

**REQUEST FOR APPLICATIONS RFA# 001-DCD-2011**

**TITLE:** Child Care Workforce Survey and Analysis

**FUNDING AGENCY:** DHHS/Division of Child Development

**ISSUE DATE:** November 3, 2010

**RECEIPT DEADLINE:** Applications, subject to the following conditions, will be accepted until 2:00 p.m., December 8, 2010.

**\*\* MAIL OR DELIVER ALL APPLICATIONS DIRECTLY TO THE FUNDING AGENCY  
ADDRESS SHOWN BELOW \*\***

**FUNDING AGENCY MAILING ADDRESS:**

NC Division of Child Development  
2201 Mail Service Center, Raleigh, NC 27699-2201

**FUNDING AGENCY PHYSICAL ADDRESS: (Do NOT use for mailing)**

319 Chapanoke Road, Suite 120, Raleigh, NC 27603

Direct all inquiries concerning this RFA to:

Heather Laffler, Telephone #: 919-662-4535  
Email address: [Heather.Laffler@dhhs.nc.gov](mailto:Heather.Laffler@dhhs.nc.gov)  
Fax #: 919-662-4570

**IMPORTANT NOTE:** Questions concerning the specifications or any information contained within this Request for Applications will be received until 2:00 p.m., November 15, 2010. All questions must be received in writing, via electronic mail, and responses to all questions received by the deadline will be posted on the Division of Child Development website ([www.ncchildcare.net](http://www.ncchildcare.net)) no later than November, 22, 2010.

**ELIGIBILITY:** This RFA is open to State agencies and Universities, public entities and private not-for-profit organizations with current 501(c)(3) standing.

**FUNDING AVAILABILITY:**

Up to \$300,000 total, for one award, is available to fund the Child Care Workforce Survey and Analysis. Actual funding amount will be determined by the Division of Child Development based upon the proposed execution of the survey and the utilization of funds as outlined in the applications submitted. Award will be made pending funding availability.

**BACKGROUND-**

The Division of Child Development (DCD) recognizes the critical importance of the child care workforce in the provision of high quality education and care. NC has made significant investments in support of the child care workforce and is seeking current information on the employment condition of that group to evaluate current progress and guide future planning.

The NC Division of Child Development is responsible for monitoring and enforcing child care standards throughout the state of North Carolina and overseeing the administration of NC's subsidized child care program. Division staff license and monitor over 9,000 regulated child care centers and family child care homes across NC. Licensed child care centers and family child care homes receive ratings of one to five stars based on achievements in program standards and levels of staff education. DCD staff also work with individuals employed in care, and their employers, to verify criminal background checks and educational achievement for all child care provider staff in the state.

The Division coordinates and implements activities that address improving the quality and increasing the availability of child care through NC's portion of the federal Child Care and Development Fund. These quality and availability activities include improving infant/toddler care and care for school-age children, support for child care resource and referral for families, and support for professional development within the early childhood workforce. The Division also works with early care and education partners statewide to enhance child care quality and availability.

The completion of a current workforce survey will provide DCD with background data and information for future and ongoing workforce support funding, including activities such as wage supports, education scholarships and recruitment and training. In addition, this data snapshot will provide updated information from a similar survey which was completed in 2003.

***Project Description***

The goal of the NC Child Care Workforce Survey and Analysis (hereafter referred to as the workforce survey) is to poll child care workers in regulated family child care homes and child care centers in every county throughout North Carolina. Survey results will provide comprehensive data regarding the wages and benefits provided to employees and how those and other factors influence employees' education levels, experience and turnover in the industry.

***Scope of Work***

Child care administrators, lead teachers, teachers and aides, school age program coordinators, assistant and group leaders for school age care, and family child care home operators will be surveyed to provide a snapshot of the child care workforce. Survey questions shall include requests for information regarding education levels/coursework completed and currently in progress, length of experience employed in child care, current wages, participation in salary supplement and support programs, and the availability of employer provided overtime compensation, health insurance and

paid leave. In addition, child care staff will be asked about their own families' participation/eligibility in public assistance programs and the availability of any employer-provided professional support benefits, as well as whether child care workers anticipate remaining in the field of early education.

All survey tools must be field tested for validity, accuracy and ease of completion before being fully deployed, and must be fully approved by the Division of Child Development before being released.

The contractor chosen to complete this effort will provide a three-tiered survey approach beginning with an online survey available to all respondents, and then following up with a written option and finally, by telephone for those who choose not to or are unable to respond to the electronic or written survey methods. The contractor will work with an advisory committee comprised of representatives from North Carolina's early childhood system, and convened by the Division of Child Development, which will provide input to the contractor regarding the survey tool, methodologies and progress throughout the effort. In addition, the contractor may be asked to collaborate with efforts in other states on similar child care workforce surveys currently planned or underway.

Due to the small population of respondents in some NC counties, it is imperative that the contractor chosen to complete the workforce survey be able and willing to work directly with respondents. The contractor must achieve a response rate in each of 100 counties of 78% of directors, 50% of teachers and 70% of family child care home providers.

A report of all findings and analyses of questions and responses shall be provided no later than August 1, 2011 in both hard copy and in an electronic format compatible with current DCD technology. In addition to the final report, raw data and/or data tables which can be utilized by participating organizations following completion of the survey and contract must be provided. Upon delivery, all products will be considered public documents.

All proposals must include a 1) Cover Letter, 2) Proposal Summary, 3) Introduction to the Applicant Organization/Applicant Qualifications, 4) Project Design and Strategies, 5) Time Line, 6) Itemized Budget Worksheet, 7) Detailed Budget Narrative, 8) Listing of Any Collaborative Partners or Subcontractors, 9) Evaluation Plan for Project and 10) Completed Outcomes Worksheet. Detailed information on each of these components is contained within the "Application Content" section of this RFA.

***Application Content***

All application packets **MUST** include all of the following  
(\* indicates required format provided):

- 1) Cover Letter- On organization letterhead applicant should list the RFA #, the date of proposal submission, the organization name and address. Cover letter should be signed by the individual authorized to manage all elements of the proposal and include contact information specific for this individual.
- 2) Proposal Summary- Proposal Summary should include no more than two (2) pages describing how the applicant organization intends to achieve the desired outcomes, how survey materials will be distributed, collected and processed, and how assistance will be provided to individuals completing survey questionnaires. Proposal summary shall also include information regarding data analysis methodology and plans for compiling and submitting final report and data.
- 3) Introduction to the Applicant Organization/Applicant Qualifications- Introduction to the Applicant Organization should include no more than one (1) page of historical background regarding the proposed contractor and their staff and organization. This includes a description of any special expertise and experience of staff and the organization in the areas of survey construction and completion and data analysis. A statement regarding the applicant agency's fiscal soundness is also required.
- 4) Project Design and Strategies- Project Design and Strategies shall include a no more than six (6) page detailed description of how the contractor proposes to create and deploy the workforce survey, provide technical assistance to child care staff receiving and answering the survey and all planned methodology for receiving, validating and processing survey responses. Information should be provided on how the three-tiered survey process will be completed and how the contractor intends to achieve at least the required minimum response rates. Post-response the design description and other strategy materials should discuss the statistical methodologies that will be employed in analyzing survey data and provide a description of how that data will be returned to DCD.
- 5) Time Line- The one (1) page project Time Line should provide specific information on when the contractor would reasonably project achieving output and outcome measures within the survey process, analysis and completion and delivery of the final report to DCD. Full completion of all activities must be achieved no later than August 1, 2011.
- 6) Itemized Budget Worksheet\*- All applicants shall complete and submit a proposed budget according to the format provided with this RFA, within the \$300,000 total budget allotted, and following all stipulations included in the "DCD Budget Narrative and Line Item Instructions" provided.

- 7) Detailed Budget Narrative\*- All applicants shall complete a proposed budget narrative that explains in detail all line items in the budget worksheet in accordance with the “*DCD Budget Narrative and Line Item Instructions*” provided with this RFA. The Budget Narrative form also includes the separate “*FTE Detail for Budget Line 11*” worksheet which is provided as part of this RFA.
- 8) Listing of Any Collaborative Partners or Subcontractors- All applicants shall provide a listing and background information for any partners or subcontractors that will be utilized. This listing shall include the partner or subcontract organization/individual name, address, non/for profit status, and a brief description of expected duties or responsibilities for all anticipated collaborative partners or subcontractors.
- 9) Evaluation Plan for Project- All applicants should include no more than two (2) pages detailing how activities will be evaluated for interim and final effectiveness throughout the workforce survey project to ensure desired outcomes. Outcome evaluation should be timely and measurable, including both intermediate and final activity evaluations. In addition, applicants should describe how any necessary adjustments will be made to accommodate unexpected challenges that may present themselves throughout the survey and analysis process.
- 10) Completed Outcomes Worksheet (Deliverables)\*- All applicants must submit a completed Outcomes Worksheet according to the format provided with this RFA and describe the planned achievement of at least the minimum outcomes set forth.

All items must be satisfactorily completed for an application to be considered.

### **Selection Process**

A selection committee chosen by DCD will review each application submitted. Upon review of each application the selection committee will assign a numerical rating based on the following:

- 1) Proposal Summary – Evaluated based on completeness and logic of process, technical assistance provided to survey respondents, expectation of accurate responses and high response rates from all counties.  
*Maximum of 10 points*
- 2) Applicant Qualifications and Listing of Collaborative Partners – Evaluated based upon previous experience and qualifications of organization and staff to conduct and analyze the workforce survey and accompanying data.  
*Maximum of 5 points*
- 3) Project Design and Strategies and Time Line – Evaluated based on completeness and logic of process, adherence to descriptions provided in Proposal Summary and effectiveness of activities. All proposals must plan to be complete by established due date.  
*Maximum of 40 points*
- 4) Itemized Budget & Narrative – Evaluated based on effective use of financial resources. All proposals must be completed within the \$300,000 total budget allotted and following all stipulations included in the budget worksheet and narrative instructions. All plans must provide a clear and reasonable justification of proposed costs.  
*Maximum of 20 points*
- 5) Evaluation Plan for Project – Evaluated based on applicant’s proposed plan for measuring the achievement of interim and final outcomes, utilizing both formative and summative assessment strategies. Applicant must also show evidence of ability to meet and adjust for any unforeseen issues that may arise throughout survey and analysis process.  
*Maximum of 15 points*
- 6) Description of Outcomes/Performance – Evaluated based on expected achievement of outcomes and completion of tasks.  
*Maximum of 10 points*

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Total Proposal Evaluation

Maximum of 100 points

The evaluation committee will submit recommendations based on the rating system to the Division of Child Development. The Division will make a final selection and notify all applicants of that selection in writing no later than December 29, 2010.

***Funds Disbursement***

To receive compensation, following contract submission and agreement, contractors must submit a reimbursement request to the Division, no more than monthly, for expenses incurred. Expenditures may begin immediately upon receipt of a completely signed and approved contract. Timely dispersal of contract funds will be dependent upon the contractor's compliance with the reimbursement and reporting requirements established by a contract with the Division of Child Development, NC Department of Health and Human Services and its addenda.

**THE PROCUREMENT PROCESS**

The following is a general description of the process by which an agency or organization will be selected to complete the goal or objective.

1. Questions concerning the RFA and its specifications will be received until the date listed on the cover sheet of this RFA, and must be submitted in writing. All questions and answers to those questions will be posted on the Division of Child Development website at [www.ncchildcare.net](http://www.ncchildcare.net).
2. Two original application packets and five (5) copies must be received from each agency or organization. The original cover letters must be signed by an official authorized to bind the agency or organization.
3. All applications must be received by the Division of Child Development not later than the date and time specified on the cover sheet of the RFA. Electronic submissions or faxed applications will not be accepted.
4. Upon delivery, the application packet from each responding agency and organization will be logged as having been received. Applications must include all required components in order to be considered complete.
5. Application evaluators may request additional information from any or all applicants for the purpose of clarification or to amplify the materials presented in any part of the application. However, agencies and organizations are cautioned that the evaluators are not required to request clarification; therefore, all applications should be complete and reflect the most favorable terms available from the agency or organization.
6. The award of a contract to one agency and organization does not mean that the other applications lacked merit, but that all facts considered, the selected application was deemed to provide the best service to the State.
7. Agencies and organizations are cautioned that this is a request for applications, and the funding agency reserves the unqualified right to reject any and all applications when such rejections are deemed to be in the best interest of the funding agency.

## General Information on Submitting Applications

1. Award or Rejection All qualified applications will be evaluated and an award made to the agency or organization whose combination of budget and service capabilities is deemed to be in the best interest of the funding agency. The funding agency reserves the unqualified right to reject any or all offers if determined to be in its best interest. All applicants will be notified of the final selection, in writing, by December 29, 2010.
2. Cost of Application Any cost incurred by an agency or organization in preparing or submitting an application is the agency's or organization's sole responsibility; the funding agency will not reimburse any agency or organization for any pre-award costs incurred.
3. Elaborate Applications Elaborate applications in the form of brochures or other presentations beyond that necessary to present a complete and effective application are not desired.
4. Oral Explanations The funding agency will not be bound by oral explanations or instructions given at any time during the competitive process or after awarding the contract. All information pertinent to the application process, questions, application or final agreement must be provided in writing.
5. Reference to Other Data Only information that is received in response to this RFA will be evaluated. Any information provided or available previously, submitted in any form or format will not be considered.
6. Titles Titles and headings in this RFA and any subsequent RFA materials are for convenience only and shall have no binding force or effect.
7. Form of Application Each application must be submitted in the form requested by the funding agency, and the selected proposal will be incorporated into the funding agency's contract format.
8. Exceptions All applications are subject to the terms and conditions outlined herein. All responses will be controlled by such terms and conditions. The attachment of other terms and conditions by any agency or organization may be grounds for rejection of that agency or organization's application. Funded agencies and organizations specifically agree to the conditions which will be set forth in the contract.
9. Advertising In submitting its application, agencies and organizations agree not to use the results there from or as part of any news release or commercial advertising without prior written approval of the funding agency.
- 10.

Right to Submitted Material All responses, inquiries, or correspondence relating to or in reference to the RFA, and all other reports, charts, displays, schedules, exhibits, and other documentation submitted by the agency or organization as a result of an application agreement will become the property of the funding agency when received, and will be considered public documents.

11. Competitive Offer Pursuant to the provision of G.S. 143-54, and under penalty of perjury, the signer of any application submitted in response to this RFA thereby certifies that this application has not been arrived at collusively or otherwise in violation of either Federal or North Carolina antitrust laws.
12. Agency and Organization's Representative Each agency or organization shall submit with its application the name, address, and telephone number of the person(s) with authority to bind the agency or organization and answer questions or provide clarification concerning the application.
13. Subcontracting Agencies and organizations may propose to subcontract portions of work provided that their applications clearly indicate the scope of the work to be subcontracted, and to whom. All information required about the prime grantee is also required for each proposed subcontractor.
14. Proprietary Information Trade secrets or similar proprietary data which the agency or organization does not wish disclosed to other than personnel involved in the evaluation will be kept confidential to the extent permitted by NCAC TO1: 05B.1501 and G.S. 132-1.3 if identified as follows: Any and all pages including proprietary data shall be identified in boldface at the top and bottom as "**CONFIDENTIAL**." Any section of the application that is to remain confidential shall also be so marked in boldface on the title page of that section.
15. Participation Encouraged Pursuant to Article 3 and 3C, Chapter 143 of the North Carolina General Statutes and Executive Order No. 77, the funding agency invites and encourages participation in this RFA by businesses owned by minorities, women and the disabled, including utilization as subcontractor(s) to perform functions under this Request for Applications.
16. Gifts Ban N.C.G.S. § 133-32 and Executive Order 24 prohibit the offer to or acceptance by any State Employee of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of any response to this request, agencies and organizations attest, for the entire organization and its employees or agents, that no such gift has been offered, accepted, or promised by any employees of the organization.
17. Contract The selected applicant will be issued a contract upon selection, which will include those elements of their application that directly apply to the terms and conditions of the agreement. *Expenditures can begin immediately upon the effective date of the signed contract, and shall not begin before that date.*

NC DHHS RFAT6007 (Rev. 6/09) Please be advised that successful applicants may be required to have an audit in accordance with G. S. 143-6.2 as applicable to the agency or organization's status. Also, the contract may include assurances that the successful applicant would be required to execute when signing the contract. Agencies or organizations receiving Federal funds would be required to execute a Consolidated Federal Certification form (as applicable). Private not for profit agency contracts would also include a conflict of interest policy statement.

<p><b>Child Care Workforce Survey and Analysis RFA</b>  <b>Instructions for Completing the</b>  <b>DCD Budget Narrative and Line Item Budget</b></p>
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**Expenditure Categories**

**Lines 11-15) Personnel:**

Enter the respective totals for all expenditures that fall within this category on line 15. Use lines 11 & 12 to report expenditures for personnel costs that include all compensation (salary/wages/benefits) for permanent employees and their corresponding staff benefits and any professional services costs.

Complete provided "FTE Detail for Budget Line 11" worksheet, according to instructions provided, for additional information regarding personnel expenditures.

Use line 13 to report any expenditures relating to Board Member Compensation (excluding travel per diem). Use line 14 to report any expenditures for temporary staff not identified in lines 11–13.

The *budget narrative* should describe in greater detail the responsibilities, roles, activities and duties of listed personnel.

**16-22) Supplies and Materials:**

Enter the respective totals for all expenditures that fall within this category on line 22. Supplies and materials generally include commodities that are consumed in operations within a relatively short period or the use of which results in a material change in, or an appreciable impairment of their physical condition.

The following list, which is not all inclusive, identifies the types of expenditures which should be reported under this category:

- a. Office Supplies and Materials
- b. Computer Supplies and Software
- c. Janitorial Supplies
- d. Educational/Medical Supplies
- e. Automotive Supplies
- f. Other (If you make an entry in "other", please specify what the "other" expenditure is.)

The *budget narrative* should describe in greater detail how proposed supplies and materials will be used.

**23-34) Current Obligations:**

Enter the respective totals for all expenditures that fall within this category on line 34. All expenditures for operation and maintenance services incurred by the organization are classified as current obligations and services. The following list, which is not all inclusive, identifies the types of expenditures which should be reported under this category:

- a. Travel
- b. Communication Expense (Telephone, Postage, Internet Access, etc.)
- c. Utilities
- d. Printing and Binding Costs
- e. Repair and Maintenance Costs
- f. Computer Services (Accounting, Payroll, Data Processing, etc.)
- g. Employee Training

<p><b>Child Care Workforce Survey and Analysis RFA</b>  <b>Instructions for Completing the</b>  <b>DCD Budget Narrative</b></p>
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- h. Advertising
- i. Board Member Expense (Travel, Per Diem, etc.)
- j. Other (If you make an entry in "other", please specify what the "other" expenditure is.)

The *budget narrative* should describe in greater detail how costs in the Current Obligations category were projected, and how those supplies, materials and activities will relate to the cost of the project.

**35-42) Fixed Charges and Other Expenses:**

Enter the respective totals for all expenditures that fall within this category on line 42. All expenditures that are based upon a predetermined rate should be classified as fixed charges. The following list, which is not all inclusive, identifies the types of expenditures which should be reported under this category:

- a. Office Rent (Land, Building, etc.)
- b. Furniture Rental
- c. Equipment Rental (Telephone, Computer, Copier, etc.)
- d. Vehicle Rental
- e. Dues and Subscriptions
- f. Insurance and Bonding
- g. Administrative or Indirect Costs (not to exceed 10%)

**NOTE: If costs for line items 35 – 40 are listed in this category, administrative/ indirect costs shall not be charged on line 41.**

The *budget narrative* should describe in greater detail how costs in the Fixed Charges and Other Expenses category were projected, and how those costs and activities will relate to the cost of the project.

**43-49) Capital Outlay:**

Enter the respective totals for all expenditures that fall within this category on line 49. All expenditures that are for the purchase of tangible items with a service life of more than one year should be classified as capital outlay. The following list, which is not all inclusive, identifies the types of expenditures which should be reported under this category:

- a. Land/Buildings
- b. Office Furniture
- c. Computer Equipment
- d. Vehicles
- e. Books (To be used in a library)
- f. Other (If you make an entry in "other", please specify what the "other" expenditure is.)

The *budget narrative* should describe in greater detail how costs in the Capital Outlay category were projected, and how those costs will relate to the completion of the project.

<p>Child Care Workforce Survey and Analysis RFA Instructions for Completing the DCD Budget Narrative and Line Item Budget</p>
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**50) Total Grants and Contracts:**

Enter the total of all funds you make available to other organizations or entities through formal grants or contracts. If you make an entry in this line, please specify what the expected expenditure is and the accompanying subcontractor(s).

The *budget narrative* should describe in greater detail how costs in the Total Grants and Contracts category were projected, and how those costs and activities will relate to the cost of the project.

**51) Total Purchase of Services Costs:**

Enter the total of all funds made available to purchase services for which a formal contract or grant is not in place. If you make an entry in this line, please specify what the expected expenditure is both on the line item budget and in greater detail in the *budget narrative*.

**52) Total Expenses:**

Line 52 is the total sum of lines 15; 22; 34; 42; and 49.

**53) Project Income:** Enter any expected income to be generated related to this project.

In the *budget narrative* describe the source of income in detail and how that activity and income relates to the project.

**54) Net Total:** Enter the difference between Line 52 and Line 53.

**OUTCOMES WORKSHEET**  
**Performance Measures**  
**Project Name: Child Care Workforce Survey and Analysis**

*The six (6) outcomes listed below are a minimum expectation and are not all inclusive.  
 Applicants are invited to add other appropriate performance or product objectives not captured in items 1 – 6 below.*

	A	B	C	D
	Projected Outcomes for Proposed Activity (include target date for achievement)	Identify the Type of Objective for Projected Outcome	Data Source	Baseline <sup>1</sup> or Prior Benchmark <sup>2</sup> (What has been accomplished in past years)
1	By (insert date) applicant will create and implement a Workforce Survey using a three (3) tiered approach (on-line, telephone, and written methods).	Performance Objective		2003 approach was written only
2	By (insert date) a minimum of 70% of regulated family child care home providers will have responded to the Workforce Survey.	Performance Objective	Data source to provided by DCD	2003 response rate for family child care home providers was 78%
3	By (insert date) a minimum of 78% of directors of regulated child care centers will have responded to the Workforce Survey.	Performance Objective	Data source to provided by DCD	2003 response rate for child care center directors was 78%
4	By (insert date) a minimum of 50% of the regulated child care center teacher workforce will have responded to the Workforce Survey.	Performance Objective	Data source to provided by DCD	2003 response rate for center child care center teacher workforce was 52%

<sup>1</sup> Baseline: Initial information on program participants or other program aspects collected prior to receipt of services or program intervention. Baseline data are often gathered through intake interviews, observations or needs assessments and are used later for comparing measures to determine changes in your participants, program, or environment.

<sup>2</sup> Benchmark: An earlier goal met or accomplished in the funded program.

**OUTCOMES WORKSHEET**  
**Performance Measures**  
 Project Name: Child Care Workforce Survey and Analysis

	A	B	C	D
	Projected Outcomes for Proposed Activity (include target date for achievement)	Identify the Type of Objective for Projected Outcome	Data Source	Baseline <sup>3</sup> or Prior Benchmark <sup>4</sup> (What has been accomplished in past years)
5	By (insert date) the Contractor shall submit a final report in both electronic and hard copy format containing all the responses and analysis to the DCD.	Product Objective		2003 Workforce Study
6	By (insert date) the Contractor shall submit to DCD all raw data and/or data tables developed as a result of the Workforce Survey.	Product Objective		This is a new requirement
7				
8				

(Add additional rows/pages as needed)

<sup>3</sup> Baseline: Initial information on program participants or other program aspects collected prior to receipt of services or program intervention. Baseline data are often gathered through intake interviews, observations or needs assessments and are used later for comparing measures to determine changes in your participants, program, or environment.

<sup>4</sup> Benchmark: An earlier goal met or accomplished in the funded program.

### FTE Detail for Budget Line 11

**Project/Activity: Child Care Workforce Survey and Analysis**

**Agency Name:**

**Proposed Contract Period (date range):**

**Contract No.**

Personnel Position Description	FTE (s)	Salary \$	Fringe Benefits \$	TOTAL \$
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
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				\$0.00
				\$0.00
				\$0.00
<b>TOTALS</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

### Line Item Budget

<b>Project/Activity:</b> Child Care Workforce Survey and Analysis	
<b>Agency Name:</b>	
<b>Proposed Contract Period (date range):</b>	
<b>Contract Number:</b>	
Check One: <input type="checkbox"/> Activity Budget <input checked="" type="checkbox"/> Total Project Budget	<b>Budget</b>
<b>Personnel</b>	
11) Salary/Wages/Benefits	
12) Professional Services	
13) Board Member Compensation	
14) Other: (Temporary staff)	
<b>15) Total Personnel Services</b>	<b>\$0.00</b>
<b>Supplies and Materials</b>	
16) Office Supplies and Materials	
17) Computer Supplies & Software	
18) Janitorial Supplies	
19) Educational/Medical Supplies	
20) Automotive Supplies	
21) Other:	
<b>22) Total Supplies and Materials</b>	<b>\$0.00</b>
<b>Current Obligations</b>	
23) Travel	
24) Communications (Telephone, Postage, etc.)	
25) Utilities	
26) Printing and Binding	
27) Repair and Maintenance	
28) Computer Services (Accting, Payroll, etc.)	
29) Employee Training	
30) Advertising	
31) Board Member Expense (Travel, Per Diem)	
32) Other:	
33) Other:	
<b>34) Total Current Obligations</b>	<b>\$0.00</b>
Admin/indirect cost is prohibited if cost is identified for items 35 - 40).	
<b>Fixed Charges and Expenses</b>	
35) Office Rent (Land, Buildings, etc.)	
36) Furniture Rental	
37) Equipment Rental (Phone, Computer, etc.)	
38) Vehicle Rental	
39) Dues and Subscriptions	
40) Insurance and Bond	
41) Administrative or Indirect Costs (not to exceed 10%)	
<b>42) Total Fixed Charges &amp; Expenses</b>	<b>\$0.00</b>
<b>Capital Outlay</b>	
43) Land/Buildings	
44) Office Furniture	
45) Computer Equipment	
46) Vehicles	
47) Books (Library Reference Materials)	
48) Other:	
<b>49) Total Capital Outlay</b>	<b>\$0.00</b>
50) Contracts and Grants -- TOTAL ONLY	
51) Purchase of Services Costs - TOTAL ONLY	
52) TOTAL EXPENSES	<b>\$0.00</b>
53) Project Income	
54) NET TOTALS (Line 52 - Line 53)	<b>\$0.00</b>