

THE OFFICE OF GOVERNOR WES MOORE

GOVERNOR'S OFFICE FOR CHILDREN

FY 2027 Children's Cabinet Interagency Fund (CCIF)

Notice of Funding Availability (NOFA)

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State of Maryland

Governor's Office for Children
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Eligibility: Local Management Boards

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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 FY27 CCIF NOFA is grounded in the ENOUGH framework as the State’s primary strategy to reduce child poverty and increase economic mobility. LMBs must deploy evidence-based frameworks and effective strategies that drive systems change and promote cross-sector coordination. Proposed programs and investments should also reduce duplication, strengthen partnerships, and expand collaborative efforts within ENOUGH-eligible and aligned communities.

LMBs are expected to function as backbone entities that align partners, braid funding, and support coordinated implementation across education, health, human services, workforce, and justice systems.

All funded activities and community support initiatives must align with one or more of the ENOUGH pillars and support Maryland’s all-of-government approach to achieving the Children’s Cabinet North Star to increase economic mobility.

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

- **Enhancing the ENOUGH Initiative:** Leveraging CCIF funding to eliminate childhood poverty through place-based initiatives and strategies is one key approach LMBs can deploy to expand and launch anti-poverty strategies and programs. LMBs can choose to support current ENOUGH-eligible communities, current QB organizations, aligned communities or fund county-wide anti-poverty programs.
- **Improving Benefits Access Programs:** LMBs can also invest in initiatives and programs that deliver necessary and adequate benefits and economic assistance to eligible Marylanders. This includes but is not limited to the increasing awareness, elevating utilization of MD Benefits One App and uptake of benefits like EITC, CTC and MD SUN Bucks. Benefits access is especially important now given various cuts and other changes that the federal government has implemented.
- **Strengthening Community Schools:** Investments toward connecting students to wraparound supports, agency services, successful delivery of the blueprint are eligible

through CCIF funding. LMBs can use their coordinating capacity to ensure that community partners (e.g. nonprofits, health centers, etc) are meeting the needs of community schools as identified in their needs assessments to ensure students get access to critical benefits.

- **Supporting Young Men and Boys and Community-Based Mentoring:** With data demonstrating declining outcomes for young men in Maryland in areas such as labor force participation and mental health, CCIF funding can be utilized to target and uplift the lives of young men and boys through evidence-based mentoring, mental health services, re-entry supports, and increasing workforce development opportunities. Funded activities need not be conducted at the exclusion of young women and girls, who can also benefit from evidence-based programs in these areas.
- **Closing the Racial Wealth Gap:** LMBs investments in reversing decades of discriminatory policies and strategic disinvestment in communities help close economic disparities for families; especially those of color Through CCIF, LMBs can fund strategies that reduce debts, build savings, collect community wealth and accumulate assets.

LMBs are expected to prioritize communities experiencing persistent poverty and disproportional outcomes, using local and state data to guide investment decisions.

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

- **Fiscal Mapping:** LMBs will oversee the maintenance and enhancement of county-level fiscal mapping efforts.
- **Local Care Team (LCT):** leveraging designated funding to ensure LCTs 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.

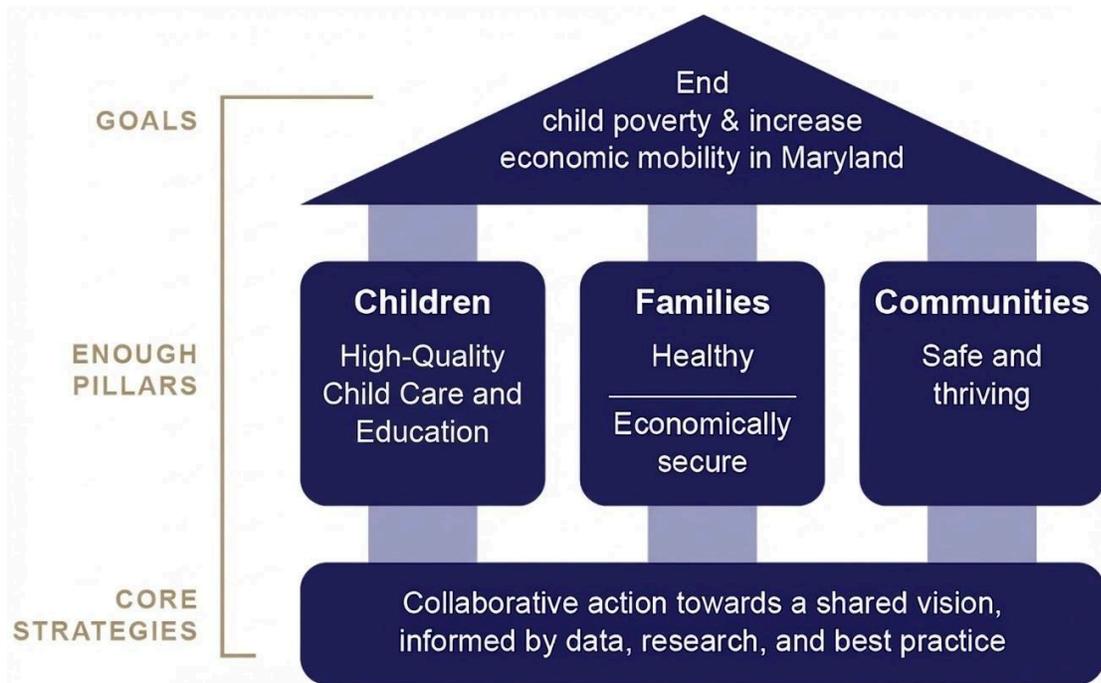


Figure 1: ENOUGH Theory of Action

The **ENOUGH Initiative** directs communities to evidence-based programs to end childhood poverty by focusing strategies, programs, and outcomes on three pillars that are central to supporting a child’s well-being. These **three pillars** represent a comprehensive approach to ending childhood poverty by supporting not just children, but also their families and their communities.

- 1) **High Quality Child Care and Education:** Unlocking children’s potential through early care and education from birth until working in a career, specifically ensuring smooth transitions – across K-12 to college and career.
- 2) **Healthy and Economically Secure Families:** Ensuring community members and families have access to high-quality healthcare with goals of decreasing infant mortality, increasing life expectancy, and improving mental health. Ensuring higher rates of employment in living wage jobs and stable, thriving households where families can provide necessities, weather hard times, and build wealth.

- 3) **Safe and Thriving Communities:** Creating communities where residents feel safe and can thrive through high-quality, affordable housing, a robust commercial core, and access to recreational spaces, nutritious food, and transportation.

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 three pillars.

1.3 Support Approaches and Systems Change

As designated backbone entities, LMBs are expected to deploy CCIF resources in ways that strengthen local systems, align partners, and advance ENOUGH outcomes. CCIF-funded support approaches should be strategically deployed, particularly in ENOUGH-eligible communities and areas of concentrated poverty to enhance coordination, capacity, and impact across programs.

Support Approaches

The support approaches outlined below are illustrative examples of high-impact frameworks and strategies and are not intended to be an exhaustive list of allowable LMB activities. LMBs may deploy other approaches that demonstrate strong alignment with ENOUGH priorities and measurable impact on child poverty reduction and economic mobility.

Support Approach	Descriptions
Passthrough	Direct funding through established county processes to vendors, grantees, Community Quarterbacks, or ENOUGH-aligned initiatives to implement programs and strategies aligned with CCIF and ENOUGH priorities.
Community of Practice (CoP)	Convening cross-sector partners, community members, and stakeholders to align strategies, strengthen implementation, share learning, and support innovation across ENOUGH pillars.
Targeted Coaching and Capacity Support	Providing data-informed coaching, technical assistance, and capacity-building support to ENOUGH QBs, eligible communities, or aligned initiatives to strengthen performance, sustainability, and outcomes related to child poverty reduction and economic mobility.
Systems Optimization and Alignment	Supporting systems-level infrastructure, including participation in GOC’s fiscal mapping initiative and efforts to optimize Local Care Team investments, coordination, and outcomes.
Data and Performance Infrastructure	Investments in shared data systems, dashboards, or performance management tools aligned with ENOUGH reporting.
Cross-Agency Alignment Initiatives	Structured coordination with education, workforce, health, or justice agencies to reduce fragmentation and duplication.
Community Engagement and Outreach	Investments that strengthen trusted messengers, outreach strategies, and feedback loops with families and residents in prioritized communities.

Infrastructure	
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Systems Change and Collective Leadership

LMBs are expected to exercise systems leadership by aligning partners around shared outcomes, using data to inform decision-making, supporting continuous learning and improvement, and coordinating across programs and funding streams. CCIF investments should reinforce shared measurement, accountability, and adaptive strategies that advance ENOUGH goals and reduce child poverty.

Funded activities must demonstrate how they reduce duplication of services, improve coordination, and strengthen partnerships across systems

The [CLEAR Framework for Leading Systems Change](#)¹ and the [Crosswalk of Frameworks for Understanding Systems Change](#) provides LMBs with elements, examples and evidenced-based practices of systems change process and deployment. In addition, 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 frameworks² 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.

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](#))

1.4 Community Needs Assessment, Asset Mapping, Community Planning, and ENOUGH Data Hubs

LMBs should propose activities and infrastructure that support comprehensive assessments of community needs and assets for children, youth, and families (informed by the [ENOUGH Data Hubs](#) and [fiscal maps](#)), 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

¹ [The CLEAR Framework for Leading Systems Change](#)

² [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 and ENOUGH Data Hubs ([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.

ENOUGH Data Hubs: The ENOUGH Data Hubs track a robust, equity-centered set of indicators that reflect the Children's Cabinet's core pillars: Children, Families, and Communities. The dashboards include over 80 outcome measures spanning from Grade 3 reading and Algebra I proficiency, to chronic absenteeism rates, housing cost burden, food insecurity, and community safety metrics like violent crime and youth justice involvement. In FY27, LMBs can expect to work alongside GOC in gaining access to updated data and learning to use the ENOUGH Data Hub.

Fiscal Map: The fiscal map analyzes the funding our state received and allocated to different services and outcome areas that support children's overall well-being and ensure that children are educated, healthy, safe, supported and connected, and employable.

1.5 Evidence-Based Programs and Models

It is strongly preferred that programs/strategies proposed for FY27 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 B](#) for clearinghouse resources focused on identifying and evaluating evidence-based programs.

Proposed programs that do not meet the threshold of "evidence-base" as outlined in the RFA-developed clearinghouse, LMBs must provide an explanation for why the program/modality/curriculum was selected and what evidence of success is available.

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 monitor progress measures within the four (4) ENOUGH Results Areas to evaluate outcomes of initiatives funded through the CCIF funding. These measures will be set by 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 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: High Quality Child Care and 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.

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.

2. COMMUNITY SUPPORT INITIATIVES

CCIF-funded programs and community support initiatives must align with one or more of the ENOUGH pillars. LMBs have flexibility to fund direct services, capacity-building efforts, planning activities, and systems coordination, provided investments demonstrate clear outcomes and alignment with ENOUGH goals.

LMBs also have the unique opportunity to blend and braid CCIF funds with other public and private investments to advance the ENOUGH theory of action at the local level, and this includes direct fiscal support for ENOUGH-eligible and aligned communities along with county-wide anti-poverty initiatives for other high poverty communities.

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.

2.1 Enhancing the ENOUGH Initiative

Investments with the aim of accelerating the goals of the ENOUGH Initiative, should

complement and expand the impact of initiatives and programs funded through the ENOUGH Initiative. Investments can also complement activities and communities supported through the LMB capacity building investments.

LMBs can leverage CCIF funding to propel local ENOUGH projects of any level/tract (Partnership Development, Plan Development or Early/Implementation). Jurisdictions with or without current quarterback organizations can direct funding to execute pilot programs, fund ENOUGH Neighborhood Action Plan and partnership tables, invest in emerging implementation projects, or further the ENOUGH theory of action in smaller, yet dense populations of childhood poverty.

Investments accelerating ENOUGH and aligned strategies must fall within the **Pillars of Prosperity:**

High Quality Child Care and Education: Programs that support positive educational, developmental, and workforce outcomes from early childhood through career entry.

Examples include:

- Community-based mentoring programs, including those serving young men and boys, justice-involved youth, immigrant youth, and other priority populations
- Early childhood education and school readiness initiatives
- Investments in developing local teachers and educational leaders and reducing the teacher workforce shortage
- Youth workforce readiness, career exploration, and postsecondary transition supports

Healthy Families: Programs that strengthen family stability and access to health-related supports.

Examples include:

- Mental and behavioral health supports, including innovative delivery models
- Family-centered health access, including maternal and infant health initiatives and preventive care
- Support for Local Care Teams (LCTs) to coordinate services for youth with complex needs

Economically Secure Families: Programs that increase household income, promote financial stability, and build long-term wealth.

Examples include:

- Benefits access and navigation initiatives, including tax credits and public benefits that offset medical and essential household expenses
- Workforce development and career pathway programs aligned with in-demand occupations
- Wealth-building and financial empowerment initiatives that advance racial and economic wealth equity
- Tax credit outreach and benefits awareness campaigns
- Entrepreneurship and small business support initiatives

Safe and Thriving Communities: Programs that promote safety, stability, and community well-being.

Examples Include:

- Justice prevention strategies with emphasis on young men and boys
- Housing safeguard protections and services such as eviction prevention, affordability and teen homelessness solutions
- Investments into initiatives such as Safer Stronger Together and Thrive Academy; programs to decrease gun-related community trauma
- Violence interruption and diversion models

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

2.2 Improving Benefits Access

Aligned with the [Children’s Cabinet Child Poverty and Economic Mobility Three-Year Strategic Plan](#), CCIF investments may advance economic opportunity by increasing household income, strengthening access to tax and health benefits, expanding child care scholarships or furthering access to medical services for justice-involved youth. Priority should be given to strategies that expand awareness, access, and uptake of economic benefits and assistance—particularly among eligible individuals and families who are not currently claiming available resources.

Through activities supported under this NOFA, **LMBs may use CCIF funds to strengthen benefits access systems that support and uplift economic opportunities for families and children.** Investments in this area should be evidence-based and designed to increase participation in programs that meaningfully improve financial stability and economic mobility.

Eligible initiatives include efforts that expand, strengthen, or improve uptake of economic assistance and tax-related benefits, including but not limited to the Earned Income Tax Credit (EITC), Child Tax Credit (CTC), child care scholarships, nutrition assistance (e.g., SNAP and the Women, Infants, and Children (WIC) program), housing subsidies, Medicaid/CHIP, Supplemental Security Income (SSI), and unemployment insurance.

Proposed strategies for expanding access to benefits and advancing wealth equity may include, but are not limited to:

- Targeted outreach and education campaigns focused on tax credits and other high-impact benefits, especially for new/expectant parents and young families;
- Enhancing the administration and accessibility of Maryland’s SUN Bucks program
- Hiring and training benefits navigators to assist residents with eligibility screening, enrollment, and recertification;
- Using disaggregated data to identify gaps in awareness, access, and uptake—particularly by race, ethnicity, and geography; and
- Leveraging, coordinating or centralizing state tools, and information systems such as the [MD Benefits One App](#), and the Community Schools toolkit to better connect families to services.

2.3 Strengthening Community Schools

Community schools need strong, well-resourced community-based partners to succeed. LMBs are one of many key partners in ensuring the success of the community school model. Boards can bolster the Maryland Blueprint and academic ecosystems through various systems and approaches. Through CCIF, LMBs can invest in providing resources and technical assistance to

districts and schools to support high-quality community school implementation with recognized experts of the field. LMBs can also work with their LEA and community schools to share information based on asset maps, community needs assessments, community planning processes, ENOUGH data hubs, fiscal maps that can help shape the community schools strategy, identify the needs of families in each community, and provide recommendations around how resources (CCIF and other state funding streams including the Concentrations of Poverty Grants) can best be leveraged to support students living in areas of concentrated poverty.

As backbone entities, Boards can leverage CCIF to convene and collaborate with agency partners, community stakeholders and families in increasing services like the Community Schools Rental Assistance program and other wraparound services. LMBs are encouraged to take innovative and evidence-based approaches to tackling issues such as:

- **Reducing the Teacher Shortage:** through widening accessibility to apprenticeships, teacher preparation development or alternative pathways
- **Driving Academic Achievement:** empowering teacher and administrative coaching opportunities throughout schools or providing tutoring pathways for new emerging professionals
- **Increasing access to mental and behavioral supports:** through connecting community schools to local health departments, mental and behavioral health professionals, and community-based organizations with before and afterschool programming.

2.4 Advancing Young Men and Boys and Community-Based Mentoring

Governor Wes Moore established the Young Men and Boys (YMB) Initiative to uplift and support young men and boys, particularly in areas where data indicates this population is at risk of falling behind. Focus areas for this initiative include mental health support, community and family engagement, and career readiness. Recent data unveils that suicide rates among men under age 30 have risen by more than a third since 2010 and the labor force participation for young men is nearly the lowest it has been in decades—far outpacing other cohorts. With targeting programming and investments, LMBs and the State can transform the lives of men, ultimately increasing the opportunities, providing pipelines and directing investments can too have profound positive impacts on young women and girls. While proposed programs do not have to be exclusively for young men and boys, LMBs are encouraged to fund programs with outcomes that bridge the gap of academic, mental, and economic support for YM&B.

LMBs have the option of directing funding to career exploration and soft-skills development, re-entry and transitional services along with mentoring and entrepreneurship. Through CCIF, Boards can continue or launch efforts to combat critical issues for YMB, such as:

- Increase access to mental and behavioral health supports; promote responsible technology and social media use
- Expand programs designed to provide young men and boys with positive role models and mentors; strengthen support for parents and families
- Increase college and career readiness; expand pathways to good jobs, through degree and non-degree pathways; promote workforce reentry programs; diversify the health, education and literacy (“HEAL”) workforces.

Big Brothers, Big Sisters Community-Based Mentoring

Through a partnership with Arnold Ventures, the Department of Juvenile Services (DJS), and GOC, nine LMBs are supporting 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 the nine participating LMBs must continue to allocate a portion of their CCIF funds annually through FY29. **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 will participate in evaluation activities, including a randomized controlled trial (RCT), that will be coordinated by the Coalition for Evidence-Based Policy and carried out by [MDRC](#). The RCT study will assess the impacts of the Big Brothers Big Sisters Community-based Mentoring program on youth outcomes including protective factors (e.g., school engagement) and risk factors (e.g. system involvement).

Participating LMBs should promote the availability of these mentoring services to community members and ensure LCTs are referring families to these services when appropriate.

LMBs with continuing partnership with Big Brother Big Sister must submit an FY27 budget. The proposed budget must be included in the [Budget Worksheet](#) in a separate program page and includes the DJS cash match.

Participating Jurisdictions

Baltimore Metro Area	Eastern Shore	National Capitol Area	Washington County
Anne Arundel Baltimore City	Cecil Kent Somerset Wicomico	Frederick Prince George's	Washington

Consistent with the priorities identified throughout this NOFA, LMBs with other community-based mentoring programs with strong evidence showing improved outcomes for youth, including youth who are at risk of court involvement, are encouraged to continue CCIF investments, but are not eligible to receive matching funds from DJS and Arnold Ventures.

2.5 Closing the Racial Wealth Gap

Maryland's racial wealth gap, caused by decades of discriminatory policies and strategic disinvestment in communities, has resulted in systemic inequities, including lower rates of homeownership, business ownership, retirement savings and higher rates of debt for communities of color. LMBs have the option of directing funding that prioritizes work, wages, and wealth in historically disinvested areas. Through CCIF, Boards can continue or launch efforts that support a multi-pronged approach, including:

- Community wealth, which includes strategies that promote economic opportunity and improve well-being at the community level. This includes initiatives like Just Communities and the ENOUGH Initiative;
- Asset accumulation, which captures strategies that support small businesses gaining access to capital and growing their workforce, in addition to strategies that expand opportunities for household wealth through homeownership;
- Building savings, which highlights strategies that help increase access to banking, improve financial literacy, improve Marylanders' ability to save, and boost their access to jobs and good wages;
- Debt reduction, which will explore strategies that help individuals reduce their debt, including student loans, medical and other forms of debt.

3. SYSTEMS CHANGE INITIATIVES

3.1 Maryland County Fiscal Map

GOC has partnered with the [Children's Funding Project](#) to document federal, state and county level investments in services and programs for children and youth in Maryland. The final product is the [Maryland Fiscal Map](#), which analyzes the funding sources and budget allocations that support all programs and services from the prenatal stage to young adulthood statewide

With support and guidance from GOC and the Children's Funding Project, each LMB will be required to support a county-level fiscal mapping tool through annual maintenance and updates. 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 sustain or expand services.

Funding through this FY27 CCIF NOFA can be used to support staff capacity, and support services for the purposes of fiscal mapping, data collection and verification.

3.2 Local Care Teams

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. LMB's will support LCT's statutory compliance with this requirement and actively monitor LCT support to this vulnerable population.

The Children's Cabinet continues 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 FY27, 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.

Some LCTs are providing referral and coordination support for children with complex needs prior to an out-of-home placement. LMBs and LCTs with the capacity to do so are encouraged to continue and expand early intervention efforts that support youth most at risk of out-of-home placement.

GOC, in collaboration with the State Coordinating Council (SCC), issued [guidance](#) to help LCTs triage and better prioritize different types of services for different families in need, and updated performance measures and data reporting requirements related to the LCT funding.

LMBs must 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 LMB budget tab. Funding for the LCT Coordinator is in addition to the CCIF allocation listed in this NOFA.

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">Cover Page [Submittable]	Form Fields
<ul style="list-style-type: none">Project Narrative	Upload/(Template)
<ul style="list-style-type: none">FY27 CCIF Funded List of Programs and Strategies	Upload (Template)

Application Requirements	Format
<ul style="list-style-type: none"> FY27 Annual Work Plan 	Upload (Template)
<ul style="list-style-type: none"> Line Item Budget and Budget Narrative 	Upload (Template)
<ul style="list-style-type: none"> Community Needs Assessment [Latest Available] 	Upload or Link
<ul style="list-style-type: none"> Community/Strategic Plan [Latest Available] 	Upload or Link

The CCIF Cover Page will be a form embedded in the Submittable online system. For FY27, 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 how the LMB’s unique local capacity and position enable it to serve as a backbone organization driving systems change to reduce childhood poverty and increase economic mobility in its jurisdiction.
2. Detail the LMB’s systems change efforts to date, including examples of successful strategies and local impact, and explain how the LMB plans to build on this work in the future.
3. 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).
4. List the current **asset mapping** and **needs assessment** resources and processes the LMB uses to inform funding, when these reports/plans were last updated, and the LMB’s process for continued analysis of service gaps in FY27.
5. Explain how the LMB **uses disaggregated local data** (by race and ethnicity, when available) to identify disparities and guide systems change efforts.
6. Explain how **individuals with lived experience** manage, supervise, advise, and/or influence LMB priorities, policies, and investments.

Part 2 Program Strategies, Alignment and Impact

7. 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](#).

8. Identify and outline any CCIF-funded programs that are not technically “evidence-based,” provide a brief rationale for their inclusion in your FY27 strategy/budget, and their alignment with the Community Support Initiatives.
9. Describe any proposed FY27 programs and strategies aligned with the local **community/strategic plan** for communities with high concentrations of poverty (as applicable)
10. Benefits Access (as applicable)
Describe how the LMB will expand access to economic and tax benefits—particularly high-impact supports such as the EITC and CTC—reduce barriers to enrollment or re-enrollment, and strengthen benefits navigation systems to advance economic opportunity in the jurisdiction.
11. Community Schools (as applicable)
Describe how the LMB will collaborate with the LEA, local community schools, community stakeholders, and families in support of high-quality community school implementation and increasing wraparound services.
12. Young Men and Boys (as applicable)
Describe how the LMB will support the Young Men and Boys Initiative, particularly in the connection to and expansion of mental health support and workforce development for young men in the jurisdiction.
13. Big Brothers, Big Sisters Community-Based Mentoring Program (as applicable)
Detail any first-year activities that supported FY26’s funding to expand the local BBBS mentoring program. Responses should include plans to continue planned outreach, program or partnership development, and any capacity-building support needed to increase the number of youth receiving mentoring services for FY27.
14. Racial Wealth Gap (as applicable)
Describe how the LMB will contribute to the closing of the racial wealth gap through efforts that build community wealth, support asset accumulation, build savings, and reduce debt.

Part 3 Fiscal Mapping

15. Describe how the LMB will leverage staff to maintain and update county fiscal maps in FY27.

Part 4 Progress and Outcomes

16. Using the [CCIF-funded programs and strategies template](#) (tab 2), please provide a high level summary of significant **wins, progress/outcomes, and lessons learned**.
17. Provide any additional feedback about **obstacles and challenges** you encountered in FY27 that may have impeded progress or limited the capacity of the LMB to reach its annual goals.
18. Describe how your LMB uses **qualitative and quantitative data** to advise program design, monitor progress, and inform your community about local wins and opportunities.
 - a. Provide examples of how and when the LMB convenes partners or community stakeholders to share data insights, including discussions of progress, challenges, lessons learned, and strategic pivots.
19. 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 FY27 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 FY27 Allocation as noted on page 18.

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 Review Process

Financial Due Diligence

GOC staff will perform a cost analysis of each recommended project to ensure that costs clearly relate to the activities and objectives of the project, are reasonable, allowable, and allocable. Staff will also take into consideration the size of the community and the number of communities/organizations to be supported. Budget requests may be altered based on this review. Commencement of LMB funding awards for FY27 will begin on July 1, 2026, and end on June 30, 2027.

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.

- Information contained in the links above is not exhaustive. GOC reserves the right to make additional budget reductions/restrictions and adjustments at its discretion.

Review Process

GOC staff will first conduct a technical review of application materials, including applicant eligibility, formatting compliance, and completeness of the application package. Following technical review, applications will be objectively evaluated.

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 FY27 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 FY27 funding allocation equal to the Board’s FY26 allocation. Contingent upon the final approval of the CCIF budget, the FY27 allocation for each jurisdiction is identified in the chart, below. Please note that does not include an award for the Local Care Team coordinator:

Jurisdiction	FY27 Allocation ³	Jurisdiction	FY27 Allocation ³
Allegany	\$518,940	Harford	\$640,263
Anne Arundel	\$1,391,832	Howard	\$502,403
Baltimore City	\$3,275,466	Kent	\$422,015
Baltimore County	\$1,566,378	Montgomery	\$1,712,433
Calvert	\$400,383	Prince George’s	\$1,933,586
Caroline	\$631,775	Queen Anne’s	\$375,961
Carroll	\$575,348	St. Mary’s	\$450,451
Cecil	\$591,413	Somerset	\$323,784
Charles	\$430,389	Talbot	\$527,553
Dorchester	\$485,992	Washington	\$756,266
Frederick	\$441,353	Wicomico	\$857,229
Garrett	\$594,591	Worcester	\$874,531
TOTAL:	\$20,280,335		

³ The allocation listed does not include a FY27 award for the Local Care Team Coordinator.

5.2 Important Dates and Deadlines

Date	Action	Follow-Up/Location/Notes
February 2 2026	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
February 10, 2026	Pre-Application Meeting	Overview of NOFA and application process, questions answered
April 24, 2026	Applications Due	LMBs submit applications in Submittable.
April 27 - May 15, 2026	Applications Reviewed	A technical review will be completed and LMBs notified of any deficiencies to be cured prior to the application moving forward to the merit review.
May 15, 2026	LMBs notified of deficiencies.	
May 22, 2026	Deadline for application cures	
June 2026	Award Letters Sent	
July 1, 2026	FY27 CPA Effective Date	All FY27 grant activity begins for LMBs that have received a notification of award. Grant Award Commencement Packets will be developed with a July 1, 2026 effective date for implementation of FY27 activities.

The online application must be completed and submitted no later than April 24, 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

Disbursement of Funds

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](#). Please note that it can take 2-3 weeks for payment to be processed and received by the organization. The grantee should anticipate receipt of payment 30 days following the receipt of the executed agreement.

Electronic Funds Transfer (EFT)

The GOC and its fiscal agent STRONGLY encourage the use of electronic funds transfer (EFT). 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.

During designated reporting periods, LMBs may be required to provide information to the GOC regarding program progress and trajectory in relation to required progress measures. Programs exhibiting sustained or significant failure to meet outcome indicators, or lacking evidence-driven approaches to improvement, may be subject to corrective action, additional monitoring, or ineligibility for continued CCIF funding.

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 **February 10, 2026**. The meeting will be conducted by video conference. To join the meeting, LMB point of contacts should reach out to Mysiki Valentine.

For programmatic questions, please contact **Mysiki Valentine, Community Initiatives Program Manager** at 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.

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 \$.75 cents/mile rate as of 1/1/2026.
 - 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).
Indirect Costs

Indirect costs are expenses that cannot be attributed to individual projects or initiatives but are necessary for an organization's overall operation and administration.

Indirect Cost Base and Rate for GOC

- The indirect cost **base** for GOC is modified total direct costs (MDTC).⁴
- The indirect cost **rate** is up to 15% of modified total direct costs (MDTC).⁵
- **Example:** An organization with a \$100,000 allocation could potentially request \$13,043 in indirect costs. This presumes a modified total direct cost of \$86,957 x 15% = \$13,043.

Examples of Indirect Costs

The following are examples of line item expenses that are commonly included in the indirect cost recovery rate if they can't be attributed to individual initiatives or systems change activities.

1. Facilities & Operations
 - Building rent, property taxes, depreciation
 - Utilities (electricity, water, gas, trash removal)
 - Repair and maintenance of shared spaces (e.g., hallways, conference rooms)
 - Landscaping and security services for the entire facility
2. Administrative & Management
 - Salaries and benefits for central staff (finance, payroll, HR)
 - Annual software licenses for accounting, HR, or general management systems
 - Organizational insurance (general liability, directors and officers)
3. Professional & Institutional Services
 - External audit, accounting fees, and general legal counsel
 - Bank fees, payroll processing fees, and other institution-wide financial services
4. Office & IT Support
 - Shared office equipment (copiers, printers, scanners) and office supplies that cannot be attributed to either community support or systems change activities
 - Telecommunications (organization-wide phone systems, internet)
 - Centralized IT support, help desk services, network security
5. Other Shared Costs
 - Organization-wide subscriptions or dues
 - Postage and shipping fees for general administrative correspondence

⁴ Per [OMB Uniform Guidance](#) the first \$50,000 of each subcontract is included in the modified total direct cost (MTDC) base and any amount exceeding \$50,000 is excluded.

⁵ The current federal de minimus rate is 15% of MTDC per the latest OMB guidelines. The State of Maryland statutes support recovery of indirect costs in compliance with the OMB Uniform Guidance.

Appendix B | 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 ⁶
Clearinghouses Across Issue Areas	Results for America Economic Mobility Catalog	Proven and Strong meet definition <i>(Promising does not meet definition)</i>
	The Results First Clearinghouse Database	Green/Highest Rated and Yellow/Second Highest Rated meet definition <i>(Blue, Gray, and Red do not meet definition)</i>
	Arnold Ventures' Social Programs that Work	Top Tier, Near Top Tier, and Suggestive Tier meet definition
Early Childhood	U.S. Department of Education What Works Clearinghouse	Strong, Moderate, and Promising meet definition <i>(No Tier Assigned does not meet definition)</i>
	U.S. Department of Health and Human Services HomVee Clearinghouse	Meets U.S. Department of Health and Human Services (HHS) Criteria meets definition
	Center for Research and Reform in Education Evidence for ESSA	Strong, Moderate, and Promising meet definition
K-12 Education	U.S. Department of Education What Works Clearinghouse	Strong, Moderate, and Promising meet definition. <i>(No Tier Assigned does not meet definition)</i>
	Center for Research and Reform in Education Evidence	Strong, Moderate, and Promising meet definition

⁶ 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.

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

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