

**FY 2019
State
Coordinating
Entity (SCE)
Services for the
Maryland Child
Care Resource
Centers
Network
(MCCRCN)**

**Request for
Proposals**

**Maryland State Department of
Education**

**200 West Baltimore Street
Baltimore, MD 21201**

**Deadline
Friday, April 20, 2018
No later than 5:00 p.m.**

This document is available in alternate
formats.

PROPOSAL DESCRIPTION

Name of Grant Program:

State Coordinating Entity (SCE) Services for the Maryland Child Care Resource Centers Network (MCCRCN)

Authorization: House Bill 932 (2005), Chapter Number: 585.

Dissemination:

Monday, February 26, 2018

Deadline:

Friday, April 20, 2018

No later than 5:00 p.m.

Purpose:

The purpose of this solicitation is to retain services from a non-profit organization with significant experience managing child care information and referral services for parents, providing professional development services for child care professionals, and providing technical assistance to improve the quality of child care services. The grantee shall act as the Statewide Coordinating Entity (SCE) overseeing operations of the regional Child Care Resource Centers (CCRCs). Together, these Centers make up the Maryland Child Care Resource Center Network (MCCRCN) to assure that required components are addressed as follows:

- Statewide services, including professional development and support for improving child care quality, must be available for the thirteen (13) Child Care Licensing Regions of the State (<http://earlychildhood.marylandpublicschools.org/child-care-providers/licensing/regional-licensing-offices>). This shall include services for licensed child care centers and providers serving infants and toddlers.
- The grantee/SCE shall provide statewide information and referral services to assist families with finding regulated child care that meets their needs.
- The SCE shall provide grant management, training, technical assistance, support, monitoring, and evaluation of services to the MCCRCN. The primary goal of the CCRCs is to address the needs of parents seeking quality early care and education programs and to improve capacity building for child care professionals and licensed child care programs. This includes strategic management support as well as leadership development for licensed child care center staff and registered family child care providers that participate in child care quality initiative programs to include the Maryland Child Care Credentialing program and licensed child care centers and registered family child care providers that participate in the Maryland EXCELS, the state's Quality Rating and Improvement System (QRIS).

Required Components:

Proposals must contain the following to be considered for funding:

Statewide services by the SCE and the MCCRCN are specified below and shall be provided in the three areas as follows:

1. Consumer Education

- The SCE shall provide information and referral services to parents and caregivers, including guidelines for finding quality early care and education programs administered through:
 - A website, social media, and other approved apps that is accessible to the public; and,
 - Resource and referral telephone counseling services located at one consumer service site that is accessible to parents and caregivers, including those with disabilities or needing language support, via a 1-800 telephone line and listed on the Network website.

These services shall meet the following **performance levels**:

- The ability of parents to print program information directly from the website;
- Provide to parents/caregivers written information on at least five (5) child care programs that provide counseling services and how further information may be accessed, if needed;
- The provision of information, on the web and during counseling sessions to minimally include the status of the program on Maryland EXCELS (participation, publication, and at what level); programs with Additional Achievements through MD EXCELS (Asthma Friendly Child Care, Health and Wellness, and programs that completed the Program Administrative Scale/Business Administrative Scale); Accreditation; and on accessing the Maryland Child Care Subsidy Program (<http://earlychildhood.marylandpublicschools.org/child-care-providers/child-care-subsidy-program>);
- Parents/caregivers will be assisted in accessing options for addressing inclusive placements for children with disabilities, children's special health care needs, parent/caregivers who work non-traditional schedules, and emergency placements in case of disruption of child care services. This includes accessibility of those services beyond regular office hours by sharing information on programs and providing written information to parents/caregivers on possible placements;
- The SCE shall develop, conduct, and analyze a satisfaction survey annually of child care consumers using information and referral services;
- The SCE and each MCCRCN will provide publications at conferences, seminars and meetings for parents, providers and the public regarding child development and the accessibility, availability, and quality of child care services; and
- All materials, information, publications, and the like, produced under this grant and at the direction of MSDE are considered work for hire and as such become the property of MSDE and shall be treated as such.

- Any existing products, if revised or issued as second editions, should include the copyright symbol at the bottom of the Board page (©[Year] Maryland State Department of Education.)

All materials, information and publications set forth for public dissemination shall have the vendor's name clearly displayed on each page and state, "This publication was produced as a work for hire for the benefit of, and with funds from, the Maryland State Department of Education."

2. Professional Development

- The SCE and the MCCRCN shall provide training and professional development to build capacity for improving the ability of child care professionals to deliver quality, research-based early learning opportunities to all children, including those from low-income families, children with disabilities, Dual Language Learners, and children with developmental or mental health needs;
- Professional development offerings shall be based on the Core of Knowledge and be updated regularly (at least annually) to include subject matter for caregivers of children birth to eight using *Healthy Beginnings*, *Standards for Implementing Quality Early Childhood Programs*, and the *Early Learning Standards* <http://earlychildhood.marylandpublicschools.org/maryland-early-learning-standards> when applicable;
- Professional development opportunities must include professional development on all domains of learning defined in the R4K Framework and Early Learning Standards in collaboration with MSDE;
- The SCE shall develop/maintain an online Statewide Clearinghouse Calendar that is posted and regularly updated on the grantee's website. The Calendar shall list professional development opportunities for early childhood and school age child care that are approved by the Office of Child Care in the MSDE Division of Early Childhood Development. The MSDE training approval link is provided on the MSDE website at: <http://earlychildhood.marylandpublicschools.org/trainers>

The SCE and MCCRCN shall:

- Take into consideration of not duplicating training or development opportunities that are offered by other training organizations. e.g., community colleges and training organizations;
- Include training required under Code of Maryland Regulations 07.04.02 and that the training and trainers shall meet continuing training and education requirements from the Office of Child Care;
- Offer trainings in specified topics based on needs and upcoming initiatives in collaboration with MSDE;
- Provide yearly training on health and safety on specific topics in collaboration with MSDE. These trainings must be offered on-line and in a classroom setting;

- Present training opportunities in varied formats, such as on-line, hybrid format, and on evenings and weekends; and
- Report on and include evaluation of training services.

3. Capacity Building for Improving Quality of Programs

- The SCE shall direct the CCRCs to assist early care and education professionals to achieve quality education and care of children through on-site appraisal, strategic management, and leadership development;
- The SCE and the CCRCs shall assist licensed providers in utilizing state and/or local resources, including the state's Early Childhood Accreditation Project, the Maryland Child Care Credential Program, Training Voucher and Reimbursement programs, Child Care Career and professional Development Fund, and Maryland EXCELS;
- The SCE shall direct the CCRCs in supporting early care and education professionals to participate in the Maryland Child Care Credential program and Maryland EXCELS to meet the requirements and to move to a higher level such as providing workshops and technical assistance;
- The SCE and CCRCs shall improve the child care services for infants and toddlers (birth through three years of age) through specialized training and technical assistance for infant and toddler care providers through infant-toddler specialists by using the Healthy Beginnings Guidelines; and
- The SCE shall direct the CCRCs on how to implement the Results Based Accountability process to evaluate the effectiveness of all capacity building efforts such as utilizing the Maryland Knowledge and Competencies Self-Assessment tool.

Transition in Activities/Services:

Ensure the following:

- The Grantee shall create and manage a project schedule for transition-in activities;
- The grantee will undertake a process within 90 days to select organizations in each of the 13 licensing regions to operate child care resource centers. The selection is subject to approval by MSDE;
- If any area(s) within a region remains unserved by a sub-contractor, the SCE shall be responsible for developing interest and capacity for providing resource and referral services in unserved area(s);
- Establish a website that is accessible to the public;
- Establish a toll-free number for resource and referral counseling services that is located at one consumer service site that is accessible, answering provider calls, and perform all necessary setup activities to begin accepting calls from providers, as described in requirements within this RFP. Toll-free number shall be listed on the Network website;

- The Grantee shall lead transition weekly meetings with Grantee project Manager;
- The Grantee shall provide a calendar of events for transition activities; and
- The Grantee shall hold a transition-in wrap-up meeting to confirm all transition activities are complete. The Grantor will indicate when transition-in activities are considered complete.

Transition Out Activities/services:

Ensure the following:

- Work with MSDE and the new grantee to identify all transition activities;
- Return to MSDE all publications funded by the grant;
- Provide scripts and other help desk training materials to MSDE;
- Return to MSDE data submitted through the clearing house calendar;
- Return to MSDE reports funded by the grant; and
-
- Return to MSDE equipment purchased by the grants.

Priorities:

Priority will be given to proposals that incorporate one or more of the following:

- An agency/organization with significant experience in managing child care information and referral services for parents, implementing professional development services for child care professionals, and providing technical assistance to improve the quality of child care services.

Eligible Applicants:

A not for profit community-based agency/organization which has the capacity to provide a child care information and referral system as well as professional development, technical assistance and training services.

Proposal Review:

The review of proposals will be a four-part process.

- 1) Written applications will be pre-screened for submission requirements and inclusion of all required sections. Applicants not meeting all prescreen requirements will not be read.
- 2) A review committee established by the MSDE will evaluate written applications. The committee will be composed of MSDE personnel. Reviewers will comment upon the proposals and assign numerical scores.
- 3) Applicants may be scheduled for an oral program presentation as determined by the review committee.

Final approval for awards will be determined by the MSDE's Business Office.

MSDE reserves the right to take into consideration geographic distribution when making awards.

Award Notification:

Notification of Intent to award will be sent via e-mail on or before Friday, June 29, 2018.

Total Funds Available:

\$3,466,524.00 over a one-year period (contingent upon the availability of State and Federal funding).

Length of Grants:

July 1, 2018 - June 30, 2019 (with option to renew or submit a plan of operation annually for two years through June 30, 2021). Upon the end of the third year, MSDE reserves the right to renew the grant for two additional years through June 30, 2023.

Estimated Number of Grants: 1**Estimated Average Grant Amount: \$3,466,524.00****Fund Use**

Cost(s) incurred prior to the approval of the grant may not be funded through the award. Generally, a direct cost is one that is incurred specifically for one activity. Indirect costs are of a more general nature and are incurred for the benefit of several activities. Once a grantee makes an election and treats a given cost as direct or indirect, that treatment must be applied consistently and may not change during the fiscal year. Sub grantees are never required to charge indirect costs. A sub grantee may conclude that the amount it would recover would be immaterial and not worth the effort needed to obtain it. Guidelines for determining direct and indirect costs are provided in Federal CFR part 200.413 – 414.

Direct costs can be identified specifically with a particular final cost objective. Typical direct costs chargeable to awards are:

- Compensation of employees for the time devoted and identified specifically to the performance of those awards;
- Cost of materials acquired, consumed, or expended specifically for the purpose of those awards;
- Contracts specifically for the purpose of those award;
- Purchase of independent evaluation services at no more than 5% of the fund request;
- Equipment and other approved capital expenditures; and
- Travel expenses incurred specifically to carry out the award.

Indirect cost (Facilities & Administration) accepted will be one of the following:

- Local Education Agency (LEA) – must use the MSDE approved indirect cost rate for the respective district;
- A sub-recipient with an approved federal indirect cost rate should be used except institutions of higher education research rate are not accepted and capped at 15%; or
- A sub-recipient who has never had a negotiated federal indirect cost rate will be provided an indirect cost rate of 10% of modified total direct cost (MTDC).

Funds may not be used for:

- Supplanting existing services,
- Capital Improvement, or
- Cost(s) incurred prior to the approval of the grant.

The General Education Provisions Act (GEPA), Section 427:

Each application must develop and describe the steps such applicant proposes to take to ensure equitable access to, and equitable participation in, the project or activity to be conducted with such assistance, by addressing the special needs of students, teachers, and other program beneficiaries in order to overcome barriers to equitable participation.

Reporting Requirements:

In accordance with the grant application instructions and forms/instructions from the MSDE Grant Administrator, the grantee must provide the following report(s):

- **Interim Invoice Report-** at monthly intervals, an invoice pertaining to grant activity by the SCE and each one of the 13 CCRCs shall be submitted to the Grant Administrator. The invoice shall reflect expenditures from the previous month of activity; and, shall be submitted during the following month on or before fifteenth day of that month (or the next business day). The cost of all items in the invoice shall be specified in an approved line item; and, each line item shall be associated to one of the following funding sources:
 - Child Care and Development Fund (CCDF) Infant and Toddler or
 - Other (State and Federal).
- **Interim Progress Report-**at quarterly intervals (MSDE C-1-25-C form shall be the cover document) providing information depicting a composite of all activities of the MCCRN. The report shall be formatted to include separate reporting of SCE services with attachments of standardized progress reports (one report from each of the 13 CCRCs) depicting activities reported by each one of the CCRCs. The Interim Progress Report shall reflect activity from months within the previous **state fiscal cycle*. Also, the report shall be submitted during the month following that fiscal cycle on or before the fifteenth day of that month.
- **Consultant Log-** at quarterly intervals (*if applicable*), copy of the MSDE form with supporting documentation shall accompany the Interim Progress Report. The consultant form shall also have attachments of receipts and relevant data pertaining to cost of activity from the consultant working to support programmatic activity.
- **Final Progress Report-** (MSDE C-1-25-D form) concluding SCE services and CCRC activities. The final report shall be submitted within 60 days of the grant end date (on or before Friday, August 31, 2018). The Final Progress Report shall summarize all grant activity for the grant period beginning July 1, 2019 and ending June 30, 2020.
- **Single Audit and Internal Control Report-** the most current annual financial, Single Audit and Internal Control Report performed by an external public accounting firm shall be submitted with this application.

- **Annual Financial Report (AFR)** - the AFR report shall be submitted within 60 days of the grant end date (on or before August 31, 2019). The AFR shall summarize all grant activity for the grant period beginning July 1, 2018 and ending June 30, 2019.
- **Final Evaluation Report**-encompassing all funding cycles, within 60 days of the end of the grant period (on or before August 31, 2019) using the Results Based Accountability (RBA) framework to determine results for families and for training and technical assistance participants.

***The State Fiscal Cycle is as follows:**

1st quarter: July-September

2nd quarter: October-December

3rd quarter: January-March

4th quarter: April-June

Additional Reporting Requirements:

- The SCE must report to the grant administrator at the Division of Early Childhood Development (DECD) with regard to how the services consisting of program management and monitoring as well as fiscal management for the MCCRN are being provided. In addition, invoicing with supporting data must be provided indicating how the grant funds are being expended for the CCRCs and the SCE. Funding sources must be identified and separately reported in accordance with grant administrator instructions.
- The SCE shall provide statewide coordination, consolidation, and reporting of child care resource data and information. Reports must be produced annually, or upon request, on the available supply of qualified early care and education services for children birth through five years of age, child care services for school age children, and child care services for children with disabilities or special health care needs. The report must also include a description of the demand for those services by families and employers; an annual census of all regulated providers in Maryland to determine the market rate for child care subsidy; the child capacity of regulated facilities; and provider compensation information.
- The SCE shall provide data on all training conducted on each title. Reports must be produced annually, or upon request from MSDE. Report shall include:
 - Number of participants who successfully completed and passed;
 - Number of participants who failed;
 - Number of participants who received incompletes; and
 - Number of clock hours for each title.
- The SCE shall implement and refine a results based accountability system, that includes relevant performance indicators also reliable and valid performance measures for tracking the impact of the services as follows:
 - Resource and referral services for families, including consumer education;
 - Professional development; and,

- Capacity building for improving the quality of programs (i.e. coaching, strategic management, and leadership development).

In addition, grantees and sub grantees will host at least one (1) site visit per funding cycle. The MSDE reserves the right to conduct an unannounced site visit to any CCRC at any time, attend quarterly CCRC director's meeting, training and technical meetings, and network event/s.

Proposals must contain the following information, assembled in the order indicated:

1. Proposal Cover Sheet.
2. Project Abstract.
3. Table of Contents.
4. Project Narrative 20 page limit).
 - 4.1. Extent of Need.
 - 4.2. Goals, Objectives, and Milestones.
 - 4.3. Plan of Operation.
 - 4.4. Evaluation and Dissemination Plan.
 - 4.5. Management Plan/Key Personnel.
 - 4.5.1. Management Worksheet.
 - 4.5.2. Project Time Line.
 - 4.6. Future Plans.
5. Budget Narrative.
 - 5.1. Line Item Listing of Budgetary Expenses.
 - 5.2. Itemized Budget Form.
6. Appendices. Do not append any required sections indicated above. Appendices are included below.
 - 6.1. Works Cited
 - 6.2. Letters of commitment from all project partners and principals of participating schools (as appropriate).
 - 6.3. Résumés of Key Personnel.
 - 6.4. Signed assurances.

Submission Requirements:

- All pages of the project narrative must use one-inch margins and be numbered according to the prescribed numbering convention. (See “Table of Contents” section)
- The project statement that appears on the cover sheet must not exceed 100 words.
- The abstract must not exceed one page.
- Narrative must use line spacing of at least 1.5, and a type size of 12-point font. Charts may use single spacing and a type size of 10-point font.
- All copies of the proposal should be on standard size (8½” x 11”) paper of regular weight.
- Bound copies must be stapled in the upper left corner. They should not be bound by glue, spirals, wire, clasps, or any other means.
- The prescribed coversheet must be the first page of the proposal.
- The original coversheet must be signed in blue ink. Copies of the coversheet must not be color photocopied.
- Application package **excluding** proposal cover sheet, table of contents, budget narrative, itemized budget form, signed assurances and appendices must not exceed 20 pages.
- All tables and charts must follow prescribed formats.

An unbound original proposal, together with three (3) bound copies, and an electronic copy in Microsoft Word format, MUST be submitted to:

Michial A. Gill, Ph.D.
MSDE Grants Director
State Aided Educational Institutions
200 W. Baltimore Street
Baltimore, MD 21201
Attention: Michial Gill

Electronic copy should be sent by email to - or on a USB flash drive.

Program and Technical Assistance Contacts:

Michial A. Gill, Ph.D.
MSDE Grants Director
State Aided Educational Institutions
200 W. Baltimore Street
Baltimore, MD 21201
Phone 410-767- 3170
Fax 410-333-0880

Technical Assistance:

A technical assistance meeting is scheduled for **Tuesday, March 8, 2018** at:
Maryland State Department of Education, 8th floor Room 1
200 W. Baltimore Street - Baltimore, MD 21201

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Equity Assurance and Compliance Office

Office of the Deputy State Superintendent for Finance and Administration Maryland State
Department of Education

200 W. Baltimore Street - 6th Floor Baltimore,

Maryland 21201-2595

410-767-0426 - voice

410-767-0431 - fax

410-333-6442 - TTY/TDD

COVER SHEET

Application

**State Coordinating Entity (SCE) Services for the Maryland Child Care Resource Centers Network
(MCCRN)**

SFY 2019 (July 1, 2018 – June 30, 2019)

Name of Grantee:		Fed ID No.:
		DUNS ID No.:
Address:		
City:		ZIP:
Telephone:	FAX:	e-mail:
Contact Person:		
Address of contact person (if it is different from the address above):		
City:		ZIP:
Telephone:	FAX:	e-mail:
Funds Available: \$3,466,524.00 over a one year period: July 1, 2018 through June 30, 2019		
Project Summary		

Signature Head of Grantee Agency

Date

PROPOSAL COVER SHEET

Every proposal must have a Proposal Cover Sheet. No other page may cover the proposal cover sheet. The subsequent information must be clearly stated in the following order:

- Name of applicant.
- Title of project.
- The words “[State Coordinating Entity (SCE) Services for the Maryland Child Care Resource Centers Network (MCCRCN)]”
- Name of contact person.
- Address of contact person.
- Telephone, fax, and email address of contact person.
- Project partners.
- Amount requested.
- Project statement (100-word limit).
- Dated signature of Superintendent of Schools/Head of Grantee Agency.

The Project Cover Sheet should be printed on plain white paper and contain neither graphics nor additional information.

The project statement should briefly describe the project’s outcome(s) and strategies (i.e., what the project will do and how it will do it). Do not exceed the 100-word limit. This statement will be used in press releases, board exhibits, etc.

PROJECT ABSTRACT

1-page limit

In the Project Abstract introduce the project to the reader. It should be factual, brief, and focused on the organization’s efforts. Do not assume the reader is familiar with the proposed project.

The Project Abstract should cover the core aspects of the proposed project, while addressing the following questions:

- What is the problem?
- What populations, schools, or geographic areas will be served by the project?
- What are the goals and objectives of the project? (For brevity, these should be paraphrased.)
- What strategies are to be employed to address the problem?
- Who are the partners, and what are the roles of each?

TABLE OF CONTENTS

The Table of Contents is an important aid for the reader. When writing the proposal and constructing the table of contents, use the following conventions:

- The Proposal Cover Sheet is not numbered but is considered to be page “ i ” (lower case, Roman numeral one).
- The Project Abstract is page “ ii ” (lower case, Roman numeral two).
- Do not list the Table of Contents as one of the pages in the table of contents.
- Table of Contents page(s) is(are) numbered iii, iv, etc.
- The extent of need is the first page of the project narrative and is numbered “1”. Subsequent pages are numbered consecutively.
- The Budget is numbered as follows: “B-1, B-2, B-3”.
- Appendices are labeled “Appendix A, Appendix B, Appendix C “.

PROJECT NARRATIVE

[20]-page limit

90 points total

The Project Narrative provides an opportunity to convince readers that the project is sound and deserves to receive funding. The Project Narrative should encompass the entire life of the project. When writing the Project Narrative, keep the following suggestions in mind:

- Be succinct and clear. Readers need to understand quickly and easily the components of the project and how they work together to address the stated needs.
- Do not assume the reader is familiar with the project; readers represent diverse backgrounds. Avoid jargon, and define all acronyms.
- Proofread the Narrative once it is complete. Check for style inconsistencies, redundancies, factual omissions, and unexplained assumptions. A good strategy is to let someone not familiar with the project read and critique the proposal before submitting it to MSDE.
- Be as detailed as possible. Use the entire page limit to explain the project. Use the Appendices to include information that may be important for the reader but will not fit within the Project Narrative. For clarity, it is important to reference in the body of the proposal any supplemental information included in the appendices.

A compelling proposal will have a clearly-defined problem supported by a needs assessment. A needs assessment is a systematic review of information collected from a variety of sources, analyzed to determine strengths and weaknesses, and prioritized for action in the proposal.

Here are some suggestions for the needs assessment.

- Clearly state the main problem in the first paragraph.
- Cite research supporting the need for the project.
- State what data were collected to confirm the existence of the problem, the sources of the data, and the methods used to collect them.
- Present easily-measured quantitative data. (e.g., test scores, absentee rates).
- Present qualitative data in support of quantitative data (e.g., interviews, focus groups).
- Use multiple methods to document the problem (e.g., surveys, analysis of school records, previous studies, focus groups).
- Use multiple data sources (teachers, students, parents, etc.).
- Use national or state data to establish the problem's existence outside of the local area.
- Use local data to document the problem in the local area. Include relevant demographics and other statistics about each and every population to be served. Include all relevant data from the Maryland School Performance Program (MSPP).
- State who is affected by the problem. State when and where the problem exists.
- Document the factors contributing to the problem.
- Document current or past efforts to address the problem.
- Show why those efforts failed or are inadequate to address the total need.
- Discuss the applicant's history or expertise in dealing with the problem.
- Discuss the consequences of not dealing with the problem.

Goals, Objectives, and Milestones

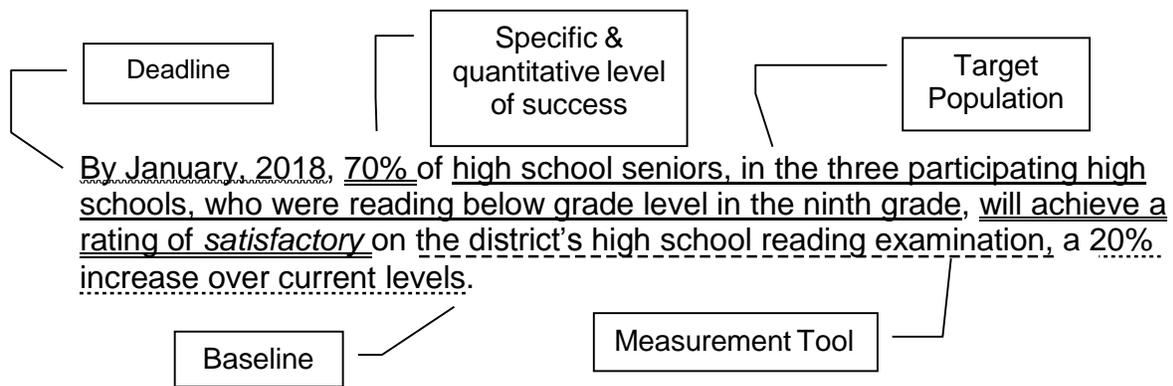
10 of 90 points

Goals, objectives, and milestones are all outcomes. Outcomes themselves are statements that tell how the project's target population would improve. Every outcome should describe a change in a target population. In addition, they set standards of progress towards alleviating the problems identified in the needs assessment. **Statements that describe strategies or management issues are not proper outcome statements.**

Outcome statements:

- **Identify the target population.** Who is the specific population the outcome addresses?
- **Are realistic.** Outcomes must be attainable. It is unrealistic to expect that all students will achieve 4.0 grade point averages. Unrealistic outcomes set the project up for failure and are "red-flags" for reviewers.
- **Are measurable.** Outcomes must demonstrate clear achievement. A good outcome statement references easily quantified indicators (e.g., test scores, absenteeism, grades, promotion rates).
- **Have deadlines.** All outcome statements specify by when they are to be achieved.
- **Reference state, local, or school-defined baseline data or standards.** To determine if the goal is both reasonable and ambitious, include local baseline data for comparison.

This is an example of an outcome statement containing all of the above elements:



A proposal should identify three kinds of outcomes: goals, objectives and milestones.

The Goal

State the overall goal of the project. The goal should address the main problem identified at the beginning of the needs assessment. While there should be at least one goal, it is possible to have multiple goals; however, the more goals established the more complex the project becomes.

Goals must have long-term deadlines. If the project period covers multiple years, the goal should be set for the end of the project. If the project period is one year or less, the goal may have a deadline that extends beyond the project period.

Objectives

Objectives are the anticipated outcomes to be accomplished for each year of the project. Objectives must be directly related to a goal. Objectives may break the long-term goal into steps or address the factors contributing to the problem addressed by the goal.

It is imperative that objectives be established for every target population the project is designed to affect. For instance, if the project seeks to increase student achievement by training teachers, there must be objectives for both students and teachers.

Milestones

Ongoing evaluation is essential to the management of a project. Since goals and objectives are not evaluated until the end of the year, milestones must be established to measure progress during the year. Milestones should be evaluated during the year, either quarterly or semiannually.

Because milestones are intended to indicate progress towards an objective, each milestone must be related to an objective. Keep in mind that milestones are indicators of progress, and may not use the same measurement tool as the objective to which they are related. A project may take months before there is a significant impact on clients, or the rate of improvement may level off over time. Milestones should anticipate this and be gauged accordingly. Don't set overly-ambitious milestones.

In the Plan of Operation discuss the strategies and activities to be used to accomplish the outcomes.

Strategies

Strategies are broad approaches (methods, procedures, techniques) employed to accomplish outcomes. Begin this section with a justification as to why the strategies were chosen and how they will help to achieve the outcomes. The justification should cite research to support the strategies. It is essential that the project include strategies for each outcome, and outcomes for each strategy.

Upon identifying the strategies, discuss how they will be adapted to fit the particular project. Who are the target clients, and how will they use or be affected by the project services? How many clients from each client group will ultimately be serviced by the project, both directly and indirectly? Explain how these numbers were derived.

Activities

Activities are specific steps taken to accomplish the project objectives, and involve direct service to clients (students, teachers, parents). Examples include: specific teacher in-services, parent nights, and mentoring sessions. They may take place on a single date (e.g., a field trip), or over a period of time (e.g., the use of an innovative curriculum).

Actions outlined in the management plan are **not** activities. While these actions are needed to facilitate direct service, they do not render direct service themselves. Examples include the purchasing of equipment, the hiring of staff, evaluation procedures, and steering committee meetings. Do **not** address the elements of the management plan in this section.

List the activities that the project will implement and relate each activity to a strategy. Activities should be grouped with respective strategies. Discuss how the activities relate to the respective strategies. Finally, identify which clients and how many will be serviced by each activity.

Grantees are required to submit annual evaluation reports and quarterly progress reports that are consistent with the project's goal and objective(s). Keep in mind that the final evaluation will consider the entire project, beginning to end. It should not be viewed as what is done after the project's completion, but as an integral element in the project's planning, design, and implementation. An effective ongoing plan that evaluates milestones quarterly lends to making informed decisions about needed changes.

Evaluation & Dissemination Narrative

The topics listed below provide the basis for review of the evaluation plan that should be addressed with specificity.

- **Evaluation Questions:** What questions will the evaluation seek to answer, based on the project's goal and objectives, implementation plan, and anticipated consequences? Examine the relationship between the expected outcomes, efforts, and what is important to evaluate.
- **Evaluation Strategy:** What approach will be taken to find answers to the evaluation questions? What criteria will be used to assess lessons learned from the project? What populations will be included in the evaluation?
- **Data:** The type of data and method of data collection will depend upon the nature of the program, the questions, and the evaluation strategy. What measurement instruments will be used? How will the baseline be established? There should be a combination of quantitative and qualitative data identified. How will project staff collect data from the various sites and organizations involved in the project? When considering data collection techniques, ensure that the resources are sufficient to use the proposed data collection techniques.
- **Evaluator(s):** Specify the individuals or groups who will conduct the evaluation. What are the qualifications of each? What are the responsibilities of key personnel?
- **Budgeting of resources and staffing for evaluation:** The application's budget should reflect sufficient funds to carry out a thorough and useful evaluation.
- **Dissemination:** Details on how the evaluation results will be disseminated to major stakeholders and individuals interested in the project. Information, requirements and dissemination methods differ from stakeholder to stakeholder. Will information be posted on the Internet? Will presentations be made at important national conferences to present lessons from the project? How and when will demonstrations of the project be provided? Descriptions of the types of reports and other by products developed during the course of the project may be made available.

Where many projects fail is in the management. Submit a detailed and time-specific management plan with pre-assigned responsibilities so as to avoid the following common errors:

- Failure to submit required reports.
- Failure to regularly monitor performance of the project during implementation.
- Failure to start the project on time.
- Failure to keep adequate project documentation.
- Failure to assure continuity and quality of the project in light of personnel turnover.
- Changing without approval from MSDE the overall project from that described in the grant proposal.
- Submission of biased or incomplete project evaluation data.
- Having no approved project fiscal procedure in place.
- Disposal of project supplies, equipment, or other assets in unauthorized ways.
- Budget deviations due to unauthorized transfers from one budget category to another.
- Failure to manage inherent conflicts of policies, perspectives, and philosophies between project's host agency and the funder.
- Failure to form partnerships in which all members recognize and fulfill clearly-defined roles, responsibilities, and contributions to the project.
- Failure to complete the project in a timely fashion.

Present a clear discussion of partners, respective roles in the project, the benefits each expects to receive, and the specific contributions each will make to the project (financial, equipment, personnel, or other resources). It is essential that partner commitments be documented. Append letters of commitment from each, describing roles and quantifying contributions. Never assume that reviewers will automatically be familiar with a proposed partner, what that partner is capable of or willing to commit to the project, or why the partner is joining in on the project.

The project should have a steering committee to govern the project. Duties of the steering committee include establishing major program policies, reviewing quarterly evaluation reports, and making recommendations for programmatic change. Steering committee members should represent the major stakeholders in the project. (e.g., representatives from project partners, parents, principals, Board of Education). Steering committees that are too large are often non-productive. Project directors act as advisors to the committee. The duties, members and meeting dates of the committee should be identified in this section of the project proposal.

List the staff or personnel involved in the project's implementation. Detail individual qualifications? Append résumés of key personnel. How much of the Project Director's time is devoted to this project? Are there sufficient staff hours devoted to the project to ensure proper implementation? What plans are in place to ensure the project will continue if there are problems with staff turnover?

Management Plan Worksheet

The Management Plan supports the implementation plan but does not contain direct service activities. Direct service activities belong in the Plan of Operation. Examples of management actions are hiring staff, ordering equipment, developing curricula, and holding steering committee meetings. None of these actions render direct service itself, but enables direct service activities to take place.

List on the Management Plan Worksheet, in chronological order, all major management actions necessary to implement the project during the first year of funding. (Worksheets for subsequent years will be included in the action plans for those years.) Assign an approximate date for each action. If the action is ongoing, indicate the range of dates over which it will be implemented. A well-considered management plan assigns responsibility for action to a management team member. Indicate on the worksheet the individual(s) responsible for accomplishing each action.

Requirements made by the funder, MSDE, should also be included in the management plan. These include the annual financial report, submission of progress reports to MSDE, and the final evaluation. The final report will serve as the final evaluation.

Management Plan Worksheet

Action Description	Date	Person Responsible
<i>Brief Description #1</i>	<i>Date</i>	<i>Name or Position</i>
<i>Brief Description #2</i>	<i>Date</i>	<i>Name or Position</i>
<i>Brief Description #3</i>	<i>Date</i>	<i>Name or Position</i>
...
Funder's Requirements		
Quarterly Report #1 Due	<i>Date</i>	<i>Name or Position</i>
Quarterly Report #2 Due	<i>Date</i>	<i>Name or Position</i>
Quarterly Report #3 Due	<i>Date</i>	<i>Name or Position</i>
Final Evaluation Process	<i>Date</i>	<i>Name or Position</i>
Financial Report Due	<i>Date</i>	<i>Name or Position</i>
Annual Evaluation Due	<i>Date</i>	<i>Name or Position</i>

Project Timeline

The Project Timeline is a Gantt chart with columns representing the months of the funding cycle. It should contain three sections: management, implementation, and evaluation.

Activity	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Management												
Hire Project Director	X											
Implementation												
Teacher Training		X			X			X			X	
Evaluation												
Submit Mid-Year Evaluation						X						

Integration with Education Reform

5 of 90 points

If a project is to be successful, it must be aligned with the goals, efforts and plans of Federal, State, and local governments, as well as school improvement teams. This section illustrates how the project is part of overall education reform.

This section should address the following questions:

- How does this project help meet the goals and objectives of the School Improvement Team plan?
- How does this project fit into the LEA’s master plan?
- How does this project help meet State educational standards (e.g., MD College and Career Readiness Standards)?
- How does this project help meet national education goals or fit into national initiatives?
- Does this project coordinate efforts with other projects currently underway?
- Are there plans for future projects that will coordinate with this one?
- Will resources be shared to increase efficiency and cost effectiveness?

Future Plans

5 of 90 points

Describe plans for continuing the project beyond the funding cycle. How will it be sustained after funding ends? Are there plans for maintaining the project’s partnerships?

BUDGET NARRATIVE

No page limit

10 points

The project's budget should detail every year of the project in a separate itemized budget for each year. It should demonstrate the extent to which the budget is reasonable, cost-effective, and integrates other sources of funding. All costs described in the project narrative will appear in the budget narrative and must have a corresponding entry in the itemized budget for that year.

Begin the budget with a narrative, justifying any line item expenses that are not obvious from the project narrative. Explain how line item costs were estimated, if the rationale is not obvious. Show how the budget is cost effective.

Immediately following the justification, include a line-item description using the format in the example below. Group line items according to the following categories: *Salaries & Wages, Contracted Services, Supplies & Materials, Other Charges, Equipment, and Transfers*. Total each category.

Each line must be detailed and specific. General expenses should be broken down into specific line items. For example, "meeting expenses" can be broken down into room rental, photocopying and refreshments. There is no page limit for the budget, so be as detailed as possible.

Clearly show the requested funds and in-kind contributions for each line item. Indicate the source of the in-kind contribution. Both requested and in-kind funds must be reasonable with current market prices.

Show how the expenses were calculated for each line item. Reviewers will use this information to determine if the budget is reasonable and cost-effective.

Use the format indicated by the following excerpt from a sample Budget Narrative.

Line Item	Calculation	Requested	In-kind	Total
Salaries & Wages				
Project Director based on SACPS salary for Admin Specialist Level 3.	Full-time @ \$40,000/year	\$20,000	\$10,000 (SACC) \$10,000 (SACPS)	\$40,000
Total Salaries & Wages:		\$20,000	\$20,000	\$40,000
Contracted Services				
Computer Trainer from ABC Computer Services.	\$200/day X 4 days	\$800		\$800
Total Contracted		\$800		\$800
Services:				
Total Direct Costs		\$20,800	\$20,000	\$40,800
Indirect Costs (3% of direct costs)		\$624		\$624
TOTAL Requested		\$21,424	\$20,000	\$41,424

Itemized Budget Form (MSDE C-1-25)

The following page contains the itemized grant budget form (MSDE C-1-25) that must be submitted with the application **NOTE:** The Total Requested for each of the Line Items must be entered on Line #214 (Community Services). However, if fringe benefits are included, the Total Requested for *Fringe Benefits* must be entered on Line #212 (Fixed Charges) in the 04-Other Charges Column Only!

The GRANT BUDGET (MSDE C-1-25) form must be signed by both your Agency/Organization Head and Chief Financial Officer. Subsequent forms will be issued to accommodate Amendments (Modifications) that may be needed during the approved Grant period. The Grant Administrator will issue these forms to the Grantee after an approved Notice of Grant Award has been assigned by the Department

**STATE DEPARTMENT OF EDUCATION
GRANT BUDGET C-1-25**

ORIGINAL GRANT BUDGET	SCE MCCRN	AMENDED BUDGET #		REQUEST DATE	
GRANT NAME		GRANT RECIPIENT NAME			
MSDE GRANT #		RECIPIENT GRANT #			
REVENUE SOURCE		SCHOOL NAME			
FUND SOURCE CODE		GRANT PERIOD	July 1, 2018 through June 30, 2019		

CATEGORY/PROGRAM	BUDGET OBJECT						BUDGET BY CAT./PROG.
	01 - SALARIES & WAGES	02 - CONTRACT SERVICES	03 - SUPPLIES & MATERIALS	04 - OTHER CHARGES	05 - EQUIPMENT	08 - TRANSFERS	
201 Administration							
Prog. 21 General Support							
Prog. 22 Business Support							
Prog. 23 Centralized Support							
202 Mid-Level Administration							
Prog. 15 Office of the Principal							
Prog. 16 Inst. Admin. & Supv.							
203-205 Instruction Categories							
Prog. 01 Regular Prog.							
Prog. 02 Special Prog.							
Prog. 03 Career & Tech Prog.							
Prog. 04 Gifted & Talented Prog.							
Prog. 08 School Library Media							
Prog. 09 Instruction Staff Dev.							
Prog. 10 Guidance Services							
Prog. 11 Psychological Services							
rog. 12 Adult Education							
206 Special Education							
Prog. 04 Public Sch Instr. Prog.							
Prog. 09 Instruction Staff Dev.							
Prog. 15 Office of the Principal							
Prog. 16 Inst. Admin & Superv.							
207 Student Personnel Serv.							
208 Student Health Services							
209 Student Transportation							
210 Plant Operation							
Prog. 30 Warehousing & Distr.							
Prog. 31 Operating Services							
211 Plant Maintenance							
212 Fixed Charges							
214 Community Services							
215 Capital Outlay							
Prog. 34 Land & Improvements							
Prog. 35 Buildings & Additions							
Prog. 36 Remodeling							
Total Expenditures By Object	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Finance Official Approval				
	Name	Signature	Date	Telephone #
Supt./Agency Head Approval				
	Name	Signature	Date	Telephone #
MSDE Grant Manager Approval				
	Name	Signature	Date	Telephone #

Budget Narrative (FY18) Complete for July 1, 2018 – June 30, 2019

State Coordinating Entity (SCE) Services for the Maryland Child Care Resource Centers Network (MCCRCN)

Directions: Please provide a detailed description of the requested funds that will be spent by using the categories listed below. Transfer the subtotals of these categories onto line 214 (Community Services) of the enclosed MSDE Budget Form. Then list the total requested budget amount on the line *TOTAL EXPENDITURES BY OBJECT*. **Sign and date the MSDE C-125 Budget Form.**

Line Item	Requested Amount	In-Kind Contribution	Total
1. Salaries and Wages (list separately for each position)			
Subtotal			
2. Contracted Services			
Subtotal			
3. Supplies and Materials			
Subtotal			
4. Other Charges (e.g., fringe costs)			
Subtotal			
5. Equipment (e.g., classroom furniture)			
Subtotal			
Grand Total			

APPENDICES

The following Appendices must be included but not apply to the page limit of the Project Narrative. Include other Appendices as deemed necessary.

Works Cited

Use a standard format such as MLA or Chicago Manual of Style. Be consistent.

Letters of Commitment

Letters of commitment are required from all project partners, school principals and local education agencies participating in the project. A good letter should contain the following:

- A statement acknowledging and supporting the goal and objectives of the project.
- The participant's expected gains from the project.
- The expertise, resources and financial contributions the participant is making towards the project. Financial contributions (in-kind and cash) should be quantified.
- A clear statement detailing the responsibilities of the partners.
- A clear statement that the partners intend to continue the partnership beyond the grant period.

Letters of commitment should be addressed to the superintendent or head of the grantee agency acting as the lead agency. Letters should not be addressed to MSDE. All letters should be included in the proposal and not sent directly to MSDE. Any letters sent directly to MSDE cannot be appended to the proposal.

Résumés of Key Personnel

Include a one-page résumé for each person playing a key role in the project. Only information relevant to the project should be included in the résumé.

Signed Assurances

The following page contains the assurances that must be signed and dated by the Superintendent of the school system or the head of the grantee agency. Please read all assurances carefully.

RECIPIENT ASSURANCES

By receiving funds under this grant award, I hereby agree, as grantee, to comply with the following terms and conditions:

1. Programs and projects funded in total or in part through this grant shall operate in compliance with State and federal statutes and regulations, including but not limited to the 1964 Civil Rights Act and amendments, the Code of Federal Regulations (CFR) 34, the Elementary and Secondary Education Act, Education Department General Administrative Regulations (EDGAR), the General Education Provisions Act (GEPA) and the Americans with Disabilities Act (ADA). Vendors, subgrantees, and/or consultants; including officers and employees shall comply with the Family Educational Rights and Privacy Act at all times (20 U.S.C. §1232g).
2. Grantee shall assure that its facilities are accessible to individuals with disabilities as required by the ADA and applicable regulations. The grantee shall not discriminate against individuals with disabilities in the provision of its services and programs unless to do so would be an undue burden or result in fundamental alteration in the program as those terms are used in the ADA and its implementing regulation. The State reserves the right to inspect the grantee's facilities at any time to determine if the grantee is in compliance with ADA. The grantee shall bear sole responsibility for assuring that its programs conforms for the section 501c. of the ADA (42 USC 12201) as a bona fide benefit plan. The grantee shall indemnify and hold the State harmless in any administrative proceeding or action brought pursuant to the ADA for all damages, attorneys' fees, litigation expenses and costs, if such action or proceeding arises from the acts of grantee, grantee's employees, agents or subgrantees.
3. By accepting federal funds, the recipients certify that they have complied with Federal Executive Order 12549, Debarment and Suspension set forth in 2 CFR §180, and that, a signed Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion form has been filed with Maryland State Department of Education Project Monitor.
4. Grantee shall establish and maintain fiscal control, fund accounting procedures by fund, as set forth in 2 CFR §200 and in applicable statute and regulation. By accepting federal funds, the recipient agrees that the amount of the grant award is contingent upon the receipt of federal funds. Grantee shall retain all records of its financial transactions and accounts relating to this grant for a period of five years, or longer if required by federal regulation. Such records shall be made available for inspection and audit by authorized representatives of MSDE.
5. Entities expending federal funds of \$750,000 or more in a single fiscal year, must have an annual financial and compliance audit in accordance with 2 CFR Subpart F 200.500 et. seq.
6. The Maryland State Department of Education (MSDE) may, as it deems necessary, supervise, evaluate and provide guidance and direction to grantee in the conduct of activities performed under this grant. However, MSDE's failure to supervise, evaluate or provide guidance and direction shall not relieve grantee of any liability for failure to comply with the terms of the grant award.
7. Grantee shall adhere to MSDE reporting requirements, including the submission of all required reports. Failure to submit complete, accurate, and timely progress and final reports may result in the withholding of subsequent grant payments until such time as the reports are filed.
8. Grantee must receive prior written approval from the MSDE Program Monitor before implementing any programmatic changes with respect to the purposes for which the grant was awarded. Unless a division implements a stricter policy, grantee must receive prior written approval from the MSDE Program Monitor for any budgetary realignment of \$1,000 or 15% of total object, program or category of expenditure, *whichever is greater*. Grantee must support the request with the reason for the requested change. Budget realignments must be submitted at least 45 days prior to the end of the grant period.
9. Requests for grant extension, when allowed, must be submitted at least 45 days prior to the end of the grant period.
10. Grantee shall insure that programs and projects that offer web-based or technology band instructional products or programs which are funded in total or in part through this grant will operate in compliance with Section 508 of the Federal Rehabilitation Act of 1973 as amended and Section 7-910 of the Education Article, Annotated Code of Maryland.
11. Grantee shall repay any funds that have been determined through the federal or State audit process to have been misspent, misapplied, or otherwise not properly accounted for, and further agrees to pay any collection fees that may subsequently be imposed by the federal and/or State government. The repayment may be made by an offset to funds that are otherwise due the grantee.

I further certify that all of the facts, figures and representations made with respect to the grant application and grant award, including exhibits and attachments, are true and correct to the best of my knowledge, information, and belief.

Superintendent of Schools/Head of Grantee Agency

Date