

# THE OFFICE OF GOVERNOR WES MOORE

GOVERNOR'S OFFICE FOR CHILDREN

## **FY 2026 Children's Cabinet Interagency Fund (CCIF)**

### **Notice of Funding Availability (NOFA)**

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Funded by:  
State of Maryland

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**Eligibility:** Local Management Board

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# 1. PURPOSE AND BACKGROUND

*“Communities across Maryland will provide the vision, and the state will provide the support.”  
- Governor Wes Moore*

## 1.1 Children’s Cabinet Interagency Fund (CCIF)

The Children’s Cabinet Interagency Fund (CCIF) is codified in Maryland statutes and guided by priorities of the Maryland Children’s Cabinet. CCIF funds are administered by the [Governor’s Office for Children](#) (GOC) in accordance with [Md. Human Services Code Ann. §8-508](#).

This **Notice of Funding Availability (NOFA)** includes program requirements and application guidance for state-recognized **Local Management Board** (LMB) organizations, which are the only eligible applicants to CCIF. Each LMB may submit one (1) application for funding.

The purpose of the CCIF is to provide resources at the local level to strengthen community-based services to children, youth, and families with a focus on the Children’s Cabinet priorities in alignment with state-wide goals. The FY 2026 CCIF NOFA requires LMBs to proactively **drive systems change** and **promote cross-sector program coordination** aligned with Maryland’s all-of-government approach to **eliminating child poverty** and **increasing economic mobility**, using evidence-based practices. Specifically, through the FY 2026 NOFA, LMBs are expected to propose the following activities:

LMBs can invest in one or more of the following **Community Support Initiatives** aligned with the current community plan:

- Funding project-based initiatives that support communities with high concentrations of poverty through evidence-based interventions aligned with the four (4) ENOUGH results areas;
- Expanding and strengthening benefits access services;
- Supporting the Big Brothers, Big Sisters Community-Based Mentoring Program, an evidence-based program, through a matched funding opportunity for LMBs with existing Big Brothers, Big Sister affiliates in their jurisdiction.

LMBs will also be required to engage in the following **systems-change** initiatives:

- Oversee the maintenance and enhancement of county-level fiscal mapping efforts;
- Leverage their Local Care Team (LCT) designated funding to ensure teams are equipped to meet the needs of youth and families.

## 1.2 All-of-Government Approach to Ending Child Poverty

[Local Management Boards](#) (LMBs) have provided vital civic infrastructure for managing State and local collaboration to improve the well-being of Maryland’s children, youth, and families for over three decades. LMBs were created in the mid 1990’s to promote coordinated, local decision-making that focuses on results and accountability. LMBs serve as “backbones” to engage and center local stakeholders to set local priorities and collaboratively address community needs. There is an LMB in each county of Maryland and in Baltimore City.

Each LMB develops and implements a local **community partnership agreement** to integrate

and leverage public and private assets across systems of local government, faith-based and civic organizations, anchor institutions, entrepreneurs and employers, families, youth, and community members in response to local needs and priorities. To strengthen the reach, impact, and sustainability of these local efforts, LMBs funded by the State through this CCIF opportunity must demonstrate alignment with Governor Wes Moore’s [ENOUGH Initiative](#), an all-of-government approach to ending child poverty in Maryland.

Signed into law by Governor Wes Moore on May 9, 2024, the **Engaging Neighborhoods, Organizations, Unions, Governments and Households (ENOUGH) Initiative** reflects the Moore-Miller Administration’s commitment to ending child poverty and ensuring that all Marylanders have what they need to live healthy and successful lives. The **ENOUGH Initiative** invests resources in urban, rural and suburban communities through the competitive ENOUGH Grant Program, Local Management Board (LMB) Capacity Building Grant and robust, tailored technical assistance support.

**The ENOUGH Initiative envisions a Maryland where:**

- All residents feel welcomed, valued, and have a role in the growth of their community.
- All children have access to high quality education and care while ensuring smooth transitions from birth until working in a career.
- All families have access to affordable, high-quality health care, including maternal, mental, and behavioral health care. All families can meet their needs, work with dignity, and build wealth for the future.
- All residents of a community feel safe and have access to high-quality, affordable housing, a thriving commercial core, recreational spaces, nutritious food, and transportation.

## ENOUGH Theory of Action

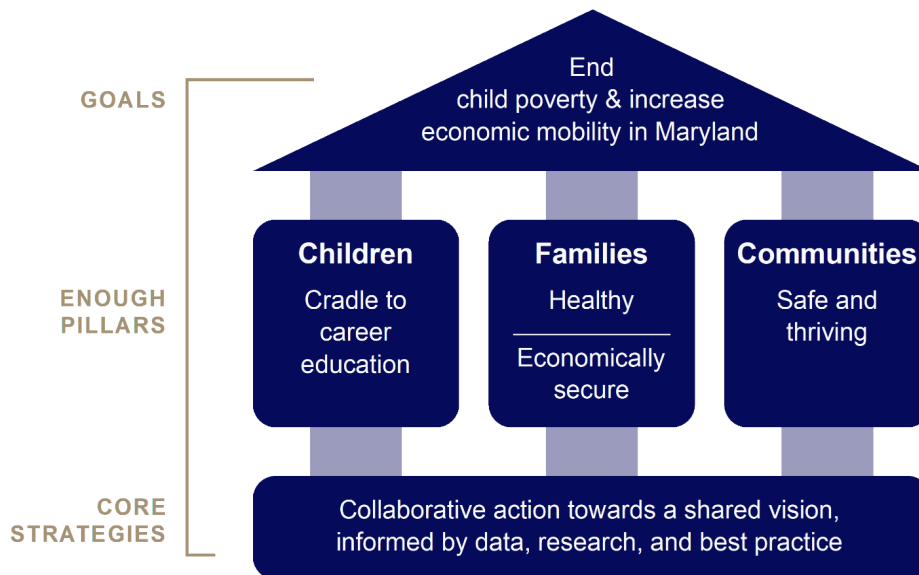


Figure 1: ENOUGH Theory of Action

The **ENOUGH Theory of Action** calls for cross-sector, diverse partnerships to engage in collaborative action with community residents to drive decisions for place-based investments

and strategies that increase economic mobility and end child poverty in Maryland. CCIF resources and LMB coordination should help address the **root causes** of poverty at the community level by focusing on systems and structures in the **four (4) ENOUGH Result Areas**:

1. **Cradle to Career Education** - Unlocking children’s potential through early care and education from birth until working in a career, including ensuring smooth transitions to and through kindergarten, middle school, and high school graduation with a pathway to college and/or career.
2. **Healthy Families** - Ensuring community member and family access to high-quality, comprehensive healthcare with goals of decreasing infant mortality, increasing life expectancy, and improving behavioral health, which includes mental health.
3. **Economically Secure Families** - Ensuring higher employment and entrepreneurship resulting in livable and family-sustaining wages, and stable, thriving households where families can provide for necessities, weather hard times, and build wealth.
4. **Safe and Thriving Communities** - Creating communities where residents feel safe and where the built environment supports their ability to thrive, including high-quality, affordable housing; a thriving commercial core; and access to recreational spaces, nutritious food, and transportation.

### 1.3 Driving Systems Change

This section outlines the framework for effective systems change leadership. LMBs are encouraged to contact the GOC to access technical assistance and evidence-based resources for designing systems-change infrastructure, and processes funded by CCIF. To build the capacity for systems-change, LMBs are required to support GOC’s fiscal mapping initiative ([see section 3.1](#)) and work to optimize LCT investments ([see section 3.2](#))

#### **Elements of Systems Change Leadership**

A successful collective impact initiative requires **collective leadership** distributed among various roles—the steering committee members, workgroup co-chairs, implementation partners, and the “backbone” organization staff who facilitate, coordinate, and project manage the initiative. Each LMB serves a unique backbone leadership role stewarding a jurisdiction’s provider network and connecting resources across anchor institutions. This requires both **facilitation skills** to build inclusive, trusting cultures that engage partners; and **management skills** that align and hold partners and systems accountable for moving results together.<sup>1</sup>

The CLEAR Framework for Leading Systems Change<sup>2</sup> describes five key elements of the systems change process. These are not necessarily sequential – they may overlap or repeat in cycles throughout the course of an initiative.

1. **Convene and Commit** - Key stakeholders engage in moderated dialogue to address a complex issue of mutual concern. They define shared interests and goals, and commit to working together in new ways to create systemic change.

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<sup>1</sup> [Backbone Leadership is Different](#)

<sup>2</sup> [The CLEAR Framework for Leading Systems Change](#)

2. **Look and Learn** - Through system mapping, stakeholders jointly build a shared understanding of the components, actors, dynamics, and influences that create the system and its current outcomes, generating new insights and ideas.
3. **Engage and Energize** - Diverse stakeholders are engaged through continuous communication to build trust, commitment, innovation and collaboration. Inspiration, incentives and milestones help drive progress and maintain momentum.
4. **Act with Accountability** - Shared goals and principles set the direction of the initiative, while measurement frameworks help track progress. Coordination and governance structures can be developed as initiatives mature.
5. **Review and Revise** - Stakeholders review progress regularly and adapt the initiative strategy accordingly. Adopting an agile, flexible, innovative and learning-centered approach allows for evolution and experimentation.

Successful LMB leaders must be able to manage change, complexity, tensions, and conflict within their network. Creating and aligning around a common agenda may mean that partners will need to change the way they work, how they deliver programs, and to whom they deliver them. A key part of the backbone role is holding these tensions and coordinating partners and programs that may have competing interests, priorities, beliefs, and personalities.<sup>3</sup>

### Systems Change Strategies

There are multiple resources, toolkits, guides, and frameworks available to guide LMB's collaborative leadership structures in the [ENOUGH Resource Library](#), but common strategies across systems change frameworks<sup>4</sup> include:

- **High Quality Programs** - Effective, culturally responsive, and well-implemented programs and improvement strategies tailored to community needs.
- **Aligned Structures and Processes** - Shared measurement systems and continuous communication to foster collaboration among partners.
- **Data-Driven Decision-Making** - Use data to continuously learn, adapt, and improve, and to inform the broader community.
- **Policy Focus and Shifts** - Seek state and local policy changes to support target outcomes.
- **Recognition and Analysis of External Factors** - Communicate and interpret state and local regulations, community and neighborhood contexts, population characteristics, and participating organization agendas that influence and shape the system.

## **1.4 Community Needs Assessment, Asset Mapping, and Community Planning**

LMBs should propose activities and infrastructure that support comprehensive assessments of community needs and assets for children, youth, and families (informed by the GOC fiscal map), with the goal of addressing and reducing child poverty, whether this means developing needs assessment and asset mapping processes and/or updating existing data sets and analyses.

Needs assessments, community asset maps, and other landscape assessments must be advised by **community voices** to interpret and make meaning of public data, identify which

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<sup>3</sup> [The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and The World](#)

<sup>4</sup> [Crosswalk of Frameworks for Understanding Systems Change](#)

intractable issues remain unaddressed, and inform where service and capacity gaps can be filled with CCIF funding. LMBs should also adopt structures, norms, processes and/or protocols that promote ongoing **accountability to community members**, particularly those with lived experience proximate to the issues being addressed, as well as provide multiple avenues for their active leadership in project planning, implementation, and evaluation.

Informed by the GOC fiscal map ([see section 3.1](#)), needs assessment and community asset mapping, LMBs must participate in the development and the implementation of a community planning process. The community plan should be used by the LMB to allocate funding resources to aligned or prioritized community-based services and strategies.

Please note the following terms and definitions:

**Asset mapping:** A general process of identifying and providing information about a community's assets, or the status, condition, behavior, knowledge, or skills that a person, group, or entity possesses, which serves as a support, resource, or source of strength to one's self and others in the community.

**Community Needs Assessment:** A systematic methodology for gathering information from the community regarding current problems, community strengths, and available programs, services and resources that is used by the Board to guide local development, expansion and implementation of resources, services and programs.

**Community Planning:** A process that includes assessing community needs and gaps and other data gathering activities. A community plan and a strategic plan are the same.

## 1.5 Evidence-Based Programs and Models

It is strongly preferred that programs/strategies proposed for FY26 implement a continuum of clinically researched practices that have demonstrated success with youth, including promising practices, best practices, and evidence-based practices.

LMBs must identify, using the [CCIF-funded programs and strategies template](#), which interventions, programs, and models proposed are informed by research and are thus, evidence-based. "Evidence-based" means that there is evidence from an experimental or quasi-experimental study that a project component has been effective in improving a relevant outcome with similar populations or in similar settings.

Sources of evidence include (among others): programs rated as "evidence-based" in government clearinghouses, rigorous evaluation and research findings, academic literature, professional or academic convening reports, government publications, and empirically robust research briefs. See [Appendix C](#) for clearinghouse resources focused on identifying and evaluating evidence-based programs.

## 1.6 Universal Evaluations, Outcome Indicators and Progress Measures

LMBs will be expected to contribute to, and participate in, the GOC's comprehensive review and evaluation of the ENOUGH Initiative's all-of-government approach to ending child poverty and increasing economic mobility. This includes identifying, capturing, synthesizing, and reporting



data associated with locally prioritized progress measures and soliciting qualitative feedback about the impact of CCIF-funded activities.

The Children's Cabinet and GOC will adopt required progress measures within the four (4) ENOUGH Results Areas to evaluate outcomes of initiatives funded through the CCIF funding. These measures will be set for LMBs with the expectation that LMBs will use local data to identify specific needs and determine how best to invest their resources within this framework. The required progress measures, result areas and outcome indicators will focus on achieving meaningful impacts in high-priority areas, and ensure that investments address local challenges effectively. Please note the following terms and definitions:

**Result Area:** Aligned with the ENOUGH Theory of Action, Result Areas describe the broader systems, structures, and social determinants that will be changed or improved through ENOUGH. Collectively, the Result Area indicators describe the condition of well-being for children, families, or the focus community.

- ENOUGH Results Areas include: Cradle-to-Career Education, Healthy Families, Economically Secure Families, and Safe and Thriving Communities.

**Outcome Indicator:** The population-level data point which helps quantify the amount of impact a strategy has yielded within a particular Result Area. Outcome indicators show what has increased/decreased/improved, by how much, and for whom. Outcome indicators are often longer-term, and it may take time to see results.

- Examples include: increased high school graduation rates, decreased infant mortality, increased household income, and reductions in crime.

**Progress Measure:** The measure or metric that tells us how well a program, agency, or services system is working and if the project is on track to succeed as planned. Progress measures are often more immediate and can be tracked throughout the duration of a project. They can also help identify when to look for problems and consider tactical pivots during implementation.

- Examples of progress measures include: increased access to after-school programs, increased reported consumption of nutritious food, increased enrollments in job training, increased availability of affordable housing.

**Systems Measure:** A data point used to assess the performance and functionality of a system to equitably deliver information, benefits, and/or services to a population. System measures are qualitative and quantitative measurements that can reveal inequities in how resources, decision-making power, and opportunities are distributed to inform policies and practices within institutions, organizations, and programs that are interdependent and/or related. When system measures are coupled with individual indicators, institutions and organizations can be held accountable to create conditions where every child, every family, and every community member has the opportunity to thrive regardless of race or place.

In addition to the required measures, LMBs will develop individualized program-level progress measures using the [Results-Based Accountability \(RBA\)](#) framework. This framework utilizes **How Much, How Well, and Better Off** measures and is required for each prioritized program/strategy. LMBs individualized progress monitoring plans should reflect their investments and align with the four (4) ENOUGH results areas.

LMBs and their local partners are also expected to examine local data disaggregated by **race/ethnicity** (when available) when planning, implementing and monitoring community plans



and driving systems change. The stark racial disparities and systemic inequities in family income, wealth generation, and economic mobility in the United States can be traced to broader structural barriers and interconnected systems and policies across all ENOUGH Result Areas. We recognize that, nationwide, communities with predominantly Black and/or indigenous residents and other residents of color have been disproportionately impacted by decades of disinvestment and harmful public policies that often systematized and reinforced race-based discrimination, residential segregation, and restricted access to resources. Using local disaggregated data, LMBs can disrupt entrenched cycles of child poverty and forge new pathways to uplift families and children in these communities.

## 1.7 Board Administration and Direct Community Investments

For FY 2026, LMBs may allocate CCIF funding for both Local Management Board Administration (overhead expenses) and Direct Community Support and Systems Change Investments. However, **Board Administration may not exceed 30% of the LMB's total allocation.**<sup>5</sup>

For purposes of this NOFA, the definitions of **Board Administration** and **Community Support** have been *expanded and revised* to include **“Systems Change Investments”** and clarify the distinction between LMB overhead costs and organizational backbone infrastructure costs that could be directly connected to driving systems change.

- *“Board Administration” means the costs to support the administration of the LMB as an entity and its office. Examples include, but are not limited to, chief executive level wages and benefits, office rent and utilities, liability or board insurance, procurement and vendor management personnel, financial management software, etc. Expenses in this category are not allocable to a specific program/strategy and cannot be directly linked to a key driver of systems change.*
- *“Community Support and Systems Change Investments” refer to costs that support the community-facing work of the LMB. Examples include, but are not limited to, cross-sector data integration systems and data sharing processes; convenings to make collaborative decisions and share learnings across providers and stakeholders; staff time, consultants, and software to understand and amplify community needs and assets; community engagement activities that center resident power and authority to influence local decisions; partner outreach and service navigation events for community members and stakeholders; etc. Expenses in this category are directly attributable to a specific program/strategy or systems change strategy.*

See [Appendix B](#) for examples of Board Administration and Community Support and Systems Change expenses.

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## 2. COMMUNITY SUPPORT INITIATIVES

<sup>5</sup>Funding requests for Board Administration expenses exceeding 30% of the total allocation will be considered on a case-by-case basis and should be explained in a waiver request submitted with the CCIF application.

All priority strategies and initiatives identified and supported by LMBs must align with the ENOUGH Theory of Action. LMBs can choose to invest in place-based ENOUGH-aligned strategies in communities with high concentrations of poverty (including ENOUGH-eligible communities in jurisdictions that have them); and/or can invest in improving benefits access across their jurisdictions; and/or (for eligible jurisdictions) can choose to participate in a matched funding opportunity with Big Brothers, Big Sisters to expand mentoring services for justice-involved youth. This section provides guidance on promising strategies, high impact benefits access strategies, and matched funding eligibility requirements.

## 2.1 ENOUGH Pillars: Children, Families, and Communities

CCIF investments should complement and expand the impact of initiatives and programs funded through the ENOUGH Grant Program and LMB Capacity Building awards. LMBs can use CCIF funding to support local ENOUGH partnership collaborative backbones, fill gaps in services identified in needs assessments and ENOUGH Neighborhood Action Plans, and convene partners to plan for collaborative action. LMBs have a unique perspective and authority to “blend and braid” public and private funding to advance a shared vision for improving economic mobility at the community level, and this includes support for ENOUGH-eligible communities and other high poverty communities.

If LMBs choose to invest in this set of activities, those investments should align activities and interventions with the four (4) ENOUGH Result Areas. Investments may be made directly to local grantees/vendors, and preference is for local grantees engaged in an ENOUGH Partnership Collaborative or community supported through the LMB Capacity Building Grant.

1. **Cradle to Career Education** - Unlocking children’s potential through early care and education from birth until working in a career, including ensuring smooth transitions to and through kindergarten, middle school, and high school graduation with a pathway to college and/or career.

Promising strategies include:

- a. Increasing access to early childhood education and quality child care.
  - b. Implementing collaborative approaches to integrating services and supports for early career exploration, post-high school transition, workforce development, and skill building pathways for youth.
  - c. Supporting local community schools to implement the model, including improving navigation tools and shoring up gaps in out-of-school time and summer activities to promote and sustain learning.
2. **Healthy Families** - Ensuring community members and family have access to high-quality, comprehensive healthcare with goals of decreasing infant mortality, increasing life expectancy, and improving behavioral health, which includes mental health.

Promising strategies include:

- a. Conducting a comprehensive inventory of youth mental health support services and piloting new and innovative delivery methodologies to expand behavioral health access (e.g., peer supports).

- b. Improving whole family access to community-based health care services, which may include treatment for chronic conditions, preventive care, reproductive health care, and/or treatment for substance use disorders.
  - c. Expanding access to mental and physical healthcare access.
  - d. Supporting Local Care Teams (LCTs) to ensure that youth with complex needs are connected to local support services.
- 3. Economically Secure Families** - Ensuring higher employment and entrepreneurship resulting in livable and family-sustaining wages, and stable, thriving households where families can provide for necessities, weather hard times, and build wealth.

Promising strategies include:

- a. Designing Registered Apprenticeships and other industry-driven job training programs that connect workforce talent to local employer demand.
  - b. Piloting and evaluating evidence-based practices for supporting household financial stability, access to capital, and building durable wealth at the neighborhood /community level.
  - c. Improving access to benefits, including through centralized hub services, navigator supports, and broad awareness campaigns.
- 4. Safe and Thriving Communities** - Creating communities where residents feel safe and where the built environment supports their ability to thrive, including high-quality, affordable housing; a thriving commercial core; and access to recreational spaces, nutritious food, and transportation.

Promising strategies include:

- a. Supporting children and families impacted by the justice system and/or community violence, investing in evidence-based mentoring programs, violence interruptors, or coordinating services intended to divert individuals from carceral systems.
- b. Supporting housing initiatives that target housing and rental assistance, tenant rights or homelessness initiatives.
- c. Supporting families to identify and secure stable and affordable housing.

Investments under this option should prioritize ENOUGH-eligible or high-poverty communities. Communities meeting this requirement include:

- ENOUGH Grant Program recipients
- Communities with at least one Census tract where more than 30% of children are living in poverty + a community school with a concentration of poverty level of at least 80% that did not receive funding through the ENOUGH Grant Program
- Communities with at least one Census tract where more than 20% of children are living in poverty (not currently eligible for ENOUGH Grant Program)

Please see the Maryland Department of Planning [ENOUGH Initiative: Community Eligibility Map](#) to view ENOUGH-eligible and other high-poverty geographies.

## 2.2 Benefits Access

Consistent with the [Moore-Miller State Plan](#), the Children’s Cabinet is committed to improving awareness and uptake of benefits and economic assistance (i.e. Supplemental Nutrition

Assistance Program (SNAP), Medicaid, Earned Income Tax Credit (EITC), Child Tax Credit (CTC), etc.), particularly for those who are eligible but are not currently claiming.

Through activities proposed through this NOFA, LMBs have the option to use CCIF funds to strengthen benefits access for families and children. Proposed investments in this area should be evidence-based and should drive increased awareness of, access to, and use of economic assistance and benefits. Benefits access initiatives that expand, strengthen or improve uptake of economic assistance resources are eligible through this funding. Some examples of high-impact economic assistance programs that could be prioritized include, but are not limited to, the following: childcare scholarships, tax credits, nutrition assistance (e.g. SNAP), housing subsidies, Medicaid, Supplemental Security Income (SSI), unemployment insurance, and Women, Infants, and Children (WIC) Program.

Strategies for expanding access to benefits could include, but are not limited to:

- Launching a broad promotional campaign around available benefits and how to apply;
- Hiring and training benefits navigators who can assist residents with enrollment processes and requirements;
- Using data to identify and address gaps in awareness and uptake; and
- Centralizing information and resources pertaining to multiple benefits at key community locations (e.g. health centers, schools, libraries).

## 2.3 Big Brothers, Big Sisters Community-Based Mentoring Program

Through a partnership with Arnold Ventures, the Department of Juvenile Services (DJS), and GOC, LMBs with existing Big Brothers, Big Sisters affiliates in their jurisdiction (see list of jurisdictions below) have the option to support local Big Brothers, Big Sisters affiliates and their programs to deliver evidence-based youth mentoring services through the Community-Based Mentoring Program model. Consistent with the priorities identified throughout this NOFA, this mentoring program has strong evidence showing improved outcomes for youth, including youth who are at risk of court involvement.

Arnold Ventures, a national philanthropic organization, has partnered with the GOC and DJS to encourage state agencies to expand programs with a strong evidence base, including Big Brothers, Big Sisters Community-Based Mentoring Program. Arnold Ventures will match state funds to expand this model in Maryland and will also fund a rigorous evaluation of the expansion to continue to build the evidence base.

Arnold Ventures and DJS will each provide annual matching funds for the LMB-identified CCIF investments for 4 years (FY26, FY27, FY28, and FY29), and therefore LMBs choosing to make this investment should anticipate that they will allocate a portion of their CCIF funds annually over four years. **For every dollar invested by the LMB as a passthrough to the local affiliate or program delivering mentoring services and support, DJS and Arnold will contribute three dollars.** Local affiliates and their participants must agree to participate in evaluation activities that will be coordinated by the Coalition for Evidence-Based Policy. Initiatives can focus on communities with concentrated poverty described above, but can also be deployed across the LMB's jurisdiction.

LMBs that participate in this option should promote the availability of these mentoring services to community members and ensure LCTs are referring families to these services when appropriate.

To access these funds, an LMB must include the following:

- Budget
- Letter of Commitment between the LMB and the site affiliate

This opportunity is dependent upon a sufficient number of LMBs participating in this program, with the total CCIF investment for FY26 (across all participating LMBs collectively) to be approximately \$312,500 to support the program. Therefore, we are encouraging participating LMBs to invest at least \$24,000 per year participating in the program. This opportunity is applicable to the following counties (counties in Maryland that have participating, existing Big Brothers, Big Sisters affiliates):

Baltimore Metro Area	Eastern Shore	National Capitol Area	Washington County
Anne Arundel Baltimore City Baltimore County Carroll Harford Howard	Caroline Cecil Dorchester Kent Queen Anne's Somerset Talbot Wicomico Worcester	Frederick Montgomery Prince George's	Washington

### 3. SYSTEMS CHANGE INITIATIVES

#### 3.1 Mapping Local Assets and Fiscal Resources

As financial stewards, LMBs should be aware of the flow of funds allocated for youth, families, and children in their jurisdictions. This awareness helps LMBs maximize the strategic investment of current funds, support opportunities to braid and blend funding and guide partners to access additional sources of funding.

##### **Fiscal Mapping**

With support and guidance from the GOC, each LMB will be required to support a county-level fiscal mapping tool through annual maintenance and updates. A fiscal map is defined as an analysis of funding streams utilizing data visualization tools such as Power BI or Tableau.<sup>6</sup> LMBs will be asked to use the fiscal mapping tool to strategically allocate resources, identify gaps, and guide decision-making to ensure financial support is efficiently directed to programs that best serve the needs of youth, families, and children in their communities. The map should also serve as a tool for building stronger partnerships and leveraging additional funding sources to

<sup>6</sup> [Understanding Fiscal Maps - Children's Funding Project](#)

sustain or expand services.

Funding through this FY 2026 CCIF NOFA can be used to staff capacity for the purposes of fiscal mapping management and sustainability.

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## 3.2 Local Care Team

Local Care Teams (LCTs) are statutorily required to address the needs of children with complex needs who may be at risk of out-of-home placement, and as such LCTs are uniquely positioned to serve as the primary point of access and navigation for locally delivered services for this population.

The Children's Cabinet is continuing to allocate \$1.8 million, jointly funded by DHS, DJS, MDH, MSDE to support LCTs' work. Each jurisdiction must use this funding to support the salary of an LCT Coordinator who is administratively housed within the LMB. The Children's Cabinet provides this staff support to the LCTs to ensure that youth with complex needs are connected to local support services.

In FY26, LCTs will continue to prioritize families and children with an out-of-home or out-of-State placement request or those imminently at risk of out-of-home or out-of-State placement. Each LMB should make sure that its LCT is equipped with a comprehensive asset map of all local resources and services (see [Section 1.4](#)). Additionally, LCTs will ensure that systems are in place (including deploying case management software) to strengthen and expand strong case management practices. GOC will provide each LMB/LCT access to Compyle, a case management system software through Clear Impact.

Finally, through outreach, GOC has learned that some LCTs are providing case referral support to children with complex needs who are not seeking an out-of-home placement. GOC is encouraging LCT Coordinators who have capacity and want to do early intervention work to support youth who are most at risk of out-of-home placement.

GOC, in collaboration with the State Coordinating Council (SCC), will issue guidance that would help LCTs triage and better prioritize different types of services for different families in need, and will update performance measures and data reporting requirements related to the LCT funding.

LMBs will submit the requested LCT coordinator salary through the [Budget Worksheet](#). If an LMB chooses to not request LCT funds, it must present a strong narrative justification for how it will manage to meet the case referral and management functions of the LCT. LMBs may propose use of its CCIF allocation to support LCT activities. Administrative costs supporting the LCT should be included in the [Community Support](#) budget page. Funding for the LCT Coordinator is in addition to the CCIF allocation listed in this NOFA.

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# 4. APPLICATION PROCESS

## 4.1 Application Checklist

Please provide all materials below using GOC templates where indicated.

Application Requirements	Format
<ul style="list-style-type: none"> <li>Cover Page [Submittable]</li> </ul>	Form Fields
<ul style="list-style-type: none"> <li>Project Narrative</li> </ul>	Upload/( <a href="#">Template</a> )
<ul style="list-style-type: none"> <li>FY 2026 CCIF Funded List of Programs and Strategies</li> </ul>	Upload ( <a href="#">Template</a> )
<ul style="list-style-type: none"> <li>FY 2026 Annual Work Plan</li> </ul>	Upload ( <a href="#">Template</a> )
<ul style="list-style-type: none"> <li>Line Item Budget and Budget Narrative</li> </ul>	Upload ( <a href="#">Template</a> )
<ul style="list-style-type: none"> <li>Community Needs Assessment [Latest Available]</li> </ul>	Upload or Link
<ul style="list-style-type: none"> <li>Community/Strategic Plan [Latest Available]</li> </ul>	Upload or Link

The CCIF Cover Page will be a form embedded in the Submittable online system. For FY 2026 LMBs are asked to share their most recent Community Needs Assessment and current/recent Strategic Plan documents as either document uploads or hyperlinks (if available online). Please see below for additional guidance and instructions for completing a comprehensive [Project Narrative](#) and [Annual Work Plan](#).

## 4.2 Program Narrative Guidance

The Project Narrative presents the LMB’s holistic approach to reducing child poverty and demonstrates how proposed activities align with Maryland Children’s Cabinet priorities and the ENOUGH Theory of Action. **LMBs should provide clear and concise responses to all Project Narrative prompts related to the activities outlined in their proposals.**

Formatting and Page Limits: The Project Narrative should be no more than 20 pages in length, single spaced, Times New Roman or Arial 11 point font, submitted as an upload or open form. Please organize the narrative using the headings below and consecutively number all pages. Please find the [Project Narrative Template](#) for reference.

### **Part 1 LMB Roles and Functions**

1. Describe the LMB’s overall approach to driving **systems change** as a “backbone organization” to address childhood poverty, and increase economic mobility in your jurisdiction.
2. Identify how the LMB adheres to an **evidence-based model or governance framework** to guide its systems change approach (e.g., collective impact, two-generation approach, theory of action).
3. Describe current **asset mapping** and **needs assessment** resources and processes, when these reports/plans were last updated, and the LMB’s process for continued analysis of service gaps in FY 2026.
4. Detail the steps that are taken to analyze local data **disaggregated by race and ethnicity** (when available).
5. Explain how **individuals with lived experience** manage, supervise, advise, and/or



influence LMB priorities, policies, and investments.

## **Part 2 Program Strategies, Alignment and Impact**

6. Using the [CCIF-funded programs and strategies template](#), identify all programs and strategies, their alignment with the Community Support Initiatives, and evidence-based outcomes based on the [Resource for Identifying and Evaluating Evidence-Based Programs](#).
7. Identify any CCIF-funded programs that are not technically “evidence-based,” provide a brief rationale for their inclusion in your FY 2026 strategy/budget, and their alignment with the Community Support Initiatives.
8. Describe any proposed FY 2026 programs and strategies aligned with the local **community/strategic plan** for communities with high concentrations of poverty (as applicable)
9. Benefits Access (as applicable): Describe how the LMB will expand access to **public benefits**, reduce the burden of benefit enrollment (or re-enrollment), and/or improve benefits navigation for individuals and families in your jurisdiction.
10. Big Brothers, Big Sisters Community-Based Mentoring Program (as applicable): Describe how the local Big Brothers, Big Sisters affiliate and their programs will increase the number of youth receiving mentoring services through the Community-Based Mentoring Program model.

## **Part 3 Fiscal Mapping**

11. Describe how the LMB will maintain the local fiscal map using existing and proposed funding.
12. Provide details about staff expertise, working groups, software/subscriptions, and other assets that could support this work.

## **Part 4 Progress and Outcomes**

13. Using the [CCIF-funded programs and strategies template](#) (pg. 2), please provide a high level summary of significant **wins, progress/outcomes, and lessons learned**.
14. Provide any additional feedback about **obstacles and challenges** you encountered in FY 2025 that may have impeded progress or limited the capacity of the LMB to reach its annual goals.
15. Describe how your LMB uses **qualitative and quantitative data** to advise program design, monitor progress, and inform your community about local wins and opportunities.
16. Using the [CCIF-funded programs and strategies template](#) (pg. 3) identify all performance measures, including the numerators and denominators for calculations, under each of the three headings (How Much, How Well, Better Off).

## **4.3 Annual Work Plan**

Using the [Annual Work Plan template](#) (Gantt chart format), identify the LMB’s primary activities, deliverables, benchmarks, and/or events planned for FY 2026 and their alignment with ENOUGH Result Areas or Local Management Board Administration infrastructure.

## **4.4 Budget**

- A. Use the [Budget Worksheet](#) provided to develop a proposed budget with a corresponding budget narrative for each proposed program/strategy/planning activity including Board Administration, Community Support, and Local Care Team coordinator funding.
- B. Follow the instructions provided in the first tab of the Budget Worksheet template.
- C. Enter the totals for each category in Submittable as instructed.
- D. The total funding requested (not including the LCT request) must equal the amount of the FY 2026 Allocation as noted on page 17.

## 4.5 Online Submission Instructions (Submittable)

*[Note: Instructions will be provided when details are available from Submittable].*

All applications must be submitted through the GOC's grant management system, Submittable. This platform serves as the central hub for all grant-related activities, providing Local Management Boards (LMBs) with a streamlined and user-friendly interface to manage their applications efficiently.

Additionally, Submittable offers tracking and communication features to keep LMBs informed about their application status and any follow-up requirements. This centralized system enhances transparency, reduces administrative burden, and ensures a smoother application experience for all users.

## 4.6 Financial Due Diligence and Strategic Alignment Review

GOC staff will perform a cost analysis of the budget to ensure that costs clearly relate to the activities and objectives of the grant, are reasonable, allowable, and allocable. Budget requests may be altered based on this review. Commencement of LMB funding awards for FY 2026 will begin on July 1, 2025, and end on June 30, 2026.

### Cost Principles

1. See the State of Maryland Policies and Procedures Manual, Section IV, Subsection 50 for a discussion of applicable cost principles.
2. See the State of Maryland Policies and Procedures Manual, Section V, Subsection 10 for a discussion of applicable restrictions, including unallowable costs.
3. Information contained in the links above is not exhaustive. GOC reserves the right to make additional budget reductions/restrictions and adjustments at its discretion.

### Strategic Alignment Review

Applications will be reviewed by GOC staff, and other partners with pertinent expertise and insight into systems change, collective impact, and Children's Cabinet priorities. Reviews will identify any deficiencies in the application that must be rectified before an application can be approved for FY 2026 funding.

Identified applications may be required to participate in periodical workplan/strategic alignment reviews with GOC. These review sessions are to provide guidance to LMBs as they make the necessary shifts to align with the outlined objectives of this notice for funding.

## 5. AWARD ALLOCATIONS AND TIMELINE

### 5.1 Award Allocations

Each jurisdiction will be eligible for a FY 2026 funding allocation equal to the Board's FY 2025 allocation. Contingent upon the final approval of the CCIF budget, the FY 2026 allocation for each jurisdiction is identified in the chart, below, that does not include an award for the Local Care Team coordinator:

Jurisdiction	FY 2026 Allocation <sup>7</sup>
<b>Allegany</b>	\$518,940
<b>Anne Arundel</b>	\$1,391,832
<b>Baltimore City</b>	\$3,275,466
<b>Baltimore County</b>	\$1,566,378
<b>Calvert</b>	\$400,383
<b>Caroline</b>	\$631,775
<b>Carroll</b>	\$575,348
<b>Cecil</b>	\$591,413
<b>Charles</b>	\$430,389
<b>Dorchester</b>	\$485,992
<b>Frederick</b>	\$441,353
<b>Garrett</b>	\$594,591
<b>Harford</b>	\$640,263
<b>Howard</b>	\$502,403
<b>Kent</b>	\$422,015
<b>Montgomery</b>	\$1,712,433
<b>Prince George's</b>	\$1,933,586
<b>Queen Anne's</b>	\$375,961
<b>St. Mary's</b>	\$450,451
<b>Somerset</b>	\$323,784
<b>Talbot</b>	\$527,553
<b>Washington</b>	\$756,266
<b>Wicomico</b>	\$857,229
<b>Worcester</b>	\$874,531
<b>TOTAL:</b>	<b>\$20,280,335</b>

### 5.2 Important Dates and Deadlines

<sup>7</sup> The allocation listed does not include a FY 2026 award for the Local Care Team Coordinator.

Date	Action	Follow-Up/Location/Notes
<b>February 26, 2025</b>	Issue Notice of Funding Availability	GOC email to Local Management Board points of contact and Board members; Posted to the GOC website; Launch in Submittable
<b>March 4, 2025</b>	Pre-Application Meeting	Overview of NOFA and application process, questions answered
<b>April 25, 2025</b>	Applications Due	LMBs submit applications in Submittable.
<b>April 28, 2025 - May 9, 2025</b>	Applications Reviewed	
<b>May 9, 2025</b>	LMBs notified of deficiencies.	
<b>May 16, 2025</b>	Deadline for Board application cures	
<b>By June 6 2025</b>	Award Letters Sent	
<b>July 1 2025</b>	FY 2026 CPA Effective Date	All FY 2026 grant activity begins for LMBs that have received a notification of award. Community Partnership Agreement contracts will be developed with July 1, 2025 effective date for implementation of FY 2026 activities.

**The online application must be completed and submitted no later than April 25, 2025.**

**Late Submissions:** Processing of late applications is governed by the State of Maryland Policies and Procedures Manual for Local Management Boards policy on Grant Application Deadlines and Late Application Submission. This policy identifies circumstances in which the Children's Cabinet and/or GOC may consider applications submitted after the deadline. Local Management Board applicants should immediately contact GOC in the case of extenuating circumstances leading to a late submission.

Each LMB may submit one (1) application for funding that includes the Board Administration, Community Support, and any number of programs/strategies/initiatives whose combined total does not exceed the maximum available identified.

**5.3 Fund Distribution, Reporting, and Compliance**

The schedule for the distribution of awarded funds and reporting requirements are as noted in the State of Maryland Policies and Procedures Manual for Local Management Boards, Section II, Subsection 70A.

### **Electronic Funds Transfer (EFT)**

The GOC requires use of electronic funds transfer (EFT) to receive CCIF payments. To obtain the appropriate form, the address to submit the form, and a general overview, including FAQs, see: <https://marylandtaxes.gov/divisions/gad/eft-program.php>

### **Supplanting, Transparency, and Accountability**

LMBs must be prepared to track, report on, and document specific outcomes, benefits, and expenditures attributable to the use of grant funds. Misuse of grant funds may result in a range of penalties, including suspension of current and future funds and civil/criminal penalties.

While “braiding and blending” of funds is encouraged, LMBs should caution against directly supplanting other investments with CCIF funds. In other words, CCIF funding should align, come alongside, supplement, expand, or otherwise enhance other investments, but should not replace other funding sources for specific line items.

### **Special Conditions/Restrictions**

Special conditions/restrictions may be imposed by the GOC and/or the Children’s Cabinet to address deficiencies identified in the application, to remedy issues that are raised during review, and/or concerns that cannot be satisfactorily addressed prior to the commencement of the grant period.

### **Reports**

LMBs are required to submit program and fiscal reports in a timely manner using the format and system provided by the GOC in accordance with the State of Maryland Policies and Procedures Manual for Local Management Boards.

## **5.4 GOC Contacts and Technical Assistance Resources**

To help applicants prepare and submit applications that reflect the established guidelines and procedures, GOC staff will offer a grants management systems walkthrough with interested LMBs.

Technical assistance will be offered during the monthly meeting with LMBs scheduled for **March 4, 2025**. The meeting will be conducted by video conference. To join the meeting, cut and paste the link in your browser (preferred option): [meet.google.com/zhb-mhjk-oqp](https://meet.google.com/zhb-mhjk-oqp), or join by phone by calling 941-216-6134 (PIN:122853527#).

For programmatic questions, please contact **Mysiki Valentine, Community Initiatives Program Manager** at [mysiki.valentine@maryland.gov](mailto:mysiki.valentine@maryland.gov).

For budget questions or grant management system technical assistance, please contact **Tracey Webb, Grants and Data Manager** at [tracey.webb@maryland.gov](mailto:tracey.webb@maryland.gov).

# Appendix A | Budget Narrative Instructions

Each application must include a detailed budget including budget narratives in the provided budget template. The budget narrative column should provide sufficient detail to enable reviewers and the GOC staff to understand how requested funds will be used and how costs were calculated or projected. The budget also provides an opportunity for the LMB to describe the proposed funding request in the context of leveraged resources and assets.

Funds awarded to an LMB as primary grantee may be transferred, subcontracted, or sub-granted to partners to accomplish proposed activities.

## **Matching Funds**

- No matching funds are required, though LMBs are expected to detail plans and processes for identifying other sources of public and private funding.
- All non-CCIF revenue that is paid/awarded/administered to and by the LMB in support of a program/strategy/planning activity must be identified as one of the following types of leveraged resources.

Cash Contributions: Funding that flows directly through/to the LMB organization (or Fiscal Sponsor) to support CCIF-affiliated activities. This can include philanthropic funding, corporate earned revenue or funding; earned revenue or funding, and/or government revenue or funding.

In-Kind: Donation or provision of goods or services other than cash contribution. Examples include supplies, furniture, facilities or services/labor.

## **Ensuring Funds are Allowable, Allocable and Reasonable**

Funds received, expended and/or sub-granted under CCIF must be monitored, tracked, and reported using Generally Accepted Accounting Principles, as well as systems and protocols in full compliance with the State of Maryland Finance and Procurement statutes. The Generally Accepted Accounting Principles - commonly known as GAAP - are a set of agreed-upon accounting standards that provide a framework for recording and reporting financial information. They ensure consistency and comparability in financial management among all organizations in the United States, both for-profit and non-profit. All direct costs must be reasonable, allowable, and allocable expenditures detailed by budget category and line item, as applicable.

Please provide an **itemized budget breakdown** for the grant period and the **basis for estimating the costs** of all cost categories, including personnel salaries, benefits, project staff travel, materials and supplies, consultants and subcontracts, indirect costs, and any other projected expenditures.

## **Personnel**

Project personnel salaries, wages, and fringe benefits only. Include fees and expenses for consultants under the Contractual Services category. For each position, list salary and fringe benefits (e.g., employer-provided health insurance) as separate line items.

**Note:** You may request partial full-time Equivalent (FTE) compensation and benefits of existing staff, but Time and Effort reports (Timesheets) must be maintained for all personnel included in

the grant project.

- For each salary line item, you must include the **full annual salary amount, percentage of time that will be spent on the project, and the hourly rate**. Full-time weekly commitment is assumed to be 40 hours per week, and an hourly rate can be calculated using a person's annual salary divided by 2,080.
- Fringe benefits may not exceed 35% of reported salary costs. For each line item of personnel, please connect the staff member's function and role to the activities described in your Project Narrative.

**Example justifications based on the Personnel category:**

- Justification (line 1): The Community Outreach Coordinator helps prepare, schedule, and develop training targeted for hospitals and other medical facilities. Annual salary is \$60,000. She will be devoting 33.33% of her time to this project. We are requesting  $\$60,000 * .3333 = \$19,998$ , rounded to \$20,000, in grant funds to support her time on this project. Her hourly rate is \$28.85.
- Justification (line 2): Fringe benefits @ 10% of salary.  $\$20,000 * .10 = \$2,000$
- Justification (line 3): The Community Outreach Trainer makes presentations at hospitals and other medical facilities. This position is supported with cash match funds from a private donor. Annual salary is \$40,000. She will be devoting 25% of her time to this project. We are contributing  $\$40,000 * .25 = \$10,000$  to support her time on this project. Her hourly rate is \$19.23.
- Justification (line 4): Fringe benefits @ 10% of salary.  $\$10,000 * .10 = \$1,000$

**Operating Expenses**

This includes project supplies, expendable materials, information technology, software, dedicated or allocable office rental, printing, telephone, fax, postage, photocopying, and other coordination and communication expenses. Provide calculation and rationale for each line item, including how the expense directly connects to activities described in the Project Narrative.

**Travel**

Travel expenses may include mileage and/or other transportation costs, meals, and lodging consistent with the local jurisdiction's travel regulations and may not exceed the State of Maryland reimbursement rate specified below.

For each line item entered, include a justification that ties that item to the activities described in the Project Narrative. **Dates for travel and training must be provided in the justification and must fall within the award period.**

- Mileage Reimbursement Allowance cannot exceed the \$.70 cents/mile rate as of 1/1/2025.
  - Current mileage rates can be located at: [Fleet Management Services](#)
- Per Diem/Meal Allowance cannot exceed the State's Meal & Incidental Expenses Reimbursement Rates.
  - Current per diem rates can be located at: [Meal and Allowed Service Tip Reimbursement Limits](#)
- Lodging Per Diem Allowance cannot exceed the U.S. General Services Administration (GSA) rates (excluding taxes).
  - Current lodging rates can be located at: [Per Diem Rates | GSA](#).

**Contractual Services**



The contractual category should include consultant, service provider, and vendor contracts for services like training, evaluation, program delivery, or website design. Payments to an outside agency for the work of their employee(s) or any other services are considered Contractual Services. Include consultant fees, expenses, and travel costs in this category if the consultant's services are obtained through a written binding agreement or contract.

For this line item description, provide the agency (consulting firm, temporary agency, etc.), a dash, and then the nature of the service to be provided (e.g., Consultants ABC – training for Seminar). Each contractual line item requires the following budget narrative details:

- Identify the name(s) of the contracting party, including consultants, if available.
- Provide the cost per contractor.
- Provide the amount of time that the project will be working with the contractor(s).
- For professional services contracts, provide the amount of time to be devoted to the project, including the costs to be charged to this proposed grant award.
- Provide the basis for cost estimates or computations.

### **Equipment**

Equipment is defined as having a useful life in excess of one year and a procurement cost of \$5,000 or more per unit. Costs may include taxes, delivery, installation and similarly related charges. Equipment with a unit cost less than \$5,000 should be recorded in the 'Other' category (see below).

Indicate the cost of tangible, non-expendable personal property that has a usefulness greater than one year and acquisition costs that are the lesser of the capitalization level established by the applicant entity for financial statement purposes or \$5,000 per article. Lower limits may be established to maintain consistency with the applicant's policy.

#### Equipment Calculation and Rationale

- Indicate the estimated unit cost for each item to be purchased.
- Identify each type of equipment.
- Provide the basis for cost estimates or computations.

Maintaining internal inventory records for equipment procured under this funding source is mandatory.

### **Other**

Indicate all direct costs not covered above. Examples include food, facilities or event space rental (not rent/mortgage), and professional dues/subscriptions, and **equipment with a useful life less than one year and a procurement cost of less than \$5,000**. *Do not include costs that are included in the indirect cost rate.*

- Provide the cost per item (e.g. food = \$500, subscriptions = \$100).
- Provide the basis for cost estimates or computations.

Allowable costs include:

- Food and beverages under the following circumstances:
  - Those incurred by Partnership members and employees traveling overnight on official Partnership business;

- Bulk drinking water for coolers where tap water is not potable;
- Those routine expenses for the operation of a program serving children and youth (e.g. snacks served to children on a regular basis at an out-of-school time program funded by the organization);
- Meetings/focus groups/forums where the majority of attendees expected are family and/or youth; and/or,
- Special events where the majority of attendees are not partnership members or staff or State/local Agency representatives.
- Gift Card expenditures (in any form or format) are allowable for incentives for participants attending meetings/focus groups/forums where:
  - Only the necessary number of gift cards are purchased based on the number of participants;
  - The organization, or its vendor/consultant, does not establish or maintain an inventory of gift cards; and,
  - The participants are families and or children/youth

### **Unallowable Costs**

Funding from GOC will not be used for unallowable costs including, but not limited to:

1. Alcoholic beverages;
2. Bad debts;
3. Contributions and donations to charitable organizations not in support of a defined activity;
4. Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringement;
5. Entertainment costs; Personal use by employees of organization-furnished automobiles (including transportation to and from work) and other assets;
6. Fines and penalties and interest on fines and penalties;
7. Assets, goods or services for personal use;
8. Interest on borrowed capital/lines of credit;
9. Costs of organized fundraising events (galas, auctions, tournaments);
10. Costs of investment counsel/management;
11. Lobbying;
12. Losses on other awards;
13. Renovation/remodeling and capital projects;
14. Gifts for Board members and/or Board employees;
15. Costs of training/technical assistance offered by consultants that GOC and/or the Children's Cabinet or one of its member Agencies makes available at no cost. A list of offerings will be made available by GOC;
16. Any plaque or item presented to a speaker, official, legislator, vendor, or other person in recognition of service provided with a value in excess of \$50;
17. Any expenses relating to the establishment, maintenance or liquidation of foundation or other accounts used for the purpose of maintaining earned reinvestment and other State funds;
18. Investment fees and losses;
19. Flex fund expenditures;
20. For fee-for-service contracts, vendor staff vacation, sick leave and other leave time during which services were not provided.
21. Trinkets/promotional/giveaway items (e.g., pens, notepads, hats, mugs, portfolios, t-shirts, coins, gift bags, etc., whether or not they include the program/vendor name and/or logo).

# Appendix B | Board Administration vs. Community Support and Systems Change Expenses

Board Administration Cost: These expenses generally support operations, management and governance of the Local Management Boards. These costs ensure that leadership, financial management, and strategic oversight operate effectively.

Examples of Board Administration Cost:

- **Salaries and Benefits:** Wages for employees handling board administration tasks, employee taxes and benefits along with management staff for board operations such as executive staff of administrative personnel.
- **Office Operations:** Utilities (such as electricity, water and internet), office rent and phone expenses used primarily for board administration, and tele-communications expenses.
- **Administrative Supplies and Services:** Postage, mailing costs, software licenses, and other materials for administrative purposes.
- **Legal and Compliance Cost:** Fees for audits, legal counsel or policy compliance needs.

Excluded Cost:

- Funds directly supporting public-facing initiatives (program grants, community events, etc.).
- Marketing or outreach activities intended for community engagement.

Community Supports/ Systems-Change Cost: These expenses directly benefit public programs and initiatives aimed at serving communities. These costs ensure that the community benefits from organizational efforts through outreach, support, and direct service initiatives.

Examples of Community Supports & Systems Change Expenses:

- **Program Support:** Financial aid for youth and family programs, public initiatives and grassroots efforts.
- **Event and Outreach Costs:** Stamps and mailing expenses for public outreach or promotional programs, training sessions, information-sharing, or hosting community events.
- **Marketing and Awareness:** Costs affiliated with social media ads, flyers, and promotional efforts to engage the community.
- **Tech and Resources for Community-Use:** Online platforms, resource or evidence databases and equipment for public engagement.

Excluded Cost

- Salaries for board administrative tasks or executive staff members unrelated to program execution.
- Internal meetings or office expenses not directly linked to community-facing projects.

LMBs can use the GOC's Board Administration and Community Support and Systems Change comparison chart below to gain further clarity about expense usage and differences.

**LMB BOARD ADMINISTRATION and COMMUNITY SUPPORT EXAMPLES**  
**Fiscal Year 2026**

LMB:		Generally Appropriate for Board Administration (B)	Generally Appropriate for Community Support (C)*	Notes and Examples
DESCRIPTION				
<b>Budget for Board Administration/Community Support</b>				
<b>Personnel</b>				
	Salaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Salaries and wages paid to employees of the LMB organization.
	Fringe Costs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Employment taxes and benefits paid for employees of the LMB organization.
<b>Operating Expenses</b>				
	Communications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Phone expenses
	Postage	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - Stamps, etc. for routine LMB operations; C - Stamps, etc. for mailings related to specific community engagement event
	Utilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Electricity, water, internet needed for the LMB office
	Advertising	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - LMB-related ads placed in newspaper, online, etc.; C - Ads for specific community engagement activities
	Office Supplies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - Consumable items for LMB operations (paper, ink, pens, etc.); C - Consumable items for a specific community engagement event (binders for a training, flip charts, etc.)
	Insurance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - General liability, etc. for the LMB; C - One-day policy for a community-engagement event
	Rent/Mortgage	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - For the LMB office space; C - Room rental fees for a community engagement event
	Printing/Duplication	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - Duplication and copier expenses for the LMB; C - Printing programs for a specific community engagement event
	Information System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Licenses for LMB use (e.g. Quickbook, Microsoft Office, etc.)
	Vehicle Operating (other than Insurance)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Expenses to operate a vehicle owned or assigned to the LMB
<b>Travel</b>				
	Business Travel	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - Expenses for LMB staff; C - Expenses for trainers or consultants to lead a community engagement event
	Conferences/Conventions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Registration fees for LMB staff
<b>Contractual Services</b>				
	Training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - Expenses for LMB staff; C - Expenses for training to be provided to the community (e.g. Bridges Out of Poverty)
	Consultant (other than Legal & Accounting/Aud)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Expenses for Clear Impact training not provided by GOCPYVS, etc.
	Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Consultation to the LMB
	Accounting/Auditing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Services provided to the LMB
<b>Equipment</b>				
	Office Equipment/Furniture	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B - For LMB operations
<b>Other</b>				
	Vehicle Purchase and Lease	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B - For LMB use
	Program Supplies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	C - Curriculum, books, workbooks, proprietary goods needed for a community engagement event
	Professional Dues/Publications/Subscriptions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B - Association dues, professional publications, etc. for the LMB
	Food	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B - Snacks for youth during a community conversation event; C - Snacks at a Bridges Out of Poverty cohort for community members

**Notes**  
 \*A check for Board Administration and/or Community Support means that generally, expenses on these line items would be appropriate for that budget. The Office is open to considering exceptions and waivers as needed.

# Appendix C | Resource for Identifying and Evaluating Evidence-Based Programs

## Clearinghouses and Ratings

Issue Area	Clearinghouse Name	Rating that meets the strongest definition of evidence = similar populations + informed rationale <sup>8</sup>
Clearinghouses Across Issue Areas	<a href="#">Results for America Economic Mobility Catalog</a>	<b>Proven</b> and <b>Strong</b> meet definition <i>(Promising does not meet definition)</i>
	<a href="#">The Results First Clearinghouse Database</a>	<b>Green/Highest Rated</b> and <b>Yellow/Second Highest Rated</b> meet definition <i>(Blue, Gray, and Red do not meet definition)</i>
	<a href="#">Arnold Ventures' Social Programs that Work</a>	<b>Top Tier, Near Top Tier,</b> and <b>Suggestive Tier</b> meet definition
Early Childhood	<a href="#">U.S. Department of Education What Works Clearinghouse</a>	<b>Strong, Moderate,</b> and <b>Promising</b> meet definition <i>(No Tier Assigned does not meet definition)</i>
	<a href="#">U.S. Department of Health and Human Services HomVee Clearinghouse</a>	<b>Meets U.S. Department of Health and Human Services (HHS) Criteria</b> meets definition
	<a href="#">Center for Research and Reform in Education Evidence for ESSA</a>	<b>Strong, Moderate,</b> and <b>Promising</b> meet definition
K-12 Education	<a href="#">U.S. Department of Education What Works Clearinghouse</a>	<b>Strong, Moderate,</b> and <b>Promising</b> meet definition. <i>(No Tier Assigned does not meet definition)</i>
	<a href="#">Center for Research and Reform in Education Evidence</a>	<b>Strong, Moderate,</b> and <b>Promising</b> meet definition

<sup>8</sup> Informed rationale means the reasoning (such as a theory of change, logic model or narrative description) behind why a program is likely to improve important outcomes in similar contexts and for similar populations, based on research and input from participants and relevant stakeholders.

	<a href="#">for ESSA</a>	
<b>Post-Secondary Education and Workforce Development</b>	<a href="#">U.S. Department of Education What Works Clearinghouse</a>	<b>Strong, Moderate, and Promising</b> meet definition. <i>(No Tier Assigned does not meet definition)</i>
	<a href="#">U.S. Department of Labor Clearinghouse for Labor Evaluation and Research</a>	<b>High or Moderate</b> meet definition if the intervention shows positive impact on important outcomes <i>(Low does not meet definition; Interventions that show a negative impact on importation outcomes do not meet definition)</i>
	<a href="#">Center for Research and Reform in Education Evidence for ESSA</a>	<b>Strong, Moderate, and Promising</b> meet definition
<b>Health and Well-Being</b>	<a href="#">Institute of Behavioral Science Blueprints for healthy youth development</a>	All interventions listed meet definition.
	<a href="#">U.S. Department of Health and Human Services Teen Pregnancy Prevention Evidence Review</a>	<b>Favorable Evidence and Potentially Favorable Evidence</b> meet definition <i>(Indeterminate evidence, Conflicting Evidence, Potentially unfavorable evidence, and Unfavorable evidence do not meet definition)</i>
	<a href="#">CA Evidence-Based Clearinghouse for Child Welfare</a>	<b>Well-Supported, Supported, and Promising</b> meet definition <i>(Evidence Fails to Demonstrate Effect, Concerning Practice, and Note Rated do not meet definition)</i>
<b>Housing</b>	<a href="#">Results for America Economic Mobility Catalog - Housing and Community Development</a>	<b>Proven and Strong</b> meet definition <i>(Promising does not meet definition)</i>

	<a href="#">The Results First Clearinghouse Database</a> - use search option to search for "Housing"	<b>Green/Highest Rated</b> and <b>Yellow/Second Highest Rated</b> meet definition <i>(Blue, Gray, and Red do not meet definition)</i>
<b>Justice/Public Safety</b>	<a href="#">US Department of Justice Crime Solutions</a>	<b>Effective</b> and <b>Promising</b> meet definition <i>(No Effects does not meet definition)</i>