Local Management Board Funding

December 2016
Revised January 2017

Larry Hogan
Governor

Boyd K. Rutherford
Lt. Governor

Arlene F. Lee
Executive Director
Governor's Office for Children

Submitted by: Governor's Office for Children
Contact: William McCurry
410-697-9250
William.McCurry@maryland.gov

2016 Joint Chairmen's Report p. 117-118

Contents

EXECUTIVE SUMMARY 3
STATEMENT OF CHARGE 3
INTRODUCTION 4
LOCAL MANAGEMENT BOARD FUNDING ALLOCATIONS 5
FUNDING SOURCES FOR LOCAL MANAGEMENT BOARD PROGRAMS 6
FUNDED PROGRAMS AND THE FOUR STRATEGIC GOALS 6
PROGRAMS IDENTIFIED FOR FUNDING 7
THE RESULTS SCORECARD™ 7
APPENDICES 9
APPENDIX ONE – Notice of Funding Availability and Frequently Asked Questions 10
APPENDIX TWO – Programs Funded by Local Management Boards & Funding from Outside Sources 66
APPENDIX THREE – Funded Programs Addressing the Four Strategic Goals 76

EXECUTIVE SUMMARY

A 2016 Joint Chairmen's Report required the Governor's Office for Children (Office) to compile a report on funding allocations to Maryland's 24 Local Management Boards (Boards).

This report also covers how Local Management Boards have been awarded funding for FY16 and FY17; if they received money from outside sources (which is not a requirement, but strongly encouraged); a list of programs the Boards funded, including how they incorporated Governor Hogan's four Strategic Goals; and an explanation of the Results Scorecard and how performance data will be used to determine what programs will receive funding in future years.

STATEMENT OF CHARGE

The 2016 Joint Chairmen's Report stated that, "there is some concern that competitive funding will neglect LMBs where the issues in their jurisdictions are unrelated to the four specific initiatives. Successful programs that have received funding in previous years may lose funding because they do not directly address one of the four initiatives. The way in which LMBs are being evaluated is also being changed, which may potentially affect allocations." Therefore, the budget committees are requesting the Governor's Office for Children prepare a report on funding to Local Management Boards. "The report should include:

> (1) funding allocations to LMBs in fiscal 2016 and 2017;
>
> (2) funding to LMBs from all other sources by program;
>
> (3) all programs funded through LMBs in fiscal 2016 and 2017, including whether the funding is sourced from base LMB funding or part of the competitive allocations;
>
> (4) identification of which of the four strategic initiatives each funded program addresses;
>
> (5) identification of programs that were rejected for funding, including an explanation for rejection; and
>
> (6) a description of performance measures used in the Results Scorecard, including how performance data will be used to determine what programs will receive funding in future years.

Further, it is the intent of the budget committees that GOC includes the LMBs and organizations funded through LMBS in the development of performance measures in the Results Scorecard."

INTRODUCTION

In April 2015, Governor Larry Hogan tasked the Governor's Office for Children and Maryland's Children's Cabinet with a series of initiatives aligning with his goal of an economically-secure Maryland. By coordinating efforts at the State level and providing technical assistance to Maryland's Local Management Boards, the Governor's Office for Children has been focused on improving child well-being in Maryland. The Children's Cabinet 2015 Strategic Plan was guided by several important principles:

- Maximize State Resources- Invest State resources in coordinated, research-based approaches that support improved outcomes for children, youth, and families, consistent with child and public safety needs;
- Measurable Outcomes- Ensure system-wide technical assistance, training, coordination, and accountability with identified results and indicators of success;
- Local Authority- Increase local capacity to plan, implement, and monitor children, youth, and families' services on an interagency basis; and
- Targeted Funding- Ensure the interagency budget for children, youth, and family services reflects the priorities of the Governor and the Children's Cabinet and has the flexibility to address these priorities through the development of new funding sources and partnerships.

In September 2015, the Governor's Office for Children, on behalf of the Children's Cabinet, announced a multi-year transition to accountability for results, based upon funding availability to the Local Management Boards. In year one, the Boards were level-funded, provided additional funding for planning activities, offered trainings on key strategies and populations, and offered technical assistance by the Office's staff. Year two introduced the new Notice of Funding Availability based on the Boards' planning processes and included flexibility for the Boards to determine funding for programs and administration. The Office also made $2.5 million available for competitive proposals to address the four Strategic Goals. Year three continues this process with level funding for the Boards' programs based upon the community plan and program performance demonstrated through the Scorecard. Additional new funding will be available for competitive proposals to address one or more of the four Strategic Goals of the Children's Cabinet. In the final year of the transition, the Boards will be required to propose programs that address the needs in their community plans, have been demonstrated to be effective through the Scorecard, and address one or more of the four Strategic Goals of the Children's Cabinet. Programs not addressing one of the goals must be identified as a critical need in the community and the Board must also demonstrate that no other funding source is available.

LOCAL MANAGEMENT BOARD FUNDING ALLOCATIONS

The total base allocation for Local Management Boards for FY16 and FY17 is identified in the chart, below:

Jurisdiction	Base Allocation- FY16	Base Allocation- FY17
Allegany	$462,798	$462,798
Anne Arundel	$1,114,752	$1,114,752
Baltimore City	$2,478,978	$2,478,978
Baltimore	$1,101,963	$1,101,963
Calvert	$249,422	$249,422
Caroline	$563,425	$563,425
Carroll	$513,102	$513,102
Cecil	$377,865	$377,865
Charles	$383,826	$383,826
Dorchester	$433,413	$433,413
Frederick	$393,603	$393,603
Garrett	$530,263	$530,263
Harford	$482,994	$482,994
Howard	$448,049	$448,049
Kent	$376,358	$376,358
Montgomery	$1,087,701	$1,087,701
Prince George's	$1,724,396	$1,724,396
Queen Anne's	$335,286	$335,286
St. Mary's	$401,718	$401,718
Somerset	$288,755	$288,755
Talbot	$333,643	$333,643
Washington	$674,447	$674,447
Wicomico	$764,487	$764,487
Worcester	$537,947	$537,947
TOTAL	$16,059,191	$16,059,191

Included in Appendix One is the Notice of Funding Availability for FY17, and the Local Management Board Funding FY17 Frequently Asked Questions document the Governor's Office for Children submitted to the Local Management Boards and stakeholders.

FUNDING SOURCES FOR LOCAL MANAGEMENT BOARD PROGRAMS

Appendix Two illustrates programs that were funded by Local Management Boards in FY16 and FY17, with all sources of funding. Funding from other sources is not required by the Governor's Office for Children, but strongly encouraged. Some Local Management Boards receive funding from State agencies, their county, or local foundations. In some instances, Boards receive grant funding to enhance an existing program.

FUNDED PROGRAMS AND THE FOUR STRATEGIC GOALS

Appendix Three details funded programs that target Governor Hogan's four Strategic Goals, which are to:

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

For both FY16 and FY17, it was not mandatory that Local Management Boards fund programs that impact the four Strategic Goals.

In FY16, Boards worked jointly with key stakeholders to assess community needs, develop a community plan, and identify specific research-based or promising strategies to improve the outcomes for children and families in their communities.

In FY17, the Office introduced competitive funding to be awarded to address one or more of the Strategic Goals. Boards were also given the opportunity to request base or competitive funding for additional planning activities related to the four Strategic Goals.

During the 2016 legislation session, for reasons unbeknownst to the Administration, the General Assembly restricted $80 million in funding for various projects. As Governor Hogan has made clear since he took office, funds that are restricted by the General Assembly will very likely not be allocated. In August, he reiterated his previous stance and made clear that this $80 million would not be spent, due in part to the likely occurrence of weakened revenue streams that came to fruition several months later. The General Assembly included in this $80 million funding for Youth Services Bureaus and navigation/crisis management services.

In order to fully-fund the Local Management Board's proposals, the Governor's Office for Children used funding that had been designated for competitive awards, plus funding for training and technical assistance. As a result, competitive funds were not available for programs

such as expanded summer meals programs, services for the children of incarcerated parents, and services to re-engage youth to education or workforce development.

PROGRAMS IDENTIFIED FOR FUNDING

The FY17 Notice of Funding Availability advised the Local Management Boards that the only programs eligible for funding were those that met the following criteria:

- Addressed a critical need in the jurisdiction;
- Not duplicative of other programs;
- Identified as a priority for the jurisdiction; and
- Achieved the identified outcomes.

Programs not funded in FY17 were determined by the Boards or the Office to be ineligible using these criteria based on a shared goal that State resources should be used for critical needs and programs that are demonstrating a positive impact on those needs.

THE RESULTS SCORECARD™

Data-Driven Decision Making

For more than 15 years, the Governor's Office for Children has reported on the well-being of Maryland's children based upon eight Results and 28 indicators identified through a collaborative and inclusive process. These data have been made available to the public each year in Maryland's Results for Child Well-Being report. The Governor's Office for Children is now utilizing the Results Scorecard™ (a.k.a. Clear Impact Scorecard) to report on child well-being and to share local performance data on programs funded through the Local Management Boards with funding from the Children's Cabinet. The Scorecard will allow:

- A greater level of transparency both at the State and local level and greater access to the Child Well-being Results and Indicators and performance data for programs.
- Both the Office and the Local Management Boards to view changes over time and better identify both successes and areas in need of improvement.

Moving forward, the Governor's Office for Children and the Local Management Boards will utilize the totality of information included in the Results Scorecard™, including the data and narratives, in determining whether an existing program has demonstrated success in improving outcomes for its participants over time and make funding decisions accordingly.

Performance Measures

Local Management Boards are required to select performance measures for each funded program or activity. The performance measures should be directly related to the goal of the program with an emphasis on serving the program's customers, in order to determine how well the program is being implemented and whether it has produced the desired outcomes. Using the Result-Based Accountability™ framework, the Local Management Boards should work with the program provider or vendor to select performance measures that answer the following questions:

- What/how much did we do? Three to five measures that are related to the number of customers served and activities performed.
- How well did we do it? Three to five quality measures that demonstrate how well the activities were performed, which are usually related to efficiency, timeliness, accuracy, workload ratios, unit cost, staff turnover, etc.
- Is anyone better off? Three to five outcome measures that show the extent to which the customers are better off than if they had not received the service. This usually has to do with improved skills, knowledge, attitude, behavior, or life situation.

The most important performance measures demonstrate that the clients or customers are better off as a consequence of receiving the services, and the most significant is referred to as the "headline measure(s)". The least important measures are related to what/how much was done, although necessary to fully understanding the implementation of the program or service. For example, a drug treatment program might have performance measures that demonstrate the number of clients served (how much), the unit cost of service (how well) and the number/percentage of clients who remain drug-free 12 months after completing the program (better off).

The performance measures for each funded program or activity are incorporated into the grant award to the Local Management Board (the "Community Partnership Agreement") and the contract with each vendor or service provider. The performance measures are then entered into the Local Management Board's Results Scorecard™ and available for review by the community, the Board, and the Children's Cabinet.

APPENDICES

APPENDIX ONE – Notice of Funding Availability and Frequently Asked Questions

Notice of Funding Availability

Fiscal Year 2017 Community Partnership Agreement

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

Larry Hogan	Boyd K. Rutherford	Arlene F. Lee
Governor	Lt. Governor	Executive Director

January 25, 2016

Table of Contents

Summary 13
Checklist 16
Important Dates 17
Application Instructions and Framework 19
I. Background 19
II. Scope and Objectives 21
III. Application Requirements 23
A. Eligible Applicants 23
B. Availability of Funds 23
C. Issuing Office 24
D. Pre-Application Meeting 25
E. Questions and Inquiries 25
F. Comprehensive Planning 26
G. Results Based Leadership Program 26
H. Application Submission 27
I. Role of the Office Staff 27
J. Program Reporting 27
V. Application Review Criteria and Process 27
A. Grant Review Team 27
B. Review Criteria 27
C. Ranking Scale 28
E. Final Awards 28
VI. Notice of Funding Availability Application 28
A. Cover page (using template provided) 28
B. Table of Contents 29
C. Board Profile Summary 29
D. Community Plan 29
E. Description of Programs/Strategies 30
F. Partner Organizations and Letters of Commitment 32
G. Planning Funding 33

H. Overall Budget Summary 33
I. Board Administration Budget: 34
J. Base Program/Strategy/Activity Budget Details: 43
K. Competitive Program/Strategy/Activity Budget Details: 51
Appendices 59
Cover Page 60
Definitions 63

Summary

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

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

The scope of this initiative is to provide:

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

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

<u>Funding for FY17 will be awarded using the following method:</u>

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

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

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

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

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

Competitive Funds Available: $2,500,000

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

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

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

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

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

Extra points:

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

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

CHECKLIST

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

- ☐ Cover Page (using template provided)
  - .....
    ith contact information and signatures for all required representatives

- ☐ Table of Contents
  - .....
    isting all relevant sections of the application with page numbers

- ☐ Summary
  - .....
    brief description of the Board

- ☐ Narrative
  - With all required descriptive information on the planning process, community plan, proposed strategies or programs, supporting evidence of need and supporting evidence of effectiveness
  - Limited to 25 8 ½ x 11 pages, double-sided, double-spaced, 12-point font

- ☐ Budget
  - .....
    ith all required budget worksheets

- ☐ Appendices
  - With all required appendices: a copy of the community plan or summary and letters of commitment (as applicable)

IMPORTANT DATES

Date	Action	Location
January 25, 2016	Distribute Notice of Funding Availability	Via GovDelivery email to Local Management Board Points of Contact and Board Chairs and posted to Governor's Office for Children website.
February 12, 2016 10 a.m. to 1 p.m.	Pre-Application Meeting	Spring Grove Hospital Center Research Building Auditorium 55 Wade Avenue Baltimore, MD
January 25 to June 20, 2016	Technical Assistance • During this time, technical assistance shall be limited to Board capacity building or FY16 report submissions. • Questions regarding this Notice of Funding Availability, related programs or strategies, or budgets may only be directed to the designated Point of Contact, Kim Malat.	Technical Assistance: on-site, by email or telephone. NOFA questions: via email only.
May 20, 2016	Local Management Boards submit Applications no later than 5 p.m. EST	1 original and 5 hard copies due at: 301 W. Preston Street Baltimore Maryland PLUS 1 electronic copy in Word format emailed to:

		kim.malat@maryland.gov
May 23 to June 17, 2016	Applications Reviewed	
June 20, 2016	Notification of Awards	Via email from Kim Malat to Local Management Board Point of Contact and Board Chair
July 1, 2016	FY17 Grant Awards are effective this date - All FY17 grant activity begins. Community Partnership Agreement contracts will be finalized with a 7/1/16 effective date to allow implementation of FY17 activities.	

Application Instructions and Framework

I. Background

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

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

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

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

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

families by implementing strategies that will address any or all of the Children's Cabinet's four Strategic Goals.[2]

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

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

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

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

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

Goal Two: Improve Outcomes for Disconnected Youth

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

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

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

[2] Definitions for the Four Strategic Goals are located in the Appendix.

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

Goal Three: Reduce Childhood Hunger

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

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

Goal Four: Reduce Youth Homelessness

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

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

II. Scope and Objectives

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

A successful planning process will allow the Board to:

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

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

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

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

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

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

Notes:

1. The Children's Cabinet, through the Office, may negotiate all or part of any proposed budget after award of the grant to clarify the application and to facilitate a community partnership agreement. However, this is not intended to be a negotiated process and Boards shall submit their best and final proposal and budget for FY17.

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

III. Application Requirements

A. Eligible Applicants

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

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

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

B. Availability of Funds

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

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

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

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

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

Competitive Funds Available: $2,500,000

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

C. Issuing Office

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

Kim Malat, Deputy Director
Governor's Office for Children
301 W. Preston Street
Baltimore, MD 21201
410-767-5154
kim.malat@maryland.gov

D. Pre-Application Meeting

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

Please register for the Pre-Application Meeting here: http://www.eventbrite.com/e/notice-of-funding-availability-pre-application-meeting-tickets-20867502261.

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

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

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

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

E. Questions and Inquiries

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

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

F. Comprehensive Planning

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

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

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

G. Results Based Leadership Program

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

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

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

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

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

H. Application Submission

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

I. Role of the Office Staff

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

J. Program Reporting

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

V. Application Review Criteria and Process

A. Grant Review Team

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

B. Review Criteria

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

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

C. Ranking Scale

Awards will be based upon the following ranking scale:

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

D. Extra Points

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

E. Final Awards

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

VI. Notice of Funding Availability Application

Each application shall contain the following:

A. Cover page (using template provided)

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

B. Table of Contents

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

C. Board Profile Summary

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

1. Description of the Board:
   a. Name
   b. When established
   c. Membership
   d. Current sources and amounts of funding for FY16

2. Management and Accountability
   a. Qualifications of the Board staff overseeing the programs
   b. Process for Board oversight of the programs on an on-going basis

3. Community Served
   a. Number of children and youth in the jurisdiction
   b. Other relevant demographic characteristics of the community

4. Board Programs
   a. Current programs sponsored and/or funded by the Board
   b. New projects planned in FY17

D. Community Plan

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

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

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

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

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

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

E. Description of Programs/Strategies

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

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

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

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

3. Critical need: The description shall include the statistically-demonstrated need for each proposed program/strategy/activity, the rationale for the selected program/strategy/activity based upon the assessment of services and programs, and how it was determined to be the best approach for the population to serve this need or fill the gap in service.

4. Performance measures: A list of performance measures for each proposed program, following the format contained in the Manual and the Results Scorecard. This section shall specifically answer the questions: How much? How well? Is anyone better off? The number of performance measures shall be limited to no more than two measures per question, representing those headline measures that are most valuable in assessing the impact of the program on the prioritized indicator.

5. Building on existing resources: Provide a description of how each program or strategy enhances or expands on existing programs or strategies; or a description of why a new program or strategy is needed, including evidence that there are no other services in the jurisdiction addressing this need.

6. Sustainability: For programs that do not address one or more of the Strategic Goals, the Board shall describe the plans for sustaining the program in the future without Children's Cabinet funding.

7. Work plan: The Board shall submit a work plan that contains a realistic timeline and action steps for implementation of each program or strategy. The work plan and time line shall serve as a basis for the budget. For example if the timeline provides three months for the procurement process, the budget shall reflect that start-up period, followed by nine months of program implementation.

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

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

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

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

F. Partner Organizations and Letters of Commitment

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

G. Planning Funding

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

H. Overall Budget Summary

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

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

*Add lines as needed

I. Board Administration Budget:

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

The following budget worksheet for administration is required to be submitted as part of the application. **The worksheet includes the pages for the budget summary and categories A-F.** For any line item or page that is not relevant, please mark "not applicable."

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

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

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

Category A – PERSONNEL

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

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

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

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

Category B - OPERATING EXPENSES
Project Supplies, Rental Space, Printing and Communications

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

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

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

Category C - TRAVEL

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

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

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

Category D - CONTRACTUAL SERVICES

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

Description of Contractual Services	Rate	Quantity	TOTAL
TOTAL Contractual Services			

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

Category E - EQUIPMENT (Purchase, Lease or Rental)
Equipment costs may include taxes (if applicable), delivery, installation, and similarly-related charges. The value of trade-ins and discounts shall be shown as a deduction. Inventory records shall be maintained in accordance with Manual requirements as applicable. Expenditures must be consistent with applicable local jurisdiction procurement guidelines.

Equipment Item	Cost/Unit	Quantity	TOTAL
TOTAL Equipment Expenses			

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

Category F - OTHER
Include all other anticipated expenditures that are not included in the previous categories.

Type of Expense	Cost	TOTAL
TOTAL Expenses		

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

J. Base Program/Strategy/Activity Budget Details:

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

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

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

_____
Base Program/Strategy/Activity Name

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

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

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

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

_____
Base Program/Strategy/Activity Name

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

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

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

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

_____
Base Program/Strategy/Activity Name

Category B - OPERATING EXPENSES
Project Supplies, Rental Space, Printing and Communications

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

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

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

_____
Base Program/Strategy/Activity Name

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

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

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

_____
Base Program/Strategy/Activity Name

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

Description of Contractual Services	Rate	Quantity	TOTAL
TOTAL Contractual Services			

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

_____
Base Program/Strategy/Activity Name

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

Equipment Item	Cost/Unit	Quantity	TOTAL
TOTAL Equipment Expenses			

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

_____
Base Program/Strategy/Activity Name

Category F - OTHER
Include all other anticipated expenditures which are not included in the previous categories.

Type of Expense	Cost	TOTAL
TOTAL Expenses		

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

K. Competitive Program/Strategy/Activity Budget Details:

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

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

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

_____

Competitive Program/Strategy/Activity Name

Overall Budget Justification:

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

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

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

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

_____

Competitive Program/Strategy/Activity Name

Category A – PERSONNEL

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

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

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

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

_____
Competitive Program/Strategy/Activity Name

Category B - OPERATING EXPENSES
Project Supplies, Rental Space, Printing, and Communications

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

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

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

Category C - TRAVEL

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

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

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

Category D - CONTRACTUAL SERVICES

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

Description of Contractual Services	Rate	Quantity	TOTAL
TOTAL Contractual Services			

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

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

Equipment Item	Cost/Unit	Quantity	TOTAL
TOTAL Equipment Expenses			

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

_____
Competitive Program/Strategy/Activity Name

Category F - OTHER
Include all other anticipated expenditures which are not included in the previous categories.

Type of Expense	Cost	TOTAL
TOTAL Expenses		

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

APPENDICES

Cover Page

Board Name: _____

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

*Add lines as needed

Check all that apply:		
Disconnected Youth	☐ Requesting Funding for a Program/Strategy	☐ Requesting Funding for Additional Planning
Parental Incarceration	☐ Requesting Funding for a Program/Strategy	☐ Requesting Funding for Additional Planning
Annie E. Casey Foundation Results-Based Leadership Program	☐ Request to Develop a Team to Participate	

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

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

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

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

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

_____	_____
Signature	**Signature**
_____	_____
Name and Title	Name and Title
_____	_____
Date	Date
_____	_____
Signature	**Signature**
_____	_____
Name and Title	Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

_____
Signature

_____
Name and Title

_____
Date

Definitions

1. Disconnected or Opportunity Youth: Teenagers and young adults between the ages of 16 and 24 who are neither working nor in school.

2. Parental Incarceration: The families and children of individuals who are currently or were previously incarcerated in a State or local correctional facility for adults or juveniles, including those under criminal justice supervision prior to or following a period of incarceration.

3. Childhood Hunger: Children with limited or uncertain availability of nutritionally-adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.

4. Youth Homelessness: Individuals under the age of 25 who lack a fixed, regular, and adequate nighttime residence; this includes those living in motels, hotels, camping grounds, emergency or transitional shelters, cars, parks, public spaces, abandoned buildings, and bus or train stations for whom it is not possible to live with their parent, guardian or relative and have no other safe alternative living arrangement.
    - For DJS, this is limited to those youth in their custody; and
    - For DHR, this is limited to those youth in their custody who are not residing in their court-ordered placement.

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

State of Maryland Executive Department

Larry Hogan	Boyd K. Rutherford	Arlene F. Lee
Governor	Lieutenant Governor	Executive Director

Local Management Board Funding FY17
Frequently Asked Questions - January 2016

Background

- Governor Hogan has made restoring Maryland's economy his top priority.
- Based on the growing challenges experienced by our most vulnerable citizens, the Children's Cabinet is specifically focused on Governor Hogan's goal of ensuring Maryland's struggling families are on a pathway to economic stability and opportunity through strategies that will:
    - reduce the number of youth, aged 16-24, who are not working and not going to school;
    - reduce the impact of parental incarceration on children, families, and communities;
    - reduce childhood hunger; and
    - reduce youth homelessness.
- The Children's Cabinet 2015 Strategic Plan was guided by several important principles: maximizing State resources; measurable outcomes; local authority; and targeted funding.
- Based on the Strategic Plan, the Children's Cabinet, through the Governor's Office for Children, provides funding to Local Management Boards through the Interagency Fund. The Fund was established in the Human Services Article 8-501, which requires expenditures to the Local Management Boards to "reflect the priorities, policies, and procedures that the Children's Cabinet adopts."
- The Hogan administration recognizes and appreciates the unique role of the Local Management Boards to understand local concerns and to develop programs for children, youth, and families that produce positive outcomes.

Frequently Asked Questions

1. What is the process for Local Management Board funding in FY17?

Once the Notice of Funding Availability is issued in January 2016, Local Management Boards will need to show how and why they chose the programs or strategies proposed for funding. The Local Management Boards will demonstrate that all proposed programs:

- address a critical need;
- fill a gap in services;
- have been prioritized by the community and the Board; and,

- for existing programs, have quantifiable outcomes.

There will be two areas of funding available to the Local Management Boards—base funding and competitive funding:

- Base funding is the funding for programs and administration currently received by a Local Management Board.
- Competitive funding is being made available to address the four goals of the Children's Cabinet plan: reduce the number of youth, aged 16-24, who are not working and not going to school; reduce the impact of parental incarceration on children, families, and communities; reduce childhood hunger; and, reduce youth homelessness.

2. Is funding to Local Management Boards being cut?

No. In September 2015, the Governor's Office for Children announced level funding to the Local Management Boards for FY17. This is known as "base funding."

3. Is new funding being made available to Local Management Boards?

Yes. New funding is being made available to Local Management Boards on a competitive basis to address the four goals of the Children's Cabinet plan. This is the "competitive funding."

4. Are Local Management Boards being required to stop funding prevention?

No. There is no restriction on the types of programs or services to be funded under base funding. Local Management Boards may choose to fund prevention, intervention, or treatment programs for any age along the developmental continuum, for families and for parents. This may include any program type that addresses a critical need and gap in services identified by the community and the Local Management Board; such as, home-visiting, afterschool, etc.

5. Is it possible that an existing program will not be funded?

Yes. It is possible that a few programs will not be funded in FY17 if the Local Management Boards determine that the programs are:

- Not addressing a critical need in the jurisdiction;
- Duplicative of other programs;
- Not a priority for the jurisdiction; and/or
- Not achieving the identified outcomes.

We believe it is a shared goal that limited resources should be used for critical needs and programs that are demonstrating an impact on those needs.

6. Will the Local Management Boards be competing for funding in FY17?

Only for new funding. (Please see questions 2 and 4.)

7. Are the Local Management Boards being required to fund only programs that address the four goals of the Children's Cabinet plan?

No. There is no restriction or requirement on the types of programs that are proposed under base funding for Local Management Boards. (Please see questions 2 and 5.) Only the new funding must address at least one of the four goals of the Children's Cabinet plan. (Please see questions 2 and 4.)

APPENDIX TWO – Programs Funded by Local Management Boards and Funding from Outside Sources

LMB	Program	FY16 Funding	FY17 Funding
Allegany County	Local Access Mechanism – Single Point of Access and Navigation	68,994	69,168
	Juvenile Review Board	75,547	
	Expanded Diversion Program	75,030	
	Substance Abuse Intervention Program	25,176	34,000
	Communities Mobilizing for Change on Alcohol (CMCA)	53,560	
	Jane's Place	42,900	
	Healthy Families In-Home Visitation Program	26,605	31,505
	The Spark Program	10,000	
	KIDS (Keep Individuals Directed Successfully)		25,440
	Project Yes!		137,531
	Workplace Stability and Support		21,243
	Planning Funds		35,839
	Bridges to Opportunity Program	19,986	43,072
	Board Support	65,000	65,000
		462,798	**462,798**
	Funding from Other Sources	**2,778**	**253,233**
	Total	**465,576**	**716,031**
Anne Arundel County	Behavior and Emotional Support and Training (BEST)	204,786	120,000
	Annapolis Youth Services Bureau	83,986	
	The Peak Youth Services Bureau	84,596	100,000
	STAR Academy	51,949	
	After School Program at Mills-Parole	35,585	
	Gems and Jewels Mentoring Institute	43,775	
	Brooklyn Park Middle School Teen Club	20,000	
	Keep A Clear Mind (KACM)	39,957	
	Communities Mobilizing for Change on Alcohol (CMCA)	20,097	

	Youth Empowerment Services (YES)	115,914	115,752
	Community Conferencing	31,000	31,000
	Anne Arundel County Systems of Care (Local Access Mechanism – Single Point of Access and Navigation)	192,319	250,000
	Strengthening Families Program	75,000	30,000
	Juvenile Intervention Family Independence		68,000
	Community Planning		35,000
	Healthy Start North County		70,000
	Reconnecting Families		45,000
	Board Support	115,788	250,000
		1,114,752	**1,114,752**
	Funding from Other Sources	**38,400**	**271,398**
	Total	**1,153,152**	**1,386,150**
Baltimore City	Local Access Mechanism - Family Navigation	126,847	
	Youth Services Bureaus	380,236	380,236
	Out-of-School Time Programs	1,239,208	
	B'More for Healthy Babies Home Visiting	284,500	275,000
	Attendance Strategies	30,000	
	Baltimore Partnership to End Childhood Hunger	20,000	20,000
	Community Schools		$1,155,000
	Homeless Youth Initiative	10,000	
	Baltimore Hunger Program		30,000
	First and Goal Program	42,837	
	Board Support	388,187	618,742
		2,478,978	**2,478,978**
	Funding from Other Sources	**27,143,822**	**27,850,096**
	Total	**29,622,800**	**30,329,074**
Baltimore County	Healthy Families	113,901	113,901
	Youth Services Bureaus	284,692	191,102
	Functional Family Therapy	369,660	260,041
	Local Access Mechanism - Navigation	131,903	131,903
	Other		193,590
	Board Support	201,807	211,426
		1,101,963	**1,101,963**
	Funding from Other Sources	**401,461**	**239,179**

	Total	**1,503,424**	**1,341,142**
Calvert County	Local Access Mechanism/Single Point of Access and Navigation	131,166	
	Youth Services Bureau	24,077	
	Youth Services Bureau Youth Interventionist	29,179	118,839
	Reentry Case Management		65,583
	Board Support	65,000	65,000
		249,422	**249,422**
	Funding from Other Sources	**57,920**	**124,504**
	Total	**307,342**	**373,926**
Caroline County	School Community Program for Sexual Risk Reduction Among Teens	42,875	
	Addictions Counselor in the Schools	26,474	
	School-Based Mental Health	32,573	
	Lifelong Learning Centers After School Program	224,084	281,528
	Child & Family Behavioral Support Program	68,744	163,578
	Planned and Crisis Respite	20,775	
	Family Navigation	32,900	
	Imagination Library	15,000	
	Youth Summer Employment Program	15,000	
	The Gathering	20,000	
	Board Support	65,000	118,319
		563,425	**563,425**
	Funding from Other Sources	**32,000**	**86,368**
	Total	**595,425**	**649,793**
Carroll County	Parents As Teachers Initiative	183,478	183,478
	Youth Services Bureaus	94,430	
	Brief Strategic Family Therapy (partially funded with YSB dollars)	24,307	146,338
	Get Connected Family Resource Center (Local Access Mechanism – Single Point of Access and Navigation)	118,286	118,286
	United Hands of Carroll County - System Navigator	27,601	
	Board Support	65,000	65,000
		513,102	**513,102**
	Funding from Other Sources	**82,200**	**110,023**
	Total	**595,302**	**623,125**
Cecil County	Life Skills	65,164	
	My Family Matters Program	46,860	46,860

	Perryville Outreach Program	40,000	
	Generation Station	40,921	40,921
	Out-of-School Time Program	99,920	
	Career Blast Program	20,000	
	Boys & Girls Club		81,866
	Children of Incarcerated Parents		80,925
	Collective Impact Planning for Disconnected Youth		38,900
	Board Support	65,000	88,393
		377,865	**377,865**
	Funding from Other Sources	**0**	**0**
	Total	**377,865**	**377,865**
Charles County	Functional Family Therapy	51,518	51,518
	Local Access Mechanism - Navigation	87,556	87,556
	Summer/Mobile Meals	24,995	24,995
	Charles County Sheriff's Youth Achievement Program	23,677	23,677
	Youth Services Bureau	131,080	131,080
	Board Support	65,000	65,000
		383,826	**383,826**
	Funding from Other Sources	**0**	**21,000**
	Total	**383,826**	**404,826**
Dorchester County	Communities Mobilizing for Change on Alcohol (CMCA)	25,000	
	Youth Services Bureau	81,537	
	School Based Behavioral Health	100,000	
	After School	90,000	
	IN Dorchester Resource and Referral Project (Single Point of Access)	16,876	
	Early Childhood	15,000	
	Fatherhood Initiative	20,000	
	Youth Employment Program	20,000	
	Planning		12,864
	Connect for Success		190,717
	Connect for Success (6 week)		18,967
	BIND Together		87,596
	Board Support		123,269
		433,413	**433,413**
	Funding from Other Sources	**55,000**	**58,000**

	Total	**488,413**	**491,413**
Frederick County	Juvenile Entry Diversion Initiative (JEDI)	107,026	107,026
	Out-of-School Programs	133,547	133,547
	Local Access Mechanism – Single Point of Access & Systems Navigation	88,030	88,030
	Board Support	65,000	65,000
		393,603	**393,603**
	Funding from Other Sources	**241,716**	**259,196**
	Total	**635,319**	**652,799**
Garrett County	Local Access Mechanism – Single Point of Access & Navigation	26,675	41,263
	Early Care Healthy Families	300,000	300,000
	Partners After School @ Southern Middle	65,000	
	Partners After School @ Accident		
	Partners After School @ Grantsville		
	Partners After School @ Oakland		65,000
	Summer Youth Employment Supplement	6,000	6,000
	Juvenile Review Board	14,588	
	Healthy Communities/Healthy Youth	35,000	35,000
	Mobile Outreach Education Community Center	18,000	18,000
	Board Support	65,000	65,000
		530,263	**530,263**
	Funding from Other Sources	**408,092**	**645,276**
	Total	**938,355**	**1,175,539**
Harford County	Local Access Mechanism - Navigation	109,028	109,028
	CINS Prevention (School-Home Mentoring Program)	42,200	102,628
	CINS Diversion	149,766	149,766
	Teen Court	12,000	12,000
	Youth Services Bureau	105,000	
	Board Support	65,000	109,572
		482,994	**482,994**
	Funding from Other Sources	**2,350**	**0**
	Total	**485,344**	**482,994**
Howard County	After School Enrichment Program (ASEP)	71,433	
	Alpha Achievers	10,000	
	Bear Trax	17,000	

	Community One-to-One Mentoring Program	15,000	42,575
	The Drop-In	17,000	
	BBES STARS	20,000	
	Cougar Academic Track to Success (CATS) at Harpers Choice Middle School	39,000	
	Mediation and Conflict Resolution Center's (MCRC) Restorative Practices Program	20,000	40,000
	After School at the Lake at Wilde Lake Middle School	39,000	
	A-OK Mentoring and Tutoring	20,000	
	Teen Time	12,000	
	The CARE Center (Local Access Mechanism – Single Point of Access)	37,816	
	Local Access Mechanism – Family Navigator	64,800	65,000
	Planning		45,664
	Point-in-Time Count and Resource Fair		30,000
	Mobility Mitigation		75,000
	Strengthening Families Program		50,000
	Board Support	65,000	99,810
		448,049	**448,049**
	Funding from Other Sources	**152,081**	**418,255**
	Total	**600,130**	**866,304**
Kent County	Healthy Families Mid-Shore	93,814	105,000
	Truancy Diversion Program	34,000	
	Fiddlesticks! Youth Orchestra Program	15,000	
	Local Access Mechanism – Single Point of Access & Navigation	50,000	
	Imagination Library	10,000	
	Lunch Buddies	10,000	
	Seeking Safety Counselor	70,000	
	Anchored in Achievement Community Leadership Development and Out-of-School Time Program	20,000	
	Backpack Expansion Program	8,544	
	Disconnected Youth Planning		65,040
	Trauma Informed Youth Intervention		76,800
	Parenting While Incarcerated		49,506
	Board Support	65,000	80,012
		376,358	**376,358**

	Funding from Other Sources	**93,670**	**508,485**
	Total	**470,028**	**884,843**
Montgomery County	Excel Beyond the Bell Services	542,784	271,392
	Youth Services Bureaus	105,544	52,772
	Pathway to Services (Local Access Mechanism – Single Point of Access & Navigation)	240,000	50,000
	Family Navigation		60,000
	Community of Practice		327,437
	Board Support	199,373	326,100
		1,087,701	**1,087,701**
	Funding from Other Sources	**282,024**	**2,823,730**
	Total	**1,369,725**	**3,911,431**
Prince George's County	Multi-Systemic Therapy	175,403	167,644
	After School	364,911	317,540
	Gang Prevention	73,243	70,000
	Kinship Care	104,557	99,915
	Choice Program	117,590	112,369
	Youth Services Bureaus	356,176	259,008
	Local Access Mechanism – Single Point of Access	137,350	
	Local Access Mechanism – Navigation	75,321	
	Teen Court	60,000	60,000
	Disconnected Youth		200,000
	Board Support	259,845	437,920
		1,724,396	**1,724,396**
	Funding from Other Sources	**0**	**0**
	Total	**1,724,396**	**1,724,396**
Queen Anne's County	After School – Partnering for Youth (PFY)	52,244	52,244
	Youth Mentoring	25,360	25,360
	Achievement Mentoring for At Risk youth	59,658	59,658
	Character Counts	3,000	3,000
	Healthy Families	57,616	57,616
	Chesapeake Helps (Local Access Mechanism – Single Point of Access	38,443	38,443
	Chesapeake Helps (Local Access Mechanism – Navigation)	33,965	33,965
	Board Support	65,000	65,000

		335,286	**335,286**
	Funding from Other Sources	**166,674**	**606,510**
	Total	**501,960**	**941,796**
St. Mary's County	Youth Services Bureaus	112,355	112,355
	Local Access Mechanism – Single Point of Access & Navigation	92,043	97,043
	After School	50,000	50,000
	Mentoring	57,320	57,320
	Drug Screening	15,000	15,000
	Snack Pack	10,000	
	Board Support	65,000	70,000
		401,718	**401,718**
	Funding from Other Sources	**8,563**	**164,626**
	Total	**410,281**	**566,344**
Somerset County	Local Access Mechanism – Single Point of Access	5,000	
	K Is for College	138,434	
	Raising A Reader	14,979	
	Active Parenting	14,707	33,412
	Healthy Village Hands	6,200	
	Children Safe Initiative	15,000	15,000
	Communities Mobilizing for Change on Alcohol (CMCA)	29,435	21,435
	Safeguarding Children of Arrested Parents		91,201
	Sustainable Somerset		42,279
	Board Support	65,000	85,428
		288,755	**288,755**
	Funding from Other Sources	**24,189**	**185,763**
	Total	**312,944**	**474,518**
Talbot County	Healthy Families Queen Anne's/Talbot	82,424	100,000
	Voluntary Family Services	44,000	
	After School Homework Club & Enrichment Activities	59,319	
	Local Access Mechanism – Single Point of Access & Navigation	50,100	
	Bullying Prevention - Kids on the Block	10,000	
	Substance Abuse - Messages and Policy Campaign	10,000	
	Obesity Prevention/Early Intervention Program	12,800	
	Community Nutrition and Gardening Education		29,000
	Healthy Habits		37,145

	Mentoring and Support Group for Children with Incarcerated Parents		29,550
	Bridges Out of Poverty Program/Getting Ahead		30,948
	Conversation on Race Sunday Suppers		7,000
	Board Support	65,000	100,000
		333,643	**333,643**
	Funding from Other Sources	**0**	**198,205**
	Total	**333,643**	**531,848**
Washington County	School Readiness Program - Early Childhood Advisory Council Coordinator	64,201	49,200
	Rural Out of School Time Initiative (ROSTI)	122,500	105,000
	Chain Reaction Presentation	3,072	
	Family Centered Support Services	36,000	69,060
	Family Support Services	99,174	
	Clinical Services and Community Outreach to Reduce Teen Pregnancy and Sexually-Transmitted Infections	106,000	139,060
	School Based Mental Health Services	178,500	211,560
	Board Support	65,000	100,567
		674,447	**674,447**
	Funding from Other Sources	**61,280**	**1,194,360**
	Total	**735,727**	**1,868,807**
Wicomico County	Building Foundations for Families	176,000	
	Local Access Mechanism	115,000	115,000
	Family Empowerment Initiative	120,000	120,000
	Wicomico Out-of-School Time Initiative	288,487	
	Disconnected Youth Fellows		150,856
	Impact of Incarceration		177,941
	Board Support	65,000	169,639
	Community Planning & Activities		31,051
		764,487	**764,487**
	Funding from Other Sources	**71,243**	**0**
	Total	**835,730**	**764,487**
Worcester County	Children's Resource Intervention Center - Cricket Center	33,500	30,000
	Comprehensive Parenting Program Initiative	58,219	52,000
	Integrated Services for Child Maltreatment	82,272	74,000
	Youth As One	38,000	34,000

	Local Access Mechanism – System/Family Navigation	110,876	110,876
	Community Service Centers – Local Access Mechanism – Single Point of Access	150,080	112,956
	Board Support	65,000	124,115
		537,947	**537,947**
	Funding from Other Sources	**0**	**116,131**
	Total	**537,947**	**654,078**
Total	**CPA Funding**	**16,059,191**	**16,059,191**
	Funding From Other Sources	**29,325,463**	**36,134,338**
	Total Funding	**45,384,654**	**52,193,529**

APPENDIX THREE – Funded Programs Addressing the Four Strategic Goals

Local Management Board	Program/Initiative Description	Children's Cabinet's Strategic Goal(s)	FY17 Funding
Allegany County	**Bridges to Opportunity** The program, through workgroups identifies and addresses community conditions that contribute to individuals falling into and staying in poverty to include: policy issues which hinder individuals from becoming more self-sufficient. Workgroups look at ways to engage youth; improve employment opportunities; affordable housing; quality, affordable childcare; and transportation.	• Reduce the impact of incarceration on children, families, and communities; • Reduce childhood hunger; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$43,072
Allegany County	**Family Navigation** A single point of access referral system. A collaboration with families based on their identified strengths and needs, assists families in accessing services and resources, uses learning opportunities to build family support, coaches families on how to effectively advocate for themselves and their children, and provides follow-up services with families.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger	$69,168
Allegany County	**K.I.D.S (Keep Individuals Directed Successfully)** An out of school time program that targets low-income, at-risk youth and their families residing at two (2) low-income public housing complexes in Cumberland, MD. Staff work with youth to increase learning opportunities, promote self-sufficiency and leadership skills, and develop assets necessary to become caring, responsible, and productive adults.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$25,440

Allegany County	**Healthy Families America** An in-home visitation program that uses an evidenced based model to serve high-risk prenatal women and children up to three years of age.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$31,505
Allegany County	**School-Based Substance Use Intervention Program** Provides substance abuse intervention services in all four middle schools and three high schools in Allegany County.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$34,000
Allegany County	**Project Yes!** A truancy prevention program that will operate out of all Allegany County Middle and High Schools with staff providing supports and training to elementary school staff. Truancy has been linked to serious immediate and far-reaching consequences for youth, families, and schools and communities.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$137,531
Allegany County	**Workplace Stability and Support Program** Help stabilize individuals transitioning out of poverty by helping Bridges Out of Poverty graduates maintain employment. The program will provide a shared on-site Resource Coordinator at area businesses that have committed to hiring low-income individuals after they have completed the 16-week Bridges Out of Poverty program.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$21,243
Allegany County	**Planning-Communities are Safe for Children, Youth & Families** The Board will engage a consultant to help identify ways to address community conditions that endanger the well-being of the children, youth and families in Allegany County.	• Reduce the impact of incarceration on children, families, and communities; • Reduce childhood hunger; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce youth homelessness	$35,839

Anne Arundel County	**System of Care** The Systems of Care strategy will build on the existing system which is a partnership between all child-serving agencies to meet children and families' basic needs in a cross system, collaborative model. The system includes crisis response, a 1-800 warm line, systems navigation, Earn Benefits Online, and three multi-disciplinary Care Teams (CRICT, Early Childhood CRICT and Silver CRICT.)	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$250,000
Anne Arundel County	**Behavioral and Emotional Support & Training (BEST)** A home visiting component and target the Judy Centers at Hilltop Elementary School (North County) and Belle Grove Judy Center (Brooklyn Park) where many young, homeless parents present. The model will use Ages and Stages Questionnaire assessment and the Parents as Teachers home visiting program. Eligible young parents will be referred to the Disconnected Youth program, funded by WIOA, for help with job training and support.	• Reduce the impact of incarceration on children, families, and communities; • Reduce youth homelessness	$120,000
Anne Arundel County	**Healthy Start North County** A two generation approach to address identified risks in vulnerable, pregnant women, infants and children up to age three. Services include home visiting, ongoing care coordination and support, psychosocial, nutritional and smoking cessation counseling, childbirth, and breastfeeding.	• Reduce the impact of incarceration on children, families, and communities	$70,000
Anne Arundel County	**Reconnecting Families** The program focuses on non-violent offenders who are Medical Assistance eligible. The program assists with minimizing incarceration by providing specific services to assess, stabilize and treat persons with behavioral	• Reduce the impact of incarceration on children, families, and communities	$45,000

	health disorders assist them in stabilizing, and reconnecting prior to their release.		
Anne Arundel County	**Youth Empowerment Services (YES)** An in-school mentoring program focused on high risk youth from low income families who are at risk of dropping out. The program uses the evidence based Reconnecting Youth curriculum. The Youth Empowerment Services program will be moved to the identified middle schools (Brooklyn Park and Lindale) in North County with the highest number of children impacted by incarceration according to school system personnel.	• Reduce the impact of incarceration on children, families, and communities	$115,752
Anne Arundel County	**Strengthening Families** The Strengthening Families model will be offered in two cycles at the North County Judy Center and North County High School. The program will be used to help reconnect unaccompanied homeless youth and young homeless parents with their families. The homeless navigator will work on housing and basic supports and will refer families to Healthy Start and other programming when appropriate.	• Reduce youth homelessness	$30,000
Anne Arundel County	**Community Conferencing** The program focuses on first time, minority, misdemeanor and felony offenders. Community Conferencing is a promising practice that has been operation in the county since 2011. Now serving over 12 schools in the public school system, it diverts youth at the point of suspension either by removing the	N/A (Existing Program)	$31,000

	suspension or shortening the duration.		
Anne Arundel County	**Juvenile Intervention Family Independence (JIFI) Project** JIFI North County will build upon the current program and focus on Disconnected and Homeless youth recruited from North County, either to reconnect them to school or to the Partnership's Disconnected Youth program for referrals and services, and to homeless navigator for housing issues.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$68,000
Anne Arundel County	**The Peak Youth Services Bureau** The Peak Youth Services Bureau offers services to our targeted populations in North County, including a recovery house for teens. Referrals will be made from each of our super-connector navigators for behavioral health services required by disconnected youth, homeless youth and youth impacted by incarceration. The YSB will be required to offer trauma based cognitive behavioral therapy, family trauma based cognitive behavioral therapy and Aggression Replacement Training.	• Reduce the impact of incarceration on children, families, and communities; • Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$100,000
Anne Arundel County	**Year 2 and 3 Planning** Continue in the process of building a collective impact model for results-driven collaboration through coordinated Systems of Care; Confirm the requirements and outputs for the common data platform, reviewing initial data from Community of Hope to help select	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school ; • Reduce childhood hunger; • Reduce youth homelessness; • Reduce the impact of incarceration on children, families, and communities	$35,000

	models for resource hubs: Teen-Drop In Center and Family Support Center. Finally we will use gathered population data and work group results to revise and strengthen the Community Plan.		
Baltimore City	**East Baltimore Youth & Family Services/Treatment Resources for Youth (Youth Services Bureaus)** Community-based, non-residential organizations that provide formal and informal counseling, case management, and crisis management services to youth. They serve a critical function in Baltimore by working to keep at-risk children and youth connected with their schools and communities. Their services, tailored to their communities' specific needs, can include delinquency prevention, youth suicide prevention, drug and alcohol abuse prevention, and youth development services.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$380,236
Baltimore City	**Community Schools** Baltimore's strategy to reduce the barriers that exist to student and family success. Family League facilitates this strategy in partnership with Baltimore City Public Schools and the Mayor's Office. A Community School is a set of strategic partnerships that transforms a school into a hub of integrated service delivery, creating one seamless access point to critical supports for children and families.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$1,155,000
Baltimore City	**Healthy Families America Home Visiting** B'more for Healthy Babies is Baltimore's initiative to reduce infant mortality and improve birth outcomes.	• Reduce youth homelessness	$275,000
Baltimore City	**Baltimore Partnership to End Childhood**	• Reduce childhood hunger	$20,000

	Hunger The Partnership, which is housed at Family League, seeks to reduce the incidence of hunger among Baltimore's children by implementing many specific strategies, as discussed in our response to Goal Three: Reduce Childhood Hunger.		
Baltimore City	**Baltimore Hunger Project** At the community level, organizations are developing innovative strategies to ensure children and youth have access to nutritious food. One such program, the Baltimore Hunger Project (BHP), is providing meals during times when many children living in poverty may not have access to them. BHP also features a weekend meals program that officially launched in the 2015-2016 school year.	• Reduce childhood hunger	$30,000
Baltimore County	**Healthy Families America Home Visiting** Serve 30 pregnant women and families through the delivery of the Healthy Families America home visiting program, with specific linkages to connect families to work and/or school, and address the unique needs of families when a primary caregiver or financial provider is incarcerated.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce the impact of incarceration on children, families, and communities	$113,901
Baltimore County	**Family Navigation** The program provides navigational services for families with children with intensive needs. Provides full services such as family outreach, screening/assessment, information/referral, & family support.	N/A (Existing Program)	$131,903
Baltimore County	**Functional Family Therapy** The short term family therapy program is designed for the prevention and early intervention of adolescent behavior problems	N/A (Existing Program)	$260,041

	such as conduct disorder, violent acting account, and substance use, as well as the family conflict that accompanies these behaviors.		
Baltimore County	**Associated Catholic Charities Youth Services Bureau**	N/A (Existing Program)	$100,000
Baltimore County	**Lighthouse Youth Services Bureau** The programs goal is to prevent youth from either entering or falling deeper into the juvenile justice system, the child welfare system, or the behavioral health system. To achieve this goal, the YSB's offer an array of prevention and early intervention services including mental health treatment services, parent skills training, and strengthening family programs.	N/A (Existing Program)	$91,101.50
Calvert County	**Youth Intervention and Engagement** A Youth Development Interventionist provides counseling to individuals, conducts anger management and social skills groups, addresses truancy, and youth crime. Youth development programs focus on asset development and strengthening families.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$118,839
Calvert	**Reentry Family Reintegration** Provide opportunities for disconnected youth and parents in incarceration to reconnect with families and receive case management for interventions that meet their criminogenic needs, especially those related to behavioral health, education and employment.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$65,583
Caroline County	**Lifelong Learning Centers After School Program** A comprehensive afterschool and parenting education program at three sites (two middle schools and one elementary school) will include a locally designed basic life skills	• Reduce childhood hunger	$281,528

	curriculum that focuses on four areas directly related to nutrition, health and cooking.		
Caroline County	**Child and Family Behavioral Support Programs** Using the Project SEEK Model, the current Child and Family Support Program will incorporate four major components: home visits; advocacy and referral; support groups (children, adolescents and care giver); and communication with the inmate.	• Reduce the impact of incarceration on children, families, and communities	$163,578
Carroll County	**Brief Strategic Family Therapy** It is a structural, problem-focused, directive approach in treating conduct problems, associations with anti-social peers, early drug use and maladaptive family interactions.	• Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$146,338
Carroll County	**Get Connected Family Research Center** Provides information and referrals to callers, walk-ins and by email. Staffers assess needs and connect callers to a community-based system of services. If a family has a child with special needs, a family navigator is assigned to the family. This navigator provides information and support to the whole family, to enable the family to make an informed decision regarding the services for that child.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school ; • Reduce childhood hunger; • Reduce youth homelessness; • Reduce the impact of incarceration on children, families, and communities	$118,286
Carroll County	**Parents as Teachers Program (PAT)** Provides parenting education and supports building protective factors especially for those families most in need. PAT services can begin with pregnancy and continue until kindergarten entry. PAT addresses the physical, social and emotional well-being of children, promotes nurturing parenting skills and strengthens parents' self-sufficiency skills.	• Reduce childhood hunger; • Reduce youth homelessness; • Reduce the impact of incarceration on children, families, and communities	$183,736
Cecil County	**Generation Station (Out-of-School Time Program)**	• Reduce childhood hunger	$40,921

	Provide consistent support in the areas of academics, character development, socialization and recreation throughout the middle school years and through the first year of high school, to substantially increase the likelihood that students will continue their education or find meaningful employment after high school.		
Cecil County	**Boys and Girls Club** Youth ages 6-15 in the Charlestown, North East and Elkton school districts of Cecil County will demonstrate sustained or improved school attendance throughout the 2016-2017 school year, with a minimum target of missing fewer than 20 days of school.	N/A	$81,866
Cecil County	**My Family Matters (Parenting Program)** Provide non-judgmental skills around positive parenting, encourage open family communication, and support parents by offering the necessary tools and resources to address difficult issues with their children.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$46,860
Cecil County	**Children of Incarnated Parents** Students with an incarcerated parent will regularly attend school and make satisfactory academic progress.	• Reduce the impact of incarceration on children, families, and communities	$80,925
Cecil County	**Collective Impact Planning for Disconnected Youth** Disconnected youth ages 16-24 will have access to case management, employment and other needed services.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$38,900
Charles County	**Functional Family Therapy** Intervention to families in need of services to maintain stability, provided prevention and intervention services.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce the impact of incarceration on children, families, and communities; • Reduce youth homelessness	$51,518

Charles County	**Family Navigator** Assist families with using public systems while providing education, information, and referrals for family services.	• Reduce childhood hunger; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce youth homelessness; • Reduce the impact of incarceration on children, families, and communities	$87,556
Charles County	**Summer/Mobile Meals** Address the contributory factors of low-income, prevention, and awareness in an effort to touch on various results and indicators chosen by the community.	• Reduce childhood hunger	$24,995
Charles County	**Sheriff's Youth Achievement Program** Targets youth at risk for juvenile intervention and prevention through its supervision, social skills, service delivery for juveniles, and education and awareness components. This program targets at-risk middle school students (age 10-14 years) who have been referred by school staff and/or DJS and other agencies.	• Reduce childhood hunger; • Reduce the impact of incarceration on children, families, and communities	$23,677
Charles County	**Tri-County Youth Services Bureau** Program offering services to juveniles and families with social skills, prevention and intervention services, and services intended to meet the need of low income members of the community.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce the impact of incarceration on children, families, and communities; • Reduce childhood hunger	$131,080
Dorchester County	**Connecting for Success** Connect for Success will serve a targeted population of elementary-aged children who have been impacted by an incarcerated parent, inclusive of their caregiving family members and the incarcerated parent.	• Reduce the impact of incarceration on children, families, and communities	$209,864
Dorchester County	**BIND Together** The goal of this program is to develop relationships with up to 15 young people in the first year ages 16-24 years who are	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$87,596

	struggling (whether they know it or not) to gain the skills and competencies to make the linkages that will lead them to become independent through obtaining employment and/or further education.		
Dorchester County	**Community Planning Grant** Review of existing community needs assessment data including demographic data and data based on Maryland's Results and Indicators for Child Well-Being, existing County data relating to Maryland's four Strategic Goals/critical needs for children and families; and Local Management Board-funded program performance measures.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger; • Reduce youth homelessness; • Reduce the impact of incarceration on children, families, and communities	12,864
Frederick County	**Juvenile Entry Division Initiative** Provides services focused on diverting juvenile offenders from the Department of Juvenile Services (DJS) and redirecting Children in Need of Supervision (CINS) youth away from DJS to community-based services.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$107,026
Frederick County	**Out of School Programs** The program provides services focusing on diverting juvenile offenders from the Department of Juvenile Services and redirecting Children in Need of Supervision youth away from DJS to community-based services.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$133,547
Garrett County	**Early Care Healthy Families Home Visiting** Provides care and support for low income, at risk mothers to receive the care and support they need to have a healthy pregnancy, provide responsible and competent care for their children and become more economically secure.	• Reduce childhood hunger; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$300,000
Garrett County	**Healthy Communities/Healthy Youth** Utilizes a community-focused asset	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are	$35,000

	development approach to promote the healthy development of youth.	not working and not going to school; • Reduce the impact of incarceration on children, families, and communities	
Garrett County	**Partners After School at Oakland** Offers homework help, tutoring, academic enrichment, cultural enrichment, service learning, and recreation and is a targeted delinquency prevention strategy.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school • Reduce the impact of incarceration on children, families, and communities	$65,000
Garrett County	**Diversion for Youth and Family Navigation** Continue providing families with referrals regarding local human services and offer ongoing support through resources and requests for navigation services, as well as some care coordination services for families/youth with intensive needs.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger; • Reduce youth homelessness; • Reduce the impact of incarceration on children, families, and communities	$41,263
Garrett County	**Mobile Outreach Education Community Center** Uses a refurbished bus to provide outreach education to improve outcomes for disconnected youth, reduce childhood hunger, and reduce the impact of incarceration on children, families and communities. The Center will be located in underserved, low income areas on a regular/rotating weekly schedule and will promote the health, education, and wellness of children and families.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger; • Reduce youth homelessness; • Reduce the impact of incarceration on children, families, and communities	$18,000
Garrett County	**Summer Youth Employment Supplement** Provides quality summer work experience and career development programming for at risk youth and is a targeted delinquency prevention strategy.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$6,000
Harford County	**Local Access Mechanism** Family Navigation services provided by a legacy parent who works to empower other families through the individual family-to-	• Reduce childhood hunger; • Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are	$109,028

	family support, education, advocacy, resource referral and follow up.	not working and not going to school	
Harford County	**CINS Prevention** Addresses the prioritized result Children Are Successful in School and it will be measured by the indicators academic performance and truancy.	• Reduce childhood hunger; • Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$102,608
Harford County	**CINS Diversion** This program addresses two results: Children are Successful in School, which will be measured by academic performance and truancy and Communities are Safe for Children, Youth and Families, which will be measured juvenile offenses.	• Reduce the impact of incarceration on children, families, and communities	$149,766
Harford County	**Teen Court** Divert a first time teen offender away from a pattern of criminal behavior. It is a restorative justice program run by teens for teens.	• Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$12,000
Howard County	**Strengthening Families** Implement an in-community model of Strengthening Families targeted to returning offenders and their children, address the impact of incarceration on the children through the SFP program offered in the community, and address the barriers and stressors that impact on the returning parent's success upon release.	• Reduce the impact of incarceration on children, families, and communities • Reduce youth homelessness • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	**$50,000**
Howard County	**Mediation Center** Implement the Restorative Practices program as part of the larger Mediation and Conflict Resolution Services model.	• Reduce the impact of incarceration on children, families, and communities	$40,000
Howard County	**Mobility Mitigation** Implement a mobility mitigation initiative targeting families struggling with housing instability, which also addresses student achievement by providing case management	• Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$75,000

	to children whose learning is compromised by the instability.		
Howard County	**PIT Count and Resource Fair** Track and measure the number of unaccompanied minors up to age 25 living in Howard county. Conduct a PIT count using the federal Department of Housing and Urban Development guidelines and conduct a resource fair.	• Reduce youth homelessness	$30,000
Howard County	**Planning Funding** To build and strengthen the Board's commitment to the work outlined in the Community Plan, develop a comprehensive plan, and create accountability across the County's child serving agencies.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger; • Reduce youth homelessness	$45,664
Kent County	**Healthy Families Mid-Shore Home Visiting** An accredited, evidence-based home visiting program that operates under the Queen Anne's County Department of Health and functions in partnership with the Talbot and Kent County Health Departments. The families served are low-income families eligible for Maryland Children's Health Program or those who are uninsured and reside in Queen Anne's, Talbot or Kent Counties.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger; • Reduce youth homelessness	$105,000
Kent County	**Disconnected Youth Planning** Planning and engagement grant to perform field research on the character and proportions of disconnected youth, to map areas of poverty and affluence in Kent County, and engage young people and service providers on issues of inequality and racism.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$65,040
Kent County	**Trauma-Informed Youth Initiative** Provide counseling services to children and	• Reduce the impact of incarceration on children, families, and communities;	$76,800

	youth, and provide teachers with the resources and skills to better manage students experiencing the effects of trauma, mental illness and substance use in the classroom.	• Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	
Kent County	**Parenting While Incarcerated** Parenting classes and case management for incarcerated Kent County parents and their families, utilizing the Kent Family Support Center and community resource programs.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$49,506
Montgomery County	**Excel Beyond the Bell** Programming provides academic enrichment opportunities that complement areas of study during the regular school day, as well as opportunities to develop positive Social and Emotional Learning (SEL) skills that address issues related to bullying and harassment.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$271,392
Montgomery County	**Family Navigation** Empowers the family by modeling, mentoring, coaching, and linking them to other families in their ability to advocate for their child.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$60,000
Montgomery County	**Pathway to Services** Montgomery County's local access mechanism : single point of contact for families and providers to access services for children with severe social, emotional, and behavioral problems.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger; • Reduce youth homelessness	$50,000
Montgomery County	**Youth Services Bureaus** Community-based, nonresidential entities that provide delinquency prevention, suicide prevention, drug and alcohol abuse prevention, and youth development services to youth and their families to ameliorate conditions that breed these issues and create family disruption. The County's three Bureaus	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$52,772

	provide formal and informal counseling; information and referral services; crisis intervention; and substance abuse assessment and referral.		
Montgomery County	**Community of Practice** An infrastructure for practitioners serving youth who are disconnected from school and work. Unlike a typical provider network, a CoP refers to a collection of like-minded practitioners with a shared identity around a collective action who interact to learn from each other, help one another, and build a repertoire of resources to ensure more effective knowledge creation and sharing in their domain.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$327,437
Prince George's County	**Multi-Systemic Therapy (MST)** MST is an intensive family and community-based treatment program that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders.	• Reduce the impact of incarceration on children, families, and communities	$167,644
Prince George's County	**After School** Learning & enrichment activities that promote the physical, emotional, cognitive and social development of children and youth during out of school time hours.	• Reduce the impact of incarceration on children, families, and communities; • Reduce childhood hunger	$317,540
Prince George's County	**Kinship Care** Supportive services for caregivers caring for relative children.	• Reduce the impact of incarceration on children, families, and communities	$99,915
Prince George's County	**Truancy Reduction (CHOICE) Program** Improve school attendance and attitude toward education in youth by providing intensive case management and educational support/advocacy.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$112,369
Prince George's County	**Community Based Services (Youth Services Bureaus-Only in Bowie, College Park, & District Heights)**	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or	$259,008

	This program features community-based, multi-service prevention programs serving youth who are at risk of becoming delinquent because of their behaviors and circumstance; and youth who have committed minor delinquencies and their families.	opportunity youth, aged 16-24, who are not working and not going to school	
Prince George's County	**Gang Prevention** The Program engages students in a minimum of twenty-five (25) sessions inclusive of benchmark outcome evaluations. Curriculum modules cover: goals, dreams and values; problem solving; risk factors & avoidance skills; prevention factors, peer pressure, gang issues; and bullying.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$70,000
Prince George's County	**Teen Court** A diversionary, restorative justice program for juvenile offenders.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$60,000
Prince George's County	**Disconnected Youth** Job training, intensive case management and supportive services for 30-40 youth. Services provided are: office and professions service training, hospitality training, health care training, three months of post-training career counseling and job placement assistance, and six months of post-placement job retention services.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$200,000
Queen Anne's County	**Healthy Families America Home Visiting** Healthy Families provides intensive home visiting services which prevent child maltreatment and supports healthy brain development in children prenatal to five years, using child development education, screenings, and service referrals for parents.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$57,616
Queen Anne's County	**Chesapeake Helps!** Chesapeake Helps! is a single point of access for Queen Anne's County residents including	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school;	$38,443

	an information and referral line and website for children and family services with screening for level of need.	• Reduce the impact of incarceration on children, families, and communities	
Queen Anne's County	**Family Navigation** A family navigator assists families in Queen Anne's County who have children with intensive needs, typically behavioral. Families are guided and encouraged to access resources and to build upon their strengths.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$33,965
Queen Anne's County	**Achieving Mentoring for At-Risk Youth** Achievement Mentoring provides intensive case management services at four middle schools. Youth and family members are connected to behavioral, academic, and social resources.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$59,658
Queen Anne's County	**Youth (CommUNITY) Mentoring** Community Mentoring matches volunteer part-time mentors with students at greatest risk of school absenteeism, dropping out of school or being referred to Juvenile Services. Mentors work one-on-one with identified youth on a weekly basis and at the student's middle or high school.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$25,360
Queen Anne's County	**Character Counts!** This program utilizes volunteer coaches who provide weekly character lessons in targeted classrooms throughout the year. In FY17, all of the elementary schools, the middle schools, and Queen Anne's County High School will receive weekly 20 minute character lessons in the classrooms. Coaches are matched with classrooms that demonstrate higher numbers of disciplinary referrals.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$3,000
Queen Anne's County	**Partnering for Youth Afterschool Program** Students at Centreville and Stevensville Middle Schools, who are at risk of failure due	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$52,244

	to academic and behavioral concerns are targeted for Afterschool Program participation. Multi-week sessions are held twice per year for 3-4 days per week. These include academic support, enrichment classes and positive youth development.		
Somerset County	**Communities Mobilizing for Change on Alcohol** A universal prevention strategy aimed at reducing the availability of alcohol to minors by decreasing public support for underage alcohol use, affecting policies and ordinances, engaging in community outreach and increasing enforcement of current laws.	• Reduce the impact of incarceration on children, families, and communities	$21,435
Somerset County	**Children Safe Initiative** A comprehensive crime reduction, education and community outreach program designed to enhance the safety of children in the Town of Princess Anne. This will be achieved by providing increased police presence and enforcement at the elementary schools and other locations frequented by young children, the DARE Keepin' it REAL curriculum and other education programs, and facilitating positive youth interaction with law enforcement through outreach activities.	• Reduce the impact of incarceration on children, families, and communities	$15,000
Somerset County	**Safeguarding Children of Arrested Parents** The Safeguarding Children of Arrested Parent program will provide an array of resources and support programs tailored to address the unique needs of children of incarcerated parents, their parents and caregivers. The program will do so by developing engaging incarcerated parents at the Somerset County Detention Center and Eastern Correctional Institution in family mediation services and re-	• Reduce the impact of incarceration on children, families, and communities	$91,201

	entry coordination and building resource connections for children of incarcerated parents and their caregivers.		
Somerset County	**Sustainable Somerset** Sustainable Somerset is a new initiative designed to reduce the impact of childhood hunger in the community, through a series of evidence-based smart cooking, child nutrition and sustainable small agriculture projects. The program will provide weekly healthy cooking classes for a child and parent duo at sites in both Princess Anne and Crisfield, and will support a community garden project in conjunction with the federally-funded Local Foods, Local Places initiative in Crisfield that includes a harvest market, youth summit community-supported fishery, and an agricultural-based business incubator facility.	• Reduce childhood hunger	$42,279
Somerset County	**Active Parenting** A program to provide free, regular parenting classes in Princess Anne to support family change in a class setting. To reduce barriers and maximize success of each family, the program will provide transportation vouchers, child care and a meal during each session.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school • Reduce the impact of incarceration on children, families, and communities	$33,412
St. Mary's County	**After School Program** Develop an After-school program at Green Holly Elementary School. The 51% of the students who will attend the program will be children of parents that are currently or once incarcerated.	• Reduce the impact of incarceration on children, families, and communities	$50,000
St. Mary's County	**Flow Mentoring** The Mentoring program will serve as the pilot mentoring project for the Family First Southern Maryland.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school • Reduce the impact of incarceration on children, families, and communities	$57,320

St. Mary's County	**Youth Services Bureau** The Board will address issues of mental health, parental incarceration affects, and other problems through interviews with the Youth Services Bureau, specifically funding a youth intervention program.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$112,355
St. Mary's County	**Navigation/Youth Engagement** Interview youth who became disconnected with education and seek out families dealing with their own issues, such as their own incarceration, addiction, mental health, etc.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$97,043
St. Mary's County	**COVE DFZ** This program will focus on Healthy Children Result, Substance Use Indicator, and specifically focus on both disconnected youth and families affected by incarceration.	• Reduce the impact of incarceration on children, families, and communities; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$15,000
Talbot/QuA Counties	**Healthy Families America Home Visiting** Healthy Families - prenatal through age 5 home visiting program for high-risk families that supports the development of healthy, stable, economically self-sufficient parents by capitalizing on the worker/parent relationship and leveraging this trust to engage the mothers in self-development and behavior change.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce the impact of incarceration on children, families, and communities	$100,000
Talbot County	**Community Nutrition and Gardening Education** The vendor will implement nutrition and gardening education to the community and provide coordination of the Talbot County Hunger Coalition.	• Reduce childhood hunger	$29,000
Talbot County	**Healthy Habits** After school hunger and nutrition education program targeting 175 FARMs children in 2 sites with research based nutrition education and after school meals.	• Reduce childhood hunger	$37,145

Talbot County	**Mentoring and Support Group for Children with Incarcerated Parents** Provide mentoring including individual needs assessment, case management services and a trauma informed therapeutic support group.	• Reduce the impact of incarceration on children, families, and communities	$29,550
Talbot County	**Bridges Out of Poverty/Getting Ahead** Educational and practical training provided to resourced and non-resourced community members regarding poverty and methods of moving out of poverty.	• Reduce the impact of incarceration on children, families, and communities; • Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger	$30,948
Talbot County	**Conversation on Race Sunday Suppers** Community conversations on race over a shared meal facilitated by mediators trained by Mid-Shore Mediation and the Talbot Association of Clergy and Laity Beyond Diversity Community Workshop - a 2 day workshop on racism, equity and action.	• Reduce the impact of incarceration on children, families, and communities; • Reduce youth homelessness; • Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce childhood hunger	$7,000
Washington County	**Clinical Services & Community Outreach to Reduce Teen Pregnancy and STI (CSCO)** Provides a minimum of 20 hours per week of free clinical services for teens with the intent of addressing the risk behaviors of this population. Services provided by the Clinic include STD/STI testing and treatment, contraception, and pregnancy testing.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$139,060
Washington County	**Early Childhood Advisory Council Coordinator** Maximize federal, state, and local resources through collaborations, consistent coordination, and building infrastructure across the County and to ultimately establish a county-wide early childhood service delivery system that will make a “collective impact” on school readiness in the County.	N/A	$49,200
Washington County	**Family Centered Support Services**	• Reduce the number of disconnected or	$69,060

	A community based family center serving over 100 parents and children by providing on-site early childhood education, parent education, developmental screenings, adult education services, pre-employment readiness skills, basic life skills, and peer support.	opportunity youth, aged 16-24, who are not working and not going to school	
Washington County	**Rural Out of School Time Initiative (ROSTI)** The ROSTI program provides safe, nurturing, school-based environments that offer supervision along with alternative activities for a minimum of 15 hours per week to at-risk elementary, middle, and high school students in three rural communities of Washington County – Cascade, Hancock, and Williamsport.	N/A	$105,000
Washington County	**School Based Mental Health Program** A short term mental health services consisting of crisis management, screening, therapeutic assistance and/or referral for additional services to students attending every public middle and high school in Washington County. These services are provided by licensed clinical social workers.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$211,560
Wicomico County	**Local Access Mechanism** The LAM will target the Safe Streets Area and provide targeted mobile resources to ensure familiarity with services available. The City of Salisbury's Safe Streets program addresses high incidences of crime in the city and surrounding areas. Utilizing a security integration model of multi-agency collaboration with federal, state, local law enforcement, public safety agencies, and community partners, the program aggressively tracks offenders to reduce drug, gun, and other major crimes.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce the impact of incarceration on children, families, and communities	$115,000
Wicomico County	**Disconnected Youth Job Readiness Program**	• Reduce the number of disconnected or	$150,856

	Youth will have the Opportunities for Employment or Career Readiness is the Result area for this programming effort.	opportunity youth, aged 16-24, who are not working and not going to school	
Wicomico County	**Family Education/Parenting** Family Education aligns with the Indicators: Academic Performance, Truancy, and Bullying & Harassment within the Result area of Children are Successful in School.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce the impact of incarceration on children, families, and communities	$120,000
Wicomico County	**Impact of Incarceration-Project SEEK** To promote social competency, cognitive development, emotional well-being, physical well-being and family stability of children, improve the child's caregiving environment by: promoting the psychological and physical well-being of caregivers, increasing their ability to meet basic needs, improving parenting practices, maintaining the parent-child relationship when appropriate while the inmate is incarcerated, and assisting with family issues of reintegration at the time of inmate's release.	• Reduce the impact of incarceration on children, families, and communities	$177,941
Wicomico County	**Community Planning & Activities** Consulting and planning activities will include community forums in different areas of the county, GIS mapping to include adult and juvenile offenders cross-referenced with family & child serving agencies/programs. The GIS mapping will be utilized in determining in which neighborhoods/areas to provide better targeted services as to what is currently provided.	Non-Specific	$31,051
Worcester County	**Integrated Services for Child Maltreatment** Integrated Services is a co-located, integrated approach to working with families receiving assistance from the child welfare system and also needing substance abuse treatment. The	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$74,000

	team provides a range of comprehensive services that holistically address the parent and child's needs, using the evidence based methods including: screening, Brief Intervention and Treatment (SBIRT), Motivational Interviewing, Cognitive Behavioral Therapy, Family Cognitive Behavioral Therapy, and Asset Building.		
Worcester County	**Youth as One** Say it Straight is a training which promotes social skills, self-confidence and awareness, responsibility while preventing risky behavior such as substance abuse, violence, or risky sexual behavior.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$34,000
Worcester County	**Community Connection Coordinator (Navigation)** Access to care concerns, challenges with navigation of child and family service systems, as well as resource gaps have led to the LMB to determine a need to continue navigation services in Worcester County.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$110,876
Worcester County	**Service Center** The Community Service Center is a walk-in single point of access facility serving as a consumer portal for integrated and coordinated healthcare. Clients are provided a coordinated system of services and resources that encourage healthy and productive living. The Community Service Center requires a Communications Coordinator who serves as the first point of contact for clients as well as leadership and coordination by the Executive Director to ensure resources are identified, developed, supported and coordinated. The Center supports individual private offices for client	N/A	$112,956

	navigation as well as a large multipurpose meeting room for community resource meetings.		
Worcester County	**The CRICKET Center** The CRICKET Center is a non-profit organization. It is a friendly, safe, and supportive environment for abused and neglected children. A team approach is used to coordinate investigations and interventions for each case, expediting the child's time in the legal system. Integrated Services for Child Maltreatment provides co-located services and joint team outreach to families who have a report of child neglect or maltreatment in order to reduce time in the system to minimize the trauma experiences for the youth and non-offending care giver.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school	$30,000
Worcester County	**Comprehensive Parenting** Nurturing Families is an evidence based program for prevention and treatment of child abuse and neglect.	• Reduce the number of disconnected or opportunity youth, aged 16-24, who are not working and not going to school; • Reduce the impact of incarceration on children, families, and communities	$52,000