



Request for Proposals

Operation of a Child Care Resource Center

Initial Award Period: January 1 – June 30, 2022

Continuing Plans of Operation through June 30, 2026 based on availability of funds

Issue Date: August 9, 2021

Proposal Submission Deadline: September 10, 2021

Technical Assistance Session 1: Monday, August 16, 2021 at 2:30 – 4:00 pm

Conducted Via Zoom:

<https://us02web.zoom.us/j/83513970870?pwd=QUptR2ZndjI2Q2ZjB1k4dERudXpOUT09>

Meeting ID: 835 1397 0870

Passcode: 737573

Technical Assistance Session 2: Thursday, September 2, 2021 at 10:00 – 11:30 am

Conducted Via Zoom:

<https://us02web.zoom.us/j/84568132525?pwd=MDM5MjBMZTA3Mmt1WHp3L2hlY2VzQT09>

Meeting ID: 845 6813 2525

Passcode: 984637

Submissions only accepted via email to

CCRFRFP@marylandfamilynetwork.org

Proposal Description

Terms

Selected sponsoring agencies will enter into Contract Service Agreements with Maryland Family Network to provide the services as outlined in this request, the service agreement, and the agency submission. Contracts are expected to be awarded for FY22 (January 1, 2022 – June 30, 2022), with options to renew via a plan of operation annually for three years through June 30, 2024. Upon the end of the third year, MFN reserves the right to renew the contract for up to two additional years through June 30, 2026. All awards are contingent on the Maryland Family Network continuing as the State Coordinating Entity of the Maryland Child Care Resource Network and the availability of funds.

Technical Assistance Sessions

Two technical assistance sessions will be held via Zoom. Questions may be submitted in advance to CCRCRFP@marylandfamilynetwork.org. The format of this session will be to clarify the overall intent of MFN in selecting sponsoring agencies and to answer any questions interested agency representatives may have. Pre-registration not required.

Session 1: August 16, 2021 from 2:30 – 4:00 pm

Zoom Link:

<https://us02web.zoom.us/j/83513970870?pwd=QUptR2ZndjI2Q2ZJb1k4dERudXpOUT09>

Meeting ID: 835 1397 0870 Passcode: 737573

Session 2: September 2, 2021 from 10:00 – 11:30 am

Zoom Link:

<https://us02web.zoom.us/j/84568132525?pwd=MDM5MjBMZTA3Mmt1WHp3L2hlY2VzQT09>

Meeting ID: 845 6813 2525 Passcode: 984637

Letter of Intent

Agencies intending to submit a proposal are asked to complete the Letter of Intent by 6:00 pm EST Friday, August 27, 2021. Complete Letter of Intent here:

<https://forms.gle/G8oAtxQBxECjidVD9>

Submission Deadline

All submissions due by 6:00 pm EST, Friday September 10, 2021. Submissions will only be accepted via email to CCRCRFP@marylandfamilynetwork.org in the specified formats and naming conventions. Multiple emails may be sent if file size warrants.

Application Presentations

Agencies may be requested to provide an oral presentation to MFN utilizing the Zoom platform. If requested, these presentations will be scheduled for the week of October 4, 2021. As part of the proposal, agencies are to indicate availability for a presentation on the Doodle Poll – identify the agency, not the individual, in the Name area. Agencies may determine who will participate in the presentation

Doodle Poll: https://doodle.com/poll/g58xm4viemnb74y9?utm_source=poll&utm_medium=link

Notifications

It is MFN's intention to notify all agencies of decisions no later than October 15, 2021.

Proposal Acceptance

MFN reserves the right to accept or reject any and all submissions received in response to this request, to waive or permit cure of minor irregularities, and to conduct discussions with prospective sponsoring agencies in order to best serve the interests of the Maryland Child Care Resource Network and the early care and education community. Applicants may be asked to participate in a conference with MFN in order to clarify proposals.

The content of this Request for Proposals and the submissions by prospective agencies will be incorporated by reference into any resulting contract. In the event of a dispute or conflict in the terms of the documents, the order of precedence shall be: the contract service agreement, this RFP, and the submission.

Funding Sources

Funding for the Maryland Child Care Resource Network is provided by the Maryland State Department of Education, with grant management provided within the Division of Early Childhood, Office of Child Care. Appendix E contains the award amounts for January – June 2022. The sources of the award will be reviewed with selected agencies upon final confirmation from MSDE. Proposals will include budgets utilizing the funds as indicated in Appendix E and allocation by funding source will be coordinated with selected sponsoring agencies.

Purpose

The purpose of this request is to retain services from non-profit and local government agencies and organizations to operate a child care resource center serving one of the indicated jurisdictions. The selected agencies will provide services for child care programs and providers within Maryland and family resource services to parents, caregivers, and guardians living or seeking child care in Maryland.

Pandemic Response

In response to current pandemic-related protocols and restrictions, sponsoring agencies should indicate how service delivery will be impacted or modified.

Jurisdictions

The following jurisdictions will each be served by 1 sponsoring agency operating a child care resource center (CCRC):

- Baltimore City
- Central Maryland North: Baltimore, Harford, and Cecil Counties
- Central Maryland South: Prince George's and Anne Arundel Counties
- Eastern Shore: Talbot, Kent, Queen Anne's, Caroline, Dorchester, Worcester, Wicomico, and Somerset Counties
- Howard County
- Montgomery County
- Southern Maryland: Calvert, Charles, and St. Mary's Counties
- Western Maryland: Allegany, Garrett, Washington, Frederick, and Carroll Counties

Child Care Resource Centers

Per the Maryland State Department of Education (MSDE), CCRCs must:

- Be easily accessible by parents, families, and child care providers;

- Include meeting space available for the MSDE Office of Child Care branches to reserve and utilize for child care related events; and
- Include reasonable parking accommodations.

Additionally, all child care resource centers must:

- Hire an appropriate number of qualified staff or consultants/contractors to satisfy the requirements of this request;
- Have access to adequate space for in-person service delivery, including training workshops, coaching, and family education;
- Have access to and knowledge of the use of virtual learning platforms, such as Zoom and GoToMeeting; and
- Demonstrate the ability to effectively collaborate with other sponsoring agencies for delivery of services.

Section A

1.0 Equity

Racial inequities are deep and pervasive and exist in early care and education across all indicators of success, regardless of region—including in education, criminal justice, jobs, housing, public infrastructure, environment, and health. Given our country’s historical legacy of racism and the way in which current institutions and systems replicate patterns of oppression and exclusion, it is necessary for organizations to actively assess and interrupt the ways in which their policies, practices, and procedures are advancing unequal outcomes.

Each sponsoring agency must demonstrate and provide evidence of their commitment to advancing racial equity, with attention to their organizational practices, by developing and/or reporting on an agency programmatic diversity/equity/inclusion (DEI) plan which may include but is not limited to:

- Attention to fostering an inclusive workplace culture;
- Provision of staff professional development or participation in local, state or national trainings focused on advancing DEI;
- Creation of or participation in a learning community, including reporting on work products or outcomes resulting from this;
- Assessment and revision of organizational policies, practices, and procedures to reflect a commitment to racial equity;
- Demonstration of racial equity in organizational decision making; and
- Prioritization of minority owned businesses for contracts and purchasing.

2.0 Marketing and Communications

MFN will provide resources and publications to the CCRC to distribute to the local child care provider community, families, and other partners and stakeholders. These publications may be developed by MFN but may also include publications developed by MSDE, local and state child care associations, and other resources identified as appropriate for the child care provider and family communities. CCRCs are encouraged to utilize regular communication opportunities with the communities served via newsletters, email list serves (eblasts), social media, and other channels identified as appropriate and effective for the targeted audience. If newsletters will be utilized, it is at the discretion of the CCRC as to the publication schedule and frequency however these may

not cross multiple fiscal years. For example, a published training calendar may not include June and July as the fiscal year ends on June 30.

3.0 MCCRN Collaboration

The CCRC is a member of the Maryland Child Care Resource Network and as such will fully participate and support efforts which further the mission of the MCCRN. Through this, CCRCs will work collaboratively to develop professional development and coaching materials, coordinate delivery of services as appropriate, and participate in MCCRN-focused learning communities. Each CCRC is responsible for actively participating and supporting the overall initiatives of the MCCRN with support from MFN. Appendix D provides examples of collaboration opportunities for sponsoring agencies; the intent is for each CCRC to become a collaborative leader in areas of interest or expertise in order to further the work of the individual CCRC and the Network as a whole. This list is not exhaustive and sponsoring agencies are encouraged to think creatively about ways in which the agency can support both the MCCRN and the child care community as a whole.

4.0 Financial Sustainability

Each sponsoring agency is expected to demonstrate an active engagement with securing financial resources to support the core funding provided through this grant. These financial commitments can include in-kind support of the CCRC programs by the sponsoring agency, generating revenue by the CCRC professional development services, securing additional grants, and procuring financial support from donors.

5.0 CCRC Offices, Resource Rooms, and Training Spaces

The sponsoring agency is required to have physical spaces available to the CCRC employees, consultants, and contractors to provide services to child care programs and families. These spaces can include sponsoring agency office space, agreements for use of space with local organizations (such as schools, libraries, Judy Centers), or other partnerships which grant access to space and resources necessary for service provision. These spaces must meet the goal of ensuring that all services, including professional development, coaching, and family resource services, are available throughout the jurisdiction. This is applicable to single and multi-county jurisdictions.

Each CCRC must have a designated resource room(s) where child care providers and families can access resources and tools to support their needs. This can include a library of resources, technology equipment (such as laptops, scanners, printers), craft equipment (such as laminators, book binders, and die-cut machines), and office equipment (such as copiers). The intent of the resource room is to ensure that all providers and families can access the resources needed to be successful. This space can be enhanced through collaborative partnerships within the jurisdiction to increase access to resources, such as library or college computer labs and public school teacher resource rooms.

Each CCRC must have access to appropriate space conducive to training and professional development. These spaces should be equitably distributed throughout the jurisdiction ensuring access throughout all communities. These spaces can be operated by the sponsoring agency or accessible via collaborative relationships with other agencies and organizations.

Finally, each CCRC will have space available for the MFN State Coordinating Entity team to utilize for individual and group meetings with the CCRC staff, consultants, and contractors. This

space can be communal meeting space, “hoteling” desk space, or other space which allows MFN staff to work from the CCRC during normal work hours.

6.0 CCRC Website

Each sponsoring agency shall have a designated website or designated space on the agency website specifically pertaining to the CCRC functions and services. The minimum required components for this website are included in Appendix C. The website shall be compliant with Section 508 of the US Rehabilitation Act of 1973, as amended (29 U.S.C. 794d), Web Content Accessibility Guidelines (WCAG) 2.1 Level AA. Additional information available at www.section508.gov.

7.0 MCCRN Participation and Monitoring

MFN shall coordinate and schedule a minimum of two (2) programmatic monitoring visits of the CCRC during each fiscal year. The purpose of these visits is the evaluation of services, assessment of progress, review of goal achievement, and discussion of challenges and successes by the sponsoring agency in the operation of the CCRC. Additionally, sponsoring agencies shall submit to fiscal monitoring and grant risk assessments conducted by the MFN Finance Department.

Part of programmatic monitoring will be a review of the participation of CCRC staff (including employees, contractors, and consultants) in MCCRN meetings, workgroups, learning communities, and professional development opportunities. Active participation includes leading workgroups, facilitating learning community conversations, developing professional development opportunities, sharing resources, promoting opportunities available at other CCRCs, and other means of demonstrating active commitment to the mission and goals of the MCCRN.

8.0 CCRC Staffing

In Appendix A, MFN has provided suggested CCRC staffing levels based on prior staffing, pre- and post-COVID registered child care program distribution, and available funding. The sponsoring agency should clearly outline a staffing plan which ensures equitable quality service delivery throughout the jurisdiction. CCRC staffing can be comprised of sponsoring agency employees, consultants, and/or contractors at the discretion of the sponsoring agency, however the Program Manager should be an employee of the sponsoring agency.

MSDE has expressed the desire for the Family Resource Specialist to be an individual employee or contractor fulfilling the role, not multiple individuals totaling the allotted FTE(s). The remaining functions and positions are at the discretion of the sponsoring agency.

The FTE (full-time equivalency) suggested in Appendix A is ideally fulfilled as one individual per one FTE so that individuals dedicated to the CCRC programmatic goals and services will be more knowledgeable (specialists) in the areas of service delivery as opposed to serving in multiple capacities and having a generalist approach. MFN fully acknowledges, however, that it may be deemed more advantageous for an individual to fulfill several CCRC functions for a specific region of the jurisdiction (for example as both an Early Childhood Coach and Infant Toddler Coach). Therefore, the sponsoring agency should clearly outline a staffing plan which meets the needs of the provider community within the jurisdiction. It should be noted that CCRC dedicated staff (including contractors and consultants) will not concurrently serve as IECMH consultants. While these programs are supportive and collaborative of one another, there is an expectation of clear delineation of services.

The roles and responsibilities of all positions outlined in Appendix A are further clarified and expanded in Appendix B. This includes the qualifications for hiring any individual to fulfill those positions as well as general roles and responsibilities. All positions funded in part or in full by this grant must be vetted and approved by either the Director of the Child Care Resource Network or Director of LOCATE: Child Care at MFN prior to an offer of employment being made or consultant contract confirmed.

9.0 Advisory/Steering Committee

Each sponsoring agency shall convene an advisory or steering committee comprised of child-focused agencies, local partners and stakeholders, child care representatives, and other individuals or organization representatives with an interest in advancing the field of early care and education. This committee is intended to provide short and long-term strategic planning support for the CCRC as well as provide insights and evaluation of CCRC services. As most jurisdictions have several committees already meeting, such as local Early Childhood Advisory Councils (ECACs), IECMH committees, Local Management Boards (LMBs), and others, this aspect of programmatic oversight can be achieved in tandem with these committees. If the function will be achieved by an already established committee, the sponsoring agency will outline how the committee will ensure dedicated focus on CCRC operations on an ongoing basis during meetings.

10.0 Business Coaches

In the Baltimore City, Central Maryland South, and Montgomery County jurisdictions, additional funding is available to employ or contract a 1.0 FTE Business Coach. This position will support business development and sustainability efforts in the immediate jurisdiction as well as supporting capacity building within the other jurisdictions. In coordination and collaboration with the Early Childhood Business Coordinator at MFN, training and professional development opportunities as well as coaching and learning communities will be available for child care businesses throughout Maryland. This is a new initiative for the MCCRN and is an opportunity for expansive planning and development by the sponsoring agency.

Section B

Child Care Resource Center Core Services

MFN's Director of Child Care Resource Network, as part of the State Coordinating Entity leadership team at MFN, will guide and oversee the delivery of services which support early care and education programs and providers within Maryland.

1.0 Professional Development for Child Care Providers

The CCRC will provide research-based training and professional development to support the needs and interests of the child care provider community. This includes training workshops and series, Professional Development Institutes, conferences, and workshops required by child care licensing regulations for child care providers.

All training workshops provided by the CCRC will meet the MSDE Office of Child Care training approval regulations, as outlined in COMAR, and will be submitted only to MFN for review and approval per the process established by MSDE. The CCRC will utilize the training workshops approved under the Maryland Child Care Resource Network Training Approval, in addition to opportunities available by contracting approved trainers/organizations, collaborating with local public school systems and libraries, and other child-focused entities, agencies, and organizations.

All trainers will meet Office of Child Care trainer requirements as outlined in COMAR and be associated to the MCCRN Training Approval, as appropriate.

Professional development will improve the knowledge and skills of early childhood educators to support all children and families, including content specific to trauma informed care, English Language Learners, cultural competency, inclusionary practices, disability support, and mental health. Professional development will clearly demonstrate a commitment by the sponsoring agency to diversity and equity both in content, selection of trainers/instructors, and overall practices. Opportunities will include in-person and virtual (live/webinar) formats and be available at times conducive to child care provider schedules, including evenings and weekends. The CCRC will coordinate with other CCRCs to avoid duplicative scheduling, including collaboration for long-term series, promotion of CCRC training opportunities, and coordination of training calendars to increase opportunities for all providers. The CCRC will market and promote MCCRN training and professional development opportunities through identified marketing channels, to include the promotion of scheduled workshops, conferences/professional development institutes, onsite services, and the MFN-selected eLearning platform on the Maryland Child Care Training Calendar. All professional development will be documented utilizing the MCCRN data management system as directed by MFN.

Training and Professional Development Opportunities will:

- 1.01 Include curriculum learning domains as identified in the Ready 4 Kindergarten Early Learning Assessment standards, including the arts, physical development, language and literacy, scientific thinking, social emotional development, social studies, and mathematics.
- 1.02 Include workshops for an overview, orientation, and/or introduction to quality initiatives and programs, including Accreditation, the Maryland Child Care Credential, Maryland EXCELS, the CDA, and others as identified by MSDE and/or MFN.
- 1.03 Include training required for licensed child care programs as outlined in COMAR, such as *Including All Children and the Americans with Disabilities Act*, *Basic Health & Safety Training*, *Center Aide Orientation*, and others.
- 1.04 Complete an observation of each associated trainer assigned to the CCRC during the fiscal year and submit the observation to MFN in a timely manner.
- 1.05 Develop a minimum of 3 new workshops for review and approval for use exclusively by the MCCRN.
- 1.06 Review and revise approved workshops identified by MFN or the MCCRN as older than 4 years or as new resources/information necessitates.

2.0 Coaching for Child Care Providers

The CCRC shall provide support services which assist potential and licensed child care programs in improving the quality, accessibility, and affordability of care for all children and families. The CCRC will develop and maintain collaborative partnerships with approved trainers/organizations, local public school systems, and other child-focused entities, agencies, and organizations to enhance the services available to the child care provider community. Technical Assistance and coaching services will clearly demonstrate a commitment by the sponsoring agency to diversity and equity both in service delivery, content, resources, and general models. Services will be provided in formats and at times which are conducive to the needs and goals of the child

care programs. All services will be documented utilizing the MCCRN case file documentation and data management system as directed by MFN.

Coaching shall utilize models identified by MSDE and MFN in order to increase consistency of service delivery across all CCRCs, including Practice Based Coaching and Facilitated Attuned Interactions. MFN will provide or coordinate access to the appropriate training and learning communities to support CCRC employees, contractors, and/or consultants in enhancing knowledge and skills in the utilization of these models.

Coaching services will include, at a minimum:

- 2.01 Support for programs to participate and advance in quality initiatives and programs in Maryland, including the Maryland Child Care Credential, Maryland EXCELS, and program accreditation.
- 2.02 Support for providers to access grants and other funding opportunities from local, state, and national agencies, including the Child Care Career and Professional Development Fund, Child Care Quality Incentive Grant Program, and other grants, programs, and initiatives as identified by MSDE and MFN.
- 2.03 Collaborate with MSDE Office of Child Care branches, including Licensing, Maryland EXCELS, and Credential, as appropriate, to offer trainings, group sessions, and other services.
- 2.04 Support for individuals in opening licensed child care programs, including participation in the Office of Child Care Licensing Orientation sessions, access to required training workshops, and technical assistance services as requested.
- 2.05 Support for providers in completing the necessary training, portfolio, and application components for attainment of the CDA issued by the Council for Professional Recognition.
- 2.06 Schedule and plan for group sessions and learning communities as opportunities for child care providers to learn and network within the community.
- 2.07 Provide services for business development and sustainability at the direction of the MFN Early Childhood Business Coordinator.
- 2.08 Work collaboratively with the IECMH consultants to ensure comprehensive services are available to all child care programs which are responsive to the individual needs of each program and child.

3.0 Infant and Toddler Services for Child Care Providers

The CCRC will improve services for infant and toddlers by providing specialized training, professional development, coaching, and technical assistance services to caregivers of children birth to 3 years. These services will meet the standards outlined in Sections 1.0 and 2.0 above with respect to adherence to regulatory guidelines and coaching model utilization. The intent of these services is to ensure that child care programs caring for children birth to three years have access to specialized supports which meet the unique needs of infants and toddlers.

These services will include, at a minimum:

- 3.01 Collaboration in the scheduling and delivery of the *Zero to Three Critical Competencies for Infant Toddler Educators* training series.
- 3.02 Development of specialized training workshops focused on content, knowledge, and skills necessary for child care providers to support the development and care of infants and toddlers.

- 3.03 Active participation by the Infant Toddler Coach(es) in the MCCRN Infant Toddler Workgroup.
- 3.04 Collaborative development of communities of practice which support the specific needs of infant and toddler caregivers in licensed child care settings.

Family Resource and Referral Core Services

MFN's Director of LOCATE: Child Care, as part of the State Coordinating Entity leadership team at MFN, will guide and oversee the delivery of services which support families accessing resources and programs which support the care of children.

4.0 Family Resource and Referral and Consumer Education

The sponsoring agency shall ensure that families and caregivers of children birth to twelve (12) years have equitable access to services which support family success. These services will assist families with identifying and selecting quality child care programs and accessing programs which support families, such as the Child Care Scholarship program. Additionally, the sponsoring agency will coordinate and/or publicize the availability of parent education and information opportunities locally and through State and national organizations.

MFN's Director of LOCATE: Child Care will provide training, coaching, technical assistance, and other coordination and supports to ensure the sponsoring agency successfully coordinates and delivers these services. Services will be provided in a variety of locations identified by the sponsoring agency as supportive of family needs, including service delivery in-person, by phone, and virtual/online. MFN will provide access to, monitor of, and support for the sponsoring agency indicated staff to utilize systems necessary to these services, such as the centralized LOCATE: Child Care database, Unite Us, the LOCATE phone system, and the Community Resource database. The sponsoring agency will coordinate service delivery in collaboration with MFN and the other sponsoring agencies, including communal scheduling of service delivery related to phone system referrals, promotion of parent education opportunities, and other identified service delivery needs.

Each sponsoring agency is expected to employ Family Resource Specialist(s) (see Appendix A for FTE allocations) meeting the qualifications as outlined in Appendix B. Note that the sponsoring agency may organize this function within the most appropriate department of the agency; it is not a requirement that this function be overseen by the same program manager/director as the services outlined in 1.0, 2.0 and 3.0 above.

These services will include, at a minimum:

- 4.01 Child Care Referral Services: The Specialist will assist families in identifying quality child care which meets the family's needs utilizing the established phone system, online intakes, and Chat feature affiliated with the online search.
- 4.02 Family Education: Identify and publicize the availability of education opportunities, including scheduling and coordination as appropriate, and assist families with accessing and registering for these opportunities.
- 4.03 System Navigation Services: Assist families with applications, referrals and appointments to participate in and utilize services, such as Child Care Scholarship, WIC, and others; connect families with community based services using Unite US and

the Community Resource Database, and other regionally specific resource connections.

Section C

Proposal Submission Requirements and Components

Proposals should demonstrate a commitment to the goals of operating a CCRC and provide specific descriptions of programs and practices for achievement of the outlined requirements. Proposals should clearly demonstrate a vision which furthers the early childhood education, child care, and family resource and referral services in communities in Maryland. The information contained in Sections A and B is intended to provide context and minimum requirements for operation of a CCRC for an agency to expand upon to meet the unique needs of the local community.

Submissions must contain the following components in the format and naming convention specified:

1. Cover Letter
 - a. Objective: Introduce the agency submitting the proposal, connections to the jurisdiction to be served by the CCRC, and other information relevant to understanding the agency and interest in operating a CCRC.
 - b. File Type: PDF
 - c. File Name: 1. Cover Letter
 - d. Maximum Length: 2 pages
 - e. Format: On agency letterhead with signature of agency representative; all formatting at agency discretion
2. Proposal Narrative
 - a. Objective: Outline plan for operation of a child care resource center services and family resource and referral services by the sponsoring agency
 - b. File Type: Microsoft Word or PDF
 - c. File Name: 2. Proposal Narrative
 - d. Maximum Length: Unspecified
 - e. Format: standard 8.5"x11" paper; 1" margins on all pages; portrait orientation; page numbers in bottom right corner; font: Calibri, 11 or 12-point
 - f. Order of Components:
 - i. Table of Contents
 - ii. Narrative Section A
 - iii. Narrative Section B
 - iv. Works Cited (if applicable)
3. Attachment A
 - a. Objective: Provide detailed plans for professional development and coaching service delivery with estimates of number of participants to be served
 - b. File Type: PDF
 - c. File Name: 3. Attachment A
 - d. Maximum Length: Unspecified
 - e. Format: Fillable PDF form as provided by MFN

- f. Notes:
 - i. Estimates for the CCRC funding sources indicates those which will be attributed to the funds received from this grant. Local funding originates at the sponsoring agency and Other refers to additional grants and funding sources outside of the CCRC funds and sponsoring agency financial support.
 - ii. For Training:
 - 1. Any series trainings are only reported as 1 within the professional development estimates.
 - 2. Each keynote and breakout session at conferences and Professional Development Institutes are reported individually.
 - 3. eLearning refers to the MFN-selected vendor
 - iii. For Coaching:
 - 1. Contacts: support activities provided in a single point of interaction, through a variety of means including phone, email, and in-person
 - 2. Cases: compilation of support activities generally including a letter of agreement with the program, and listing goals and time frames, provided over an extended period of time through in-person, phone, and email
 - 3. Group Sessions: a support activity of multiple providers focused on a common issue, goal, or activity
4. Attachment B
- a. Objective: Provide detailed plans for achieving the goals as outlined by MFN for operation of a CCRC
 - b. File Type: Microsoft Word or PDF
 - c. File Name: 4. Action Plan
 - d. Maximum Length: Unspecified
 - e. Format: As provided by MFN and may not be modified
 - f. Notes:
 - i. Goals are provided by MFN and may not be modified, though additional goals can be added by the agency.
 - ii. Objectives are the outcomes anticipated for each year of the project and are directly related to a goal. Objectives may break the long-term goal into steps or address factors contributing to meeting the goal.
 - iii. Milestones are established to measure progress during the year as goals and objectives are not evaluated until the end of the year. Milestones should be evaluated either monthly or quarterly.
 - iv. Strategies are the methods, procedures, and/or techniques employed to accomplish outcomes.
 - v. Activities are specific steps taken to achieve objectives and goals and indicate the direct services provided to the clients.
5. Attachment C
- a. Objective: Each sponsoring agency will review and sign the standards and requirements as outlined by MSDE and MFN collectively
 - b. File Type: PDF
 - c. File Name: 5. Agency Commitment

- d. Format: As provided by MFN and may not be modified
6. Budget
- a. Objective: Provide expected spending projections across grants and spending categories
 - b. File Type: PDF
 - c. File Name: 6. Budgets
 - d. Maximum Length: Unspecified
 - e. Format: As provided by MFN and may not be modified
 - f. Notes: All budget forms must be included in 1 file (see Attachment D for workbook). Appendix E indicates funding allocations. A completed budget consists of: Grant Budget Form C-1-25 (only complete Line 214), Budget Detail, Salary Detail
 - g. Fiscal Note 1: The limit for indirect cost charges is 10% of the total award. If an agency has a Negotiated Indirect Cost Rate Agreement or an Indirect Cost Letter that states the agency is able to charge more than 10% for indirect charges, this letter/agreement must be included and submitted as 6A Indirect Cost Rate Agreement.
 - h. Fiscal Note 2: Appropriate use of funds includes Staffing costs; Contractual services; Materials and supplies; Office operations (i.e. lease of space, communications, etc.); and Office equipment (i.e. computers and copies used in standard office operations).
 - i. Fiscal Note 3: Funds from this grant may not be used for: Supplanting existing services; Capital improvement; and Costs incurred prior to award of a contract.
7. Fiscal Match and Financial Sustainability
- a. Objective: Provide an explanation of how the sponsoring agency will provide and/or seek additional financial resources to support the operation of the CCRC which can include generated revenue, additional grants, or in-kind support which demonstrate financial sustainability of both the sponsoring agency and the CCRC (See Section A, 4.0 for additional information)
 - b. File Type: Microsoft Word or PDF
 - c. File Name: 7. Financial Sustainability
 - d. Maximum Length: 3 pages
 - e. Format: standard 8.5"x11" paper; 1" margins on all pages; portrait orientation; page numbers in bottom right corner; font: Calibri, 11 or 12-point
 - f. Notes: for in-kind support, estimated or actual values must be assigned to each item
8. Sponsoring Agency Information
- a. Objective: An organizational chart or outline to outline where the CCRC operations and family resource services fit within the agency; outline should include positions and incumbents (as appropriate)
 - b. File Type: PDF
 - c. File Name: 8. Organizational Chart
 - d. Maximum Length: Not specified
 - e. Format: Not specified
9. Sponsoring Agency Financial Information

- a. Objective: Provide information pertaining to the financial health of the agency in the form of a *Single Audit and Internal Control* report performed by an external public accounting firm for FY20
 - b. File Type: PDF
 - c. File Name: 9. Financial Audit
 - d. Maximum Length: Not specified
 - e. Format: Not specified
10. Letters of Support and Commitment
- a. Objective: demonstrate community support from within the jurisdiction for the sponsoring agency to operate the CCRC
 - b. File Type: PDF
 - c. File Name: 10: Letters of Support
 - d. Maximum Length: Not specified
 - e. Format: Only 1 file for all letters to be submitted
 - f. Notes: Organizations, agencies, partners, and stakeholders submitting letters to the sponsoring agency may outline either general support for the sponsoring agency to operate a CCRC and/or a commitment to partner in advancing the field of early care and education. These can include local child care associations, local government departments and agencies, school systems, Judy Centers and Head Starts, individual child care providers, independent/community trainers, local elected officials, and others as identified by the sponsoring agency.
11. Proposed Staffing
- a. Objective: Provide abbreviated resumes for each proposed staff member who will be supporting the CCRC and family resource and referral functions
 - b. File Type: PDF
 - c. File Name: 11. Proposed Staffing
 - d. Maximum Length: Not specified
 - e. Format: Only 1 file for all resumes to be submitted
 - f. Notes: Each staff resume is limited to a maximum of 2 pages to include all relevant experience and conferred degrees;