strategy is needed, including evidence that there are no other services in the jurisdiction addressing this need.
5. **Sustainability:** For programs/strategies proposed for FY18 that do not address one or more of the Strategic Goals, describe the plans for sustaining the program/strategy in the future

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<sup>12</sup> Defined as any scientific research from a credible source that is published in the public domain that supports the correlation between the proposed program/strategy and the prioritized Result and Indicator that the program/strategy is designed to affect.

<sup>13</sup> Defined as the systematic application of scientific methods to assess the design, implementation, improvement or outcomes of a program (Rossi & Freeman, 1993; Short, Hennessy, & Campbell, 1996).

without Children's Cabinet funding. Sustainability could be demonstrated in a variety of ways, including:

- A plan for securing new and/or additional funding;
- A process by which the program/strategy will be assisted in becoming self-sustaining; and/or
- A process for transferring the oversight, monitoring and funding responsibility to an entity other than the Board.

Regardless of the manner the Board chooses to demonstrate sustainability, the description provided should include action steps and a clear vision for how the program will be able to continue without Children's Cabinet funds.

## APPENDICES

## Appendix A – Required Cover Pages

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

Budget Summary				
	Requested Funds	Cash Match (total match and percentage of total funds)	In-Kind	TOTAL FUNDS
A. Board Support		\$ %		
B. Base Program Title:		\$ %		
C. Base Program Title:		\$ %		
D. Base Program Title:		\$ %		
<b>Base Subtotal</b>		\$ %		
A. Board Support (not to exceed 10% of total competitive request)		\$ %		
B. Competitive Program Title:		\$ %		
C. Competitive Program Title:		\$ %		
<b>Competitive Subtotal</b>		\$ %		
<b>Total Base + Competitive</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>Multi-Jurisdictional Plan for:</b>	<input type="checkbox"/> Base Funding <input type="checkbox"/> Competitive Funding	<input type="checkbox"/> Lead Board? <input type="checkbox"/> Lead Board?
<b>Requesting Extra Points for:</b>	<input type="checkbox"/> Two Generation Approach <input type="checkbox"/> Race Disparities <input type="checkbox"/> 25% Cash Match	

**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



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Date

## Appendix B: 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 the Department of Juvenile Services, this is limited to those youth in the Department’s custody; and
  - For the Department of Human Resources, this is limited to those youth in the Department’s custody who are not residing in their court-ordered placement.

## Appendix C: Template for Prioritizing

<b>Example of Prioritizing Results, Indicators, and Strategic Goals</b>	
<p>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.</p>	
<b>Step 1 – Identify priority Child Well-Being Result</b>	<i>Families are Safe and Economically Stable</i>
<b>Step 2 – Identify priority Indicator(s) for each Result</b>	<i>Child Poverty – The percent of children under age 18 whose family income is equal to or below the federal poverty threshold.</i>
<b>Step 3 – Identify Strategic Goal Population</b>	<i>Disconnected Youth - Unemployed, single mothers, aged 19-22, with two or more young children.</i>
<b>Step 4 – After examining the research on effective strategies, identify program or strategy.</b>	<i>The XYZ Program, a research-based, two generation, integrated program.</i>

## Appendix D: Worksheet for Aligning Results, Indicators and Strategies

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

## Appendix E: Performance Measures Worksheet #1

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

## Appendix F: Performance Measures Percentage Calculations Worksheet

LMB:

Program Name:

Performance Measure	For Percentages, indicate what the numerator and denominator will be (NUM/DEM)
<b>What/How Much We Do:</b>	
<b>How Well We Do It:</b>	
	NUM:
	DEN:
<b>Is Anyone Better Off?</b>	
	NUM:
	DEN:
	NUM:
	DEN:
	NUM:
	DEN:

**Definitions:**

**Unduplicated:** When reporting the number of parents, families, children, youth, etc. for the Half Year Report, a new count is started at the beginning of every fiscal year. The first Half Fiscal Year (HFY1) report will count all the parents, families, children, youth, etc. who have been served during the first six months of the fiscal year. The second Half Fiscal Year (HFY2) report will count only new parents, families, children, youth, etc. The Fiscal Year (FY) report will provide the total served for the whole year.

**Served:** A definition of “served” should be provided. This will probably vary by program. For evidenced-based programs, this may mean that the parent, family, child, youth, etc. has completed a set # of weeks of the program. For other programs it may mean that the parent, family, child, youth, etc. has completed an assessment and plan of care. Please be specific about who you are counting.