

**GOVERNOR'S OFFICE for CHILDREN**

**FY 2020 Community Partnership Agreement Notice of Funding Availability**

**Application Guidance Kit**

**Revised January 25, 2019**



**Submission Deadline: April 17, 2019**

Funded through:

**State of Maryland**

Governor's Office for Children  
100 Community Place  
Crownsville, Maryland 21032-2022  
[www.goc.maryland.gov](http://www.goc.maryland.gov)  
410-697-9235

Larry Hogan, Jr., Governor  
Boyd K. Rutherford, Lt. Governor  
Jaclin Warner Wiggins, Deputy Director, Governor's Office for Children

**Governor's Office for Children's Mission:**

The Governor's Office for Children promotes the well-being of Maryland's children, youth, and families through data-driven policies and collective solutions.

**ELIGIBILITY**

Funding through this application is available to Local Management Boards.

## Getting Started

Thank you for applying for funding for a Community Partnership Agreement (CPA) from the Children’s Cabinet as administered by the Governor’s Office for Children (Office). The primary purpose of the funding is to provide resources at the local level to strengthen community-based services to children, youth, and families.

If you need application assistance, please contact:

Kim Malat, Assistant Deputy Director  
Governor’s Office for Children  
[kim.malat@maryland.gov](mailto:kim.malat@maryland.gov)

## What’s New for FY20

- In an effort to remain consistent with the objective of the “Notice of Base Funding Availability Fiscal Year 2019; Three Year Community Partnership Agreement (FY19-FY21),” each Local Management Board (Board) may submit an application in response to the FY 2020 Notice of Funding Availability for a total funding allocation equal to the Board’s FY19 allocation. Funding for Board Support may be adjusted within that allocation.
- Because additional funding may be available through the Governor’s Office of Crime Control and Prevention, each Board may include in its application requests for additional funding.
- For FY20, Local Management Boards are specifically encouraged to focus on the following priorities:
  - Reducing the impact of parental incarceration on children, youth, families, and communities;
  - Reducing youth homelessness;
  - Improving outcomes for disconnected/opportunity youth;
  - Reducing childhood hunger;
  - Juvenile justice diversion;
  - Trauma-informed care and reducing Adverse Childhood Experiences (ACEs); and/or,
  - Preventing out-of-State placements.
- Proposed programs/strategies to address the above priorities may include prevention activities.
- Each program/strategy page will be reviewed and scored separately, with a final average score assigned by the State Review Team. All program/strategy pages will be ranked in order of average score. The State Review Team will assess the merits of the proposed program/strategy and may consider additional factors in making recommendations for funding.
- Each Board will have the opportunity to meet with the State Review Team in accordance with the schedule in Appendix E. This meeting is the only opportunity for the Board to address questions/concerns/comments raised by the State Review Team and forwarded to the local team in advance of the meeting. This meeting is required and may only be waived if initiated by the State Review Team. At the conclusion of the meeting, the ranking of each program/strategy may improve or be negatively affected due to a change in score resulting from the meeting.
- One (1) extra point will be assigned by the State Review Team to a Program/Strategy page’s total average score if the budget for the program/strategy demonstrates a cash match of 25% or more of the total funding request for the program/strategy.

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## **I. ELIGIBILITY CRITERIA**

### **General**

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

## **II. PROGRAM DESCRIPTION**

### **A. Requiring Agency**

Governor's Office for Children (Office) through the Governor's Office of Crime Control and Prevention (GOCCP) on behalf of the Children's Cabinet.

### **B. Opportunity Title**

FY 2020 (FY20) Community Partnership Agreement (CPA)

### **C. Submission Date**

April 17, 2019

### **D. Anticipated Period of Performance**

July 1, 2019 to June 30, 2020

### **E. Funding Opportunity Description**

Local Management Boards (Boards) were established in the 1990s as part of a State/local collaboration committed to improving the well-being of Maryland's children, youth, and families. The Boards were created to promote improved, coordinated local decision-making that focuses on results and accountability. The premise was, and continues to be, that health, education, economic, and social outcomes are more likely to be improved if decisions about programs and strategies are made by local jurisdictions with the funding, support, guidelines, and accountability managed by the State.

The jurisdictions, through their Boards, bring the knowledge of local needs, resources, and strengths. The Boards bring together public and private agencies, local government, faith-based and civic organizations, families, youth, and community members to develop, implement, and review a community plan. The plan includes strategies to improve outcomes for one or more of the State's Child Well-Being Results<sup>1</sup>:

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

Since his election in 2014, Governor Larry Hogan 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 Office and Maryland's Children's Cabinet with aligning initiatives with his goal of an economically secure Maryland, continuing the commitment to improving outcomes in the identified Results, and positioning Maryland as a leader in developing solutions to issues that have a far-reaching impact for children and families in communities across the State.

The Office, in collaboration with the Children's Cabinet, coordinates efforts to address these initiatives at the State

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<sup>1</sup> For more information on the Results and Indicators, please see the State of Maryland Policies and Procedures Manual for Local Management Boards (January 1, 2018) available at: <https://goc.maryland.gov/wp-content/uploads/sites/8/2018/03/LMB-Manual-01-01-2018.pdf>.

level. A successful response also requires collaboration and program support at the local level, particularly in those communities most impacted by the challenges experienced by unserved and underserved populations.

The Office is making up to \$18,086,251 available for Board Support and programs/strategies.

The Children's Cabinet, through the Office, may negotiate all or part of any application to clarify the application and to facilitate executing a Community Partnership Agreement contract.

***ALL FUNDING IS CONTINGENT UPON AVAILABILITY OF FUNDS AND MAY BE AMENDED TO REFLECT CHANGES IN THE FINAL BUDGET APPROPRIATION BY THE GENERAL ASSEMBLY.***

***FUNDING DECISIONS ARE FINAL AND NOT SUBJECT TO APPEAL OR RECONSIDERATION.***

### **III. PROGRAM REQUIREMENTS**

#### **A. Program Priorities**

For FY20, Local Management Boards are specifically encouraged to focus on the following priorities:

1. Reducing the impact of parental incarceration on children, youth, families, and communities;
2. Reducing youth homelessness;
3. Improving outcomes for disconnected/opportunity youth;
4. Reducing childhood hunger;
5. Juvenile justice diversion;
6. Trauma-informed care and reducing Adverse Childhood Experiences (ACEs); and/or,
7. Preventing out-of-State placements.

Programs/strategies may address any Result and corresponding Indicator as appropriate and will include activities that address the complex and unique needs of the identified population.

Successful applications to address prevention/early intervention for a population will:

1. Be based on a clear understanding of the local population, including a discussion of the data (including citations) for this population;
2. Incorporate the local partners necessary to ensure success in addressing the complex and unique needs of the population;
3. Consider best practices in program implementation; and,
4. Demonstrate a connection to local efforts for which the proposed strategy is complementary and not duplicative.

#### **B. Discussion of Program Priorities**

The program priorities listed below may be addressed both individually and also embedded within one or more programs/strategies proposed.

##### **1. Reducing the impact of parental incarceration on children, youth, families, and communities**

Over the last several decades, the incarceration rate has risen dramatically, both nationally and in Maryland. As millions of adults have been removed from communities, children, youth, 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.

Emerging research has identified a number of consequences for children and youth impacted by incarceration, including:

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

The Children’s Cabinet has identified steps to respond to many of these needs, including supporting jurisdictions affected by parental incarceration and fostering collaboration between Children’s Cabinet Agencies serving this population, particularly children and youth in the foster care system. The Children’s Cabinet remains committed to providing additional supports to families in their communities through this Notice of Funding Availability.

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

Successful applications to address this population will:

- a. Be based on a clear understanding of the local population affected by incarceration, including a discussion of the data for this population;
- b. Incorporate the local partners necessary to ensure success in mitigating the effects of incarceration on children, youth, families, and the community;
- c. Consider best practices in program implementation; and,
- d. Demonstrate a connection to local efforts to address reentry, justice reinvestment plans, or substance use (particularly opioid addiction) strategies.

## **2. Reducing youth homelessness**

Due to age, developmental stage, and past traumatic experiences, unaccompanied homeless youth have unique needs that cannot be addressed by the same housing and supportive services offered to adults. The root causes of youth homelessness are varied, but often include an unsafe home environment due to domestic violence, parental addiction, or family discord due to sexual orientation or gender identity; transition from systems involvement (detention, foster care, or other institutional placements); family poverty; undocumented status; and lack of affordable housing.

Addressing these issues has made the need for collaboration with local agencies increasingly apparent. Boards are positioned to identify the drivers and effects of youth homelessness in their communities and ensure those youth are connected to appropriate services.

Most funded programs/strategies will address the Result of “Families are Safe and Economically Stable” and will include activities that address the complex and unique needs of the unaccompanied homeless youth population.

Successful applications to address this population will:

- a. Be based on a clear understanding of local unaccompanied homeless youth, including a discussion of the data for this population;
- b. Incorporate the local partners necessary to ensure success in addressing the complex and unique needs of the unaccompanied homeless youth population;
- c. Consider best practices in program implementation; and,
- d. Demonstrate a connection to the local Continuum of Care program or other local homelessness planning efforts.

## **3. Improving outcomes for disconnected/opportunity youth**

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

Given the diverse nature of the population, effective strategies for improving outcomes must be based on local data, specific challenges, and particular needs. Local jurisdictions are uniquely positioned to identify and address the barriers in their communities and design appropriate interventions to ensure youth are successfully transitioning into

the adult workforce. Most funded programs/strategies will address either the Result of “Youth Will Complete School” or “Youth Have Opportunities for Employment or Career Readiness” and will focus on reconnecting the out-of-school population to work or school or preventing youth from becoming disconnected in the future.

Because one program/strategy cannot meet all needs, Boards are strongly encouraged to adopt a “collective impact” approach, whereby the Board convenes a variety of partners to work together to provide programming, remove barriers, and support long-term goals, with each partner playing a distinct but complementary role.

Successful applications to address this population will:

- a. Be based on a clear understanding of the local out-of-school and/or out-of-work youth population, including a discussion of the data for this population;
- b. Incorporate the local partners necessary to ensure successful reconnection to work and/or school;
- c. Consider best practices in program implementation; and,
- d. Demonstrate connections to local Workforce Development Board programs, drop-out recovery efforts, or two generation strategies.

#### **4. Reducing childhood hunger**

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

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

Successful applications to address this population will:

- a. Be based on a clear understanding of the local population’s food insecurity, including a discussion of the data for this population;
- b. Incorporate the local partners necessary to ensure long-term family self-sufficiency;
- c. Consider best practices in program implementation; and,
- d. Include activities that encourage family self-sufficiency and shift the focus to long-term impact.

#### **5. Juvenile justice diversion**

Research has shown that contact with the juvenile justice system has lifelong impacts on a young person, even into adulthood. Youth who are arrested and become involved in the juvenile justice system are more likely to be arrested for a future offense, drop out of school, and struggle to find gainful employment. For that reason, the Office and the Children’s Cabinet seek to reduce the number of low-risk youth who become involved in the juvenile justice system.

Funded programs/strategies should focus on local law enforcement agencies and/or State’s Attorney’s Offices creating outreach and programming designed to divert low-risk youth who are arrested by the police away from formal processing into the juvenile justice system. These diversion programs should also include youth involved in school-based offenses.

Diverting low-risk youth away from the juvenile justice system and towards developmentally-appropriate services and supports in the community increases the likelihood of successful outcomes for the youth such as completing school and getting a job and decreases the likelihood of future contact with the police and/or the juvenile justice system. In this way, juvenile justice diversion can make Maryland communities safer.

According to the National Research Council (2014), the hallmarks of the Developmental Approach to Juvenile Justice Reform<sup>2</sup> are:

- Accountability without Criminalization;
- Alternatives to Justice System Involvement;

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<sup>2</sup> National Research Council. (2014) Implementing Juvenile Justice Reform: The Federal Role. Committee on a Prioritized Plan to Implement a Developmental Approach in Juvenile Justice Reform, Committee on Law and Justice, Division of Behavioral and Social Sciences and Education Washington, DC: The National Academies Press.

- Individualized Response Based on Assessment of Needs and Risks;
- Confinement Only When Necessary for Public Safety;
- A Genuine Commitment to Fairness;
- Sensitivity to Disparate Treatment, and;
- Family Engagement.

Most funded programs/strategies will address the Result of “Communities are Safe for Children, Youth and Families” and indirectly address the Results of “Youth will Complete School” and “Youth have Opportunities for Employment or Career Readiness,” respectively.

Successful applications to address this population will:

- Work directly and collaborate with local law enforcement and State’s Attorneys’ Offices to develop or enhance community outreach and programming to divert low-risk youth away from formal processing in the juvenile justice system. Other partners may include, but are not limited to, the Department of Juvenile Services Regional Office representative, the local DMC Coordinator, community association groups, youth advocate groups, and the Juvenile Court Magistrate or Judge.
- Include pro-social activities, connections to services and supports for youth and families, employment- readiness and career development training and team mentoring and/or supervision in the community;
- Develop outreach/programming for youth at-risk of being recruited by gangs (even if the youth has not had previous law enforcement contact) by working with local partners to focus on communities with high gang membership and activity; and,
- Include objective indicators of success for youth referred to the diversion program to be compiled by the program administrator on an annual basis. Such measurements include, but are not limited to: school attendance, employment, whether the youth is living at home and additional law enforcement contact.

## **6. Trauma-informed care and Reducing Adverse Childhood Experiences (ACEs)**

Research has demonstrated a strong relationship between stressful or traumatic events, including abuse and neglect, substance use disorders, and behavioral problems. "When children are exposed to chronic stressful events, their neurodevelopment can be disrupted...Over time, and often during adolescence, the child may adopt negative coping mechanisms...these unhealthy coping mechanisms can contribute to disease, disability, and social problems, as well as premature mortality."<sup>3</sup>

Preventing ACEs and engaging in early identification of children and youth who have experienced these events could have a significant impact on a range of critical health problems. Most funded programs/strategies will address the Results of “Healthy Children”; “Communities are Safe for Children, Youth, and Families”; and/or “Families are Safe and Economically Stable.”

Successful applications to address this population will:

- Increase awareness of ACEs among State- and community-level prevention professionals, emphasizing the relevance of ACEs to behavioral health disciplines;
- Include ACEs among the primary risk and protective factors, if engaging in prevention planning efforts;
- Propose programs/strategies designed to address ACEs, including efforts focusing on reducing intergenerational transmission of ACEs; and,
- Use ACEs research and local ACEs data to identify groups of people who may be at higher risk for behavioral health concerns and conduct targeted prevention efforts.

## **7. Preventing out-of-State placement**

The Children’s Cabinet has been working to address out-of-State placements by re-establishing the interagency collaboration and development of quality educational, treatment, and residential services in Maryland so that children with intensive needs continue to be served in the least restrictive setting appropriate to their individual needs. The Children’s Cabinet has long been interested in reducing the number of children placed out-of-State for several reasons: out-of-State placements are usually more disruptive to the child and his/her family which can hinder

<sup>3</sup> “The Role of Adverse Childhood Experiences in Substance Abuse and Related Behavioral Health Problems,” 2015, SAMHSA.



treatment; distance puts a significant barrier to a family’s ability to participate in their child’s treatment and to have contact with their child; distance interferes with the ability of the case manager to participate in the placement’s treatment planning and follow the child’s progress; and, out-of-State programs are often significantly more expensive than in-State programs.

Most funded programs/strategies will address the Result of “Families are Safe and Economically Stable”.

Successful applications to address this population will:

- a. Employ a multi-disciplinary approach utilizing State and non-state partners;
- b. Document risk factors for out-of-State placement; and,
- c. Create or maintain a plan to support children and families at-risk for out-of-State placement with attention to youth with multiple risk-factors (e.g. multiple disabilities [physical, mental, developmental, intellectual, learning, etc.], behavioral issues, substance use/abuse, education needs, juvenile justice involvement, foster care, etc.).

**C. Results-Based Accountability Framework and Performance Measures**

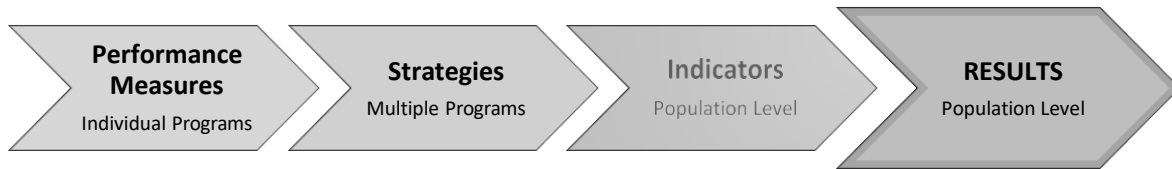
The Results-Based Accountability framework<sup>4</sup>, the foundation of the Children’s Cabinet work since the 1990s, allows the Office and the Boards to enhance the service delivery activities through the adoption of Results in planning and decision- making; and the use of performance measures to effectively track the impact of the programs and improve program performance. Results-Based Accountability focuses on two key types of accountability and language discipline:

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

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

<sup>4</sup> For information on the Results-Based Accountability framework, go to [www.raguide.org](http://www.raguide.org) or [www.resultsaccountability.com](http://www.resultsaccountability.com). Information and data on local programs/strategies can be accessed by reviewing the child well-being scorecard maintained by each Local Management Board. Select the jurisdiction to be reviewed from this page: <https://goc.maryland.gov/reportcard/>.

and performance measures.



Performance measures are required for Board Support funding and each proposed program/strategy (except for planning requests) and must be developed in accordance with the Results-Based Accountability framework. In addition, Boards are strongly encouraged to use the Results-Based Accountability framework as part of its planning process to develop a response to this Notice of Funding Availability. Boards that engage in activities specific to the framework, such as Turn-the-Curve exercises<sup>5</sup>, will be best-positioned to develop a successful application that satisfies the Children’s Cabinet requirements.

Applicants should utilize the standard performance measures for Board Support and provide two (2) headline performance measures each for the How Much, How Well and Better Off sections for each program/strategy for which funding is requested. New performance measures in FY20 should be identified with an “\*”.

#### IV. APPLICATION PROCESS

The closing date for submission is April 17, 2019. One (1) original and four (4) hard copies of the application, plus an electronic submission in Word format and an electronic submission of the budget in Excel format must be received at the Issuing Office no later than 5:00 p.m. on the closing date. Submissions by fax or other methods will not be accepted.

Processing of late applications is governed by the State of Maryland Policies and Procedures Manual for Local Management Boards’ policy on Grant Application Deadlines and Late Application Submission effective January 1, 2018. This policy identifies circumstances in which the Children’s Cabinet and/or the Governor’s Office for Children may consider applications submitted after the deadline. Local Management Board applicants should immediately contact the Governor’s Office for Children in the case of extenuating circumstances leading to a late submission.

Each Board may submit an application in response to the FY 2020 Notice of Funding Availability for a total funding allocation equal to the Board’s FY19 allocation (see page 16). Funding for Board Support may be adjusted within that allocation.

Because additional funding may be available through the Governor’s Office of Crime Control and Prevention, each Board may include in its application requests for additional funding.

##### A. Application Forms

A complete application consists of the following, using the templates provided by the Office and available online at <https://goc.maryland.gov/nofa/>:

1. A completed FY20 NOFA Application Summary page;
2. A completed Results page for each Result that the Board has prioritized for FY20 (one page per prioritized Result);
3. A completed program/strategy page for each program/strategy proposed for funding in FY20 (one page per program/strategy/planning request);
4. A completed Local Care Team Coordinator page; and,
5. A proposed budget.

##### B. Application Format

Please format the application as follows:

<sup>5</sup> See “Trying Hard is not Good Enough” 10th Ann Ed, 2015. <http://resultsaccountability.com/wp-content/uploads/2014/03/RBA-Turn-the-Curve-Exercises-from-Trying-Hard-Is-Not-Good-Enough1.pdf>.

1. 8½ x 11 sized pieces of paper with 1" margins;
2. 10-point black font;
3. Results and Program/Strategy/Planning pages should be single-spaced and double-sided.
4. Please do not use binders, folders, or index pages.
5. Secure hard copy materials with a binder clip only.

### **C. Pre-Application Meeting**

A pre-application meeting will be held on January 18, 2019 from 1:00-4:00 p.m. at 100 Community Place, conference room side B, Crownsville, Maryland 21032. All interested Local Management Board staff, Board members, and County government representatives are strongly encouraged to attend the meeting. While attendance at the pre-application meeting is not mandatory, the information presented may assist the Board in preparing a complete application.

Each prospective attendee is requested to individually register for the pre-application meeting using the URL provided: <https://www.eventbrite.com/e/fy20-notice-of-funding-availability-pre-application-meeting-tickets-53832257732>.

A separate registration for each attendee will facilitate last-minute notifications needed due to inclement weather and other emergencies that may affect the meeting. In case of emergency, notices will be sent from Eventbrite to advise registered participants of any changes.

It is not necessary to print a ticket for entry to the meeting. Please bring a copy of this Notice of Funding Availability to the pre-application meeting to use as a reference.

Please note that due to the limitations of the venue and the nature of the material to be presented, there will be no option to call-in to this meeting. If accommodations are required in accordance with the Americans with Disabilities Act, please notify Tracey Webb by 5 p.m. on January 16, 2019 by sending an email to [tracey.webb@maryland.gov](mailto:tracey.webb@maryland.gov).

In case of inclement weather, if Anne Arundel County Public Schools are closed on January 18, 2019, the meeting will be rescheduled to January 22, 2019 from 1:00-4:00 p.m. at 100 Community Place, conference room side A, Crownsville, MD 21032. If Anne Arundel County Public Schools announce a delayed opening on January 18, 2019 (or January 22, 2019 if the January 18th meeting is cancelled), the meeting will begin as scheduled at 1:00 p.m.

## **V. TRAINING/TECHNICAL ASSISTANCE/ROLE OF STAFF**

The staff of the Office will conduct a technical review of the applications submitted for completeness and compliance with submission criteria. Staff may contact the designated Board point of contact and Board Chair if questions arise and/or the application is found to be missing required materials. Applications may be required to be resubmitted with technical corrections which could delay the grant review and award.

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

For the period of December 31, 2018 through April 17, 2019, technical assistance from staff is limited to Scorecard questions, report submissions for previous years, or prior years' activities only.

### **Questions and Inquiries**

Questions and inquiries from potential applicants will be accepted both prior to, during and after the pre-application meeting. All questions should be submitted in writing via email only to Kim Malat at [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov). Please be advised that other staff of the Governor's Office for Children is not available to answer questions related to this Notice of Funding Availability.

Questions prior to the pre-application meeting should be submitted in writing via email only to Kim Malat at

[kim.malat@maryland.gov](mailto:kim.malat@maryland.gov) and received by 5 p.m. on January 16, 2019. These questions will be answered at the pre-application meeting. Questions submitted after the pre-application meeting that have not been previously answered, and that are deemed by the Office to be substantive, will be answered in writing and distributed via email to all Boards through their officially-designated Board Chairs and points of contact. All questions and answers will be compiled and posted on the Office’s website.

**VI. IMPORTANT DATES**

Date	Action	Follow-Up/Location
December 31, 2018	<i>Issue Notice of Funding Availability</i>	Via GovDelivery email to Local Management Board Points of Contact and Board members and posted to Governor’s Office for Children website.
December 31, 2018 through April 17, 2019	<i>Training and Technical Assistance</i> For the period of December 31, 2018 through April 17, 2019, technical assistance from staff is limited to Scorecard questions, report submissions for previous years, or prior years’ activities only.	
January 18, 2019 1:00 to 4:00 p.m.	<p><i>Pre-Application Meeting</i></p> <ul style="list-style-type: none"> <li>• Each Local Management Board can submit any questions for the meeting in writing no later than 5 p.m. on January 16, 2019 via email to Kim Malat only at <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a>.</li> <li>• Please note that due to the limitations of the venue and the nature of the material to be presented, there will be no option to call-in to this meeting.</li> <li>• If accommodations are required in accordance with the Americans with Disabilities Act, please notify Tracey Webb by 5 p.m. on January 16, 2019 by sending an email to <a href="mailto:tracey.webb@maryland.gov">tracey.webb@maryland.gov</a>.</li> <li>• In case of inclement weather: <ul style="list-style-type: none"> <li>➢ If Anne Arundel County Public Schools are closed on January 18, 2019, the meeting will be rescheduled to January 22, 2019 at 100 Community Place, Crownsville, MD 21032.</li> <li>➢ If Anne Arundel County Public Schools announce a delayed opening on 1/18/19 (or 1/22/19 if the meeting on 1/18/19 is cancelled), the meeting will begin as scheduled at 1:00 p.m.</li> </ul> </li> <li>• Please bring a copy of the FY20 Notice of Funding Availability to the meeting as a reference.</li> </ul>	<p>January 18, 2019 1:00 - 4:00 p.m. 100 Community Place Conference Room B Crownsville, MD 21032</p> <p>In case of inclement weather on 1/18/19: January 22, 2019 1:00 - 4:00 p.m. 100 Community Place Conference Room A Crownsville, MD 21032</p>
April 17, 2019	<i>Applications Due</i> Local Management Boards submit applications no later than 5 p.m. EST.	<p>One (1) original and four (4) additional hard copies due at:</p> <p>Governor’s Office for Children 100 Community Place Crownsville, MD 20132 <b>PLUS</b></p>

Date	Action	Follow-Up/Location
		1 electronic copy each of the application summary; Results; program/strategy; and Local Care Team pages in Word format sent as attachments to one email to: <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a> <b>PLUS</b> 1 electronic copy of the budget worksheet in Excel format emailed to: <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a>
April 17–30, 2019	<i>Applications Reviewed</i>	
May 1-5, 2019	<i>Notification of score/preliminary funding decisions/questions from State Review Teams forwarded to Local Management Boards</i>	Via email from Kim Malat to Local Management Board points of contact and Board members.
May 6-31, 2019	<i>Application Meetings – Local Management Board Team and State Review Team</i>	All meetings will be held at: 100 Community Place Crownsville, MD 21032  See meeting schedule in Appendix E on page 25.
June 3, 2019	<i>Notification of Awards</i>	Via email from Kim Malat to Local Management Board point of contact and Board members.
July 1, 2018	<i>FY20 Grant Award Effective Date</i> All FY20 grant activity begins for Local Management Boards that have received a notification of award. Community Partnership Agreement contracts will be finalized with a 7/1/19 effective date to allow implementation of FY20 activities.	

## VII. APPLICATION EVALUATION

Applications will be reviewed by a State Review Team that may be composed of, but is not limited to, representatives of Children’s Cabinet Agencies and other partners. Each member of the State Review Team will review and score assigned applications using a rubric provided. A collective average score will be assigned to each program/strategy/planning page by the State Review Team.

### A. Criteria

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

#### 1. Result(s)/Indicator(s) Page(s) – 0 Points

Discussion of one or more of the eight (8) standard Child Well-Being Result(s) that are identified in the community plan that the Local Management Board has prioritized for FY20, including:

- a. The corresponding indicators that are prioritized for FY20;
- b. The story behind the data;
- c. An explanation of why the Board prioritized the Result and Indicator for FY20; and,
- d. A listing of the programs/strategies that are proposed to impact the identified Result and Indicator.

A separate Results page should be completed for each Result that the Board is prioritizing in FY20.

#### 2. Program/Strategy/Planning Page(s) – 100 Points Each

Description of all programs/strategies proposed for funding in FY20, including a detailed discussion of:

- a. Need (20 Points), to include:
  - i. The local data reviewed during the Board's planning process that demonstrates the need for the program/strategy/planning; and,
  - ii. Excerpt(s) from the Board's community plan (with citations) that identifies this program/strategy as a critical need for the community.
- b. Target Population to be Served (10 Points), to include:
  - i. Description of how the population was identified as needing the intervention;
  - ii. Robust recruitment plan to ensure that the appropriate participants are identified and enrolled; and,
  - iii. Target # to be served.
- c. Detailed Program Description (45 Points), to include:
  - i. Where will services be provided? Responses may include zip codes, neighborhoods, school catchment areas, etc.;
  - ii. Model, assessment, curriculum and how employed (as applicable);
  - iii. Description of the routine intervention/service. What is the vendor going to do?; and,
  - iv. If a model program is proposed, a discussion of how fidelity to the model will be ensured/ maintained.
- d. Racial Equity (5 Points), to include:
  - i. Discussion of how a focus on racial equity will inform the implementation and evaluation of the program/strategy; and,
  - ii. A discussion of the local data.
- e. Evidence of effectiveness for the program/strategy (10 Points), to include:
  - i. For a new/early program, published research with full citations that supports it as an appropriate intervention for the identified population; or,
  - ii. For an existing program, performance data from the Scorecard ( $\geq 3$  years).
    - a) Show all approved performance measures in chart form, and include data for at least three (3) completed fiscal years plus data for 2019 HFY1; and;
    - b) Provide a discussion of the data.
- f. Proposed Performance Measures (10 Points):
  - i. Provide two (2) headline performance measures each for the How Much, How Well, and Better Off sections; and,
  - ii. Identify with an "\*" if the measure proposed is new for FY20.

3. Local Care Team Coordinator Page – 0 Points

4. Budget – 0 Points

## **B. Extra Points**

The State Review Team may assign a maximum of three (3) extra points to a Program/Strategy page's total average score if the application satisfactorily addresses one or more of the following for a specific program/strategy:

### **1. Two-Generation**

- a. One (1) extra point may be assigned by the State Review Team to a Program/Strategy page's total average score if the application for a program/strategy proposes a clearly-articulated and well-constructed two-generation approach.
- b. To be eligible for the extra point, a successful application will:
  - i. Propose a program/strategy with simultaneous interventions directed at both the parent(s) and their child(ren)/youth;
  - ii. Utilize performance measures that track outcomes for parents and children/youth; and,
  - iii. Demonstrate a clear effort to remove silos in existing programs/strategies or create new strategies that involve collaboration and communication between agencies serving different members of the family.

### **2. Cash Match**

- a. One (1) extra point will be assigned by the State Review Team to a Program/Strategy page's total

average score if the budget for the program/strategy demonstrates a cash match of at least 25% of the Children’s Cabinet fund request for the program/strategy. Cash match is defined as funds that are paid/awarded/administered to/by the Local Management Board in support of a program/strategy.

- b. Eligible cash match does not include in-kind support or funds that are paid/awarded to the program vendor or another third party in support of the program/strategy.

### 3. Evidence-Based Home Visiting<sup>6</sup>

- a. One (1) extra point may be assigned by the State Review Team to a Program/Strategy page’s total average score if the application for a program/strategy proposes an evidence-based home visiting program utilizing a federally-approved model<sup>7</sup>.
- b. To be eligible for the extra point, a successful application will:
  - i. Propose a program/strategy with simultaneous interventions directed at both the parent(s) and their child(ren)/youth;
  - ii. Utilize performance measures that track outcomes for parents and children/youth;
  - iii. Propose one or more of the priority performance measures identified for the Maternal, Infant, and Early Childhood Home Visiting program (see Appendix F); and,
  - iv. Demonstrate a clear effort to remove silos in existing programs/strategies or create new strategies that involve collaboration and communication between agencies serving different members of the family.

## C. Application Review

The State Review Team will review and score applications as noted above. Results pages will not be assigned a separate score, but the information will be considered as part of the review of the corresponding program/strategy/planning page.

Each program/strategy page will be reviewed and scored separately, with a final average score assigned by the State Review Team. All program/strategy/planning pages will be ranked in order of average score. The State Review Team will assess the merits of the proposed program/strategy and may consider the following in making recommendations for funding:

- Final average score assigned to the program/strategy;
- Geographic diversity
- Crime rates for programs proposed to address the “safer Maryland” priority;
- How the proposed program/strategy expands/enhances/complements existing programs/services/needs identified;
- The incorporation of a two-generation approach;
- The proposal for an evidence-based home visiting program; and;
- Impact on racial equity.

Upon completion of the above process, Office staff will notify the Board of the score for each program/strategy proposed and questions/concerns/comments. Please note: the score assigned to the program/strategy does not guarantee funding.

## D. Meetings with the State Review Team

Each Board will have the opportunity to meet with the State Review Team in accordance with the schedule in Appendix E. This meeting is the only opportunity for the Board to address the questions/concerns/comments raised by the State Review Team and discuss the ranking of each program/strategy proposed. Questions from the State Review Team will be compiled by the Governor’s Office for Children and forwarded to the local team in advance of the meeting. This meeting is required and may only be waived if initiated by the State Review Team. . At the conclusion of the meeting, the ranking of the program/strategy may improve or be negatively affected due to a change in score resulting from the meeting.

Meetings will be held at 100 Community Place, Crownsville, MD 21032 in accordance with the schedule in Appendix E. The room assignment will be announced in advance of the meeting. Changes to the schedule may only be made if two Local Management Boards agree to switch assigned meeting times. Such a change is subject to State Review Team approval.

<sup>6</sup> For information Maternal, Infant and Early Childhood Home Visiting in Maryland, go to: [https://phpa.health.maryland.gov/mch/Pages/home\\_visiting.aspx](https://phpa.health.maryland.gov/mch/Pages/home_visiting.aspx).

<sup>7</sup> For a list of federally-approved home visiting models, go to: <https://homvee.acf.hhs.gov/models.aspx>.

Please contact Kim Malat to request a schedule change once the change has been arranged between two Local Management Boards.

## VIII. FUNDING SPECIFICATIONS

### A. Funding Cycle

Commencement of awards for the CPA for FY20 will begin July 1, 2019 and end on June 30, 2020.

### B. FY20 Funding

In an effort to remain consistent with the objective of the “Notice of Base Funding Availability Fiscal Year 2019; Three Year Community Partnership Agreement (FY19-FY21),” each Board may submit an application in response to the FY20 Notice of Funding Availability for a total funding allocation equal to the Board’s FY19 allocation. Funding for Board Support may be adjusted within that allocation.

Because additional funding may be available through the Governor’s Office of Crime Control and Prevention, each Board may include in its application requests for additional funding.

The FY20 allocation for each jurisdiction is identified in the chart below, which does not include the FY20 award for the Local Care Team Coordinator:

Jurisdiction	FY20 Allocation <sup>8</sup>
Allegany	\$462,798
Anne Arundel	\$1,241,252
Baltimore City	\$2,921,102
Baltimore	\$1,396,916
Calvert	\$357,067
Caroline	\$563,425
Carroll	\$513,102
Cecil	\$527,429
Charles	\$383,826
Dorchester	\$433,413
Frederick	\$393,603
Garrett	\$530,263
Harford	\$570,994
Howard	\$448,049
Kent	\$376,358
Montgomery	\$1,527,169
Prince George's	\$1,724,396
Queen Anne's	\$335,286
St. Mary's	\$401,718
Somerset	\$288,755
Talbot	\$443,418
Washington	\$674,447
Wicomico	\$764,487
Worcester	\$779,918
<b>TOTAL</b>	<b>\$18,059,191</b>

All funding is contingent upon availability of funds and may be amended to reflect changes in the final budget appropriation by the General Assembly or other budgetary actions.

A jurisdiction may be eligible for funding upon successful completion of the Notice of Funding Availability process and a final recommendation for funding by the State Review Team that is approved by the Children’s Cabinet.

<sup>8</sup> The allocation listed does not include the FY20 award for the Local Care Team Coordinator.



The Board must either request Local Care Team coordinator funding or describe how the Local Care Team coordinator functions will be maintained in its respective jurisdiction (e.g. sharing a coordinator with another jurisdiction, supporting the position with another revenue source, etc.). Please use only the template provided.

Boards may request to utilize funding for planning activities and should submit a completed Program/Strategy page for this request that includes a thorough description of the specific planning activities that require funding. It is not necessary to provide evidence of effectiveness or to propose performance measures for planning activities identified in the application. Full points for the evidence of effectiveness and performance measures sections will be assigned to program/strategy pages that clearly articulate that planning activities are proposed.

### **C. Allowable Costs<sup>9</sup>**

Allowable costs include, but are not limited to:

1. All reasonable direct costs associated with activities funded by the Office and/or Children's Cabinet, except for any indirect costs and direct costs identified as unallowable costs listed in Section V, Subsection 10, Part E; and,
2. Bonuses that are:
  - a. Are based on documented job performance, a written job appraisal or some other documented, measurable criteria;
  - b. Are available to all employees within the same class;
  - c. Are part of a defined benefit plan; and,
  - d. Do not increase an employee's salary and/or to circumvent payroll limitations.

### **D. Unallowable Costs<sup>10</sup>**

Funding may not be used for unallowable costs including, but not limited to:

1. Alcoholic beverages;
2. Bad debts;
3. Contributions and donations to charitable organizations not in support of a defined activity;
4. Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringement;
5. Entertainment costs;
6. Incentive compensation, as follows:
  - a. That does not involve all sources of funding;
  - b. That is not based on job performance, a written job appraisal or some other documented, measurable criteria;
  - c. That is not available to all employees within the same class;
  - d. That is not part of a defined benefit plan;
  - e. Does not increase an employee's salary and/or to circumvent payroll limitations; and/or,
  - f. That is not issued pursuant to an agreement or an established plan entered into in good faith between the organization and the employees before the services were rendered.
7. Personal use by employees of organization-furnished automobiles (including transportation to and from work) and other assets;
8. Fines and penalties and interest on fines and penalties;
9. Assets, goods or services for personal use;
10. Interest on borrowed capital/lines of credit;
11. Costs of organized fundraising;
12. Costs of investment counsel/management;
13. Lobbying;
14. Losses on other awards;
15. Renovation/remodeling and capital projects;
16. Gifts for Board members and/or employees;
17. Food and beverages, except for:
  - a. Those incurred by Board members and employees traveling overnight on official Board business;
  - b. Bulk drinking water for coolers where tap water is not potable;

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<sup>9</sup> The State of Maryland Policies and Procedures Manual for Local Management Boards Effective January 1, 2018

<sup>10</sup> Ibid.

- c. Those routine expenses for the operation of a program serving children and youth (*e.g.*, snacks served to children on a regular basis at an out-of-school time program funded by the Board);
  - d. Meetings/focus groups/forums where the majority of attendees expected are family and/or youth; and/or,
  - e. Special events where the majority of attendees are not Board members or staff or State/local Agency representatives.
18. Costs of training/technical assistance offered by consultants that the Office and/or the Children's Cabinet or one of its member Agencies makes available to the Board and its vendors at no cost;
  19. Any plaque or item presented to a speaker, official, legislator, vendor, or other person in recognition of service provided with a value in excess of \$50;
  20. Any expenses relating to the establishment, maintenance or liquidation of foundation or other accounts that the Board utilizes for the purpose of maintaining earned reinvestment and other State funds, to the extent that the Board does not receive prior approval for the expenses;
  21. Investment fees and losses;
  22. Flex fund expenditures;
  23. Gift card expenditures, except for incentives for participants attending meetings/ focus groups/forums where:
    - a. The Board purchases only the number of gift cards necessary based on the number of participants;
    - b. The Board, or its vendor/consultant, does not establish or maintain an inventory of gift cards; and,
    - c. The participants are families and/or children/youth.
  24. For fee-for-service contracts, vendor staff vacation, sick leave and other leave time during which services were not provided.

**The list above is not exhaustive. The Office, the Governor's Office of Crime Control and Prevention, and the Children's Cabinet reserve the right to make additional budget reductions/restrictions and adjustments at its discretion.**

#### **E. Reporting**

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

#### **F. Supplanting, Transparency, and Accountability**

A strong emphasis is being placed on accountability and transparency. Boards must be prepared to track, report on, and document specific outcomes, benefits, and expenditures attributable to the use of grant funds. Misuse of grant funds may result in a range of penalties to include suspension of current and future funds and civil/criminal penalties.

The Board should ensure that the funding from the Office and/or Children's Cabinet is not used for programs/strategies that could be provided by another organization or State agency. Funding from the Office and/or Children's Cabinet Interagency Funds are the funding source of last resort.

#### **G. Special Conditions/Restrictions**

Special conditions/restrictions may be imposed by the Office and/or the Children's Cabinet upon recommendation from the State Review Team to address weaknesses identified in the application and/or to remedy issues that are raised by the State Review Team and/or concerns that cannot be satisfactorily addressed at the meeting of the local team and the State Review Team.

Examples of special conditions that may be imposed include, but are not limited to:

1. Correcting part or all of the planning process;
2. Correcting part or all of the application;
3. Correcting/revising performance measures;
4. Negotiating/resubmitting all or part of the budget;
5. Submitting sufficient evidence of need; and/or,
6. Submitting/clarifying evidence of effectiveness.

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

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

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

## IX. APPENDICES

## Appendix A: Definitions

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

## Appendix B: Template for Prioritizing

Example of Prioritizing Results, Indicators, and FY20 NOFA Priorities	
<p><b>Scenario:</b> After assessing the needs in the community and gathering community input, the Board concluded that poverty is an escalating problem and an underserved population is unemployed, single mothers between the ages of 19 and 22 with two or more children aged 3 to 5.</p>	
<p><b>Step 1 – Identify priority child well-being Result</b></p>	<p><i>Families are Safe and Economically Stable</i></p>
<p><b>Step 2 – Identify priority Indicator(s) for each prioritized Result</b></p>	<p><i>Child Poverty – The percent of children under age 18 whose family income is equal to or below the federal poverty threshold.</i></p>
<p><b>Step 3 – Identify Priority Population to be Served</b></p>	<p><i>Disconnected Youth - Unemployed, single mothers, aged 19-22, with two or more young children.</i></p>
<p><b>Step 4 – After examining the research on effective strategies, identify a program/strategy to impact this Result/Indicator/population.</b></p>	<p><i>The XYZ Program, a research-based, two generation, integrated program.</i></p>

## Appendix C: Worksheet for Aligning Results, Indicators and Programs/Strategies

Program/Strategy Worksheet			
<p><b>Result:</b> (One of the standard Child Well-Being Results prioritized based upon the assessment of needs and community input)</p>	<p><b>Indicator:</b> (One of the standard Indicators corresponding to the Result that will be used to measure progress toward the prioritized Result)</p>	<p><b>Priority:</b> (The priority listed on page 5 of the NOFA. Include a short description of the target population for the indicated priority.)</p>	<p><b>Program/Strategy:</b> (The name of the program/strategy or planning proposed for funding.)</p> <hr/> <p><b>Description:</b> (Description of the program/strategy or planning activity proposed for funding.)</p> <hr/> <p><b>Need:</b> (The local data reviewed during the Board’s planning process that demonstrates the need for the program/strategy. Include excerpt(s) from the Board’s community plan (with citations) that identifies this program/strategy as a critical need for the community.)</p> <hr/> <p><b>Supporting Evidence of Effectiveness:</b></p> <ul style="list-style-type: none"> <li>• (For a new/early program, published research with full citations that supports it as an appropriate intervention for the identified population; or,</li> <li>• For an existing program, performance data from the Scorecard (≥ 3 years).               <ul style="list-style-type: none"> <li>○ Show all approved performance measures in chart form, and include data for at least three (3) completed fiscal years plus data for 2019 HFY1; and;</li> <li>○ Provide a discussion of the data.)</li> </ul> </li> </ul>

## Appendix D: Performance Measures Worksheet #1

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

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



## Appendix E: Meeting Schedule

Local Management Board	Date	Time	Location
Carroll	5/6/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Cecil	5/6/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Howard	5/7/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Wicomico	5/8/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Caroline	5/8/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Somerset	5/9/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Calvert	5/9/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Charles	5/10/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Allegany	5/10/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Kent	5/13/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Talbot	5/14/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Worcester	5/15/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
St. Mary's	5/15/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Dorchester	5/16/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Garrett	5/16/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Harford	5/17/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Baltimore	5/17/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Prince George's	5/20/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Montgomery	5/21/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Frederick	5/21/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Baltimore City	5/22/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Washington	5/22/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD
Queen Anne's	5/23/19	10 a.m. - 12:30 p.m.	100 Community Place Crownsville, MD
Anne Arundel	5/23/19	1:30 - 4 p.m.	100 Community Place Crownsville, MD

- Room assignments will be announced in advance of the meeting.
- Please note that changes to the schedule may only be made if two Local Management Boards agree to switch assigned meeting times. Such a change is subject to State Review Team approval. Please contact Kim Malat to request a schedule change once the change has been arranged between two Local Management Boards.

**Appendix F: Priority Performance Measures for the Maternal, Infant, and Early Childhood  
Home Visiting Program**

<b>Topic</b>	<b>Indicator</b>	<b>Numerator</b>	<b>Denominator</b>
Child Maltreatment	Percent of children enrolled in HV with investigated cases of maltreatment following enrollment.	Number of children (index child) enrolled in HV with an investigated case of maltreatment.	Number of children (index child) enrolled in HV
Depression Screening	Percent of primary caregivers enrolled in HV who are screened for depression using a validated tool within 3 months of enrollment.	Number of primary caregivers enrolled in HV who are screened for depression within the first three months since enrollment	Number of primary caregivers enrolled in HV for at least three months
Child Injury	Rate of injury-related visits to the ER among children enrolled in HV.	Number of parent-reported nonfatal injury-related visits to the ER among children (index child) enrolled in HV	Number of children (index child) enrolled in HV
Tobacco Use	Percent of primary caregivers enrolled in HV who quit using tobacco or cigarettes within 12 months of enrollment.	Number of primary caregivers enrolled in HV who were using tobacco or cigarettes at baseline and quit by follow-up (up to one year following enrollment)	Number of primary caregivers enrolled in HV who reported using tobacco or cigarettes at baseline