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FOOD AND NUTRITION SERVICE
NATIONAL SCHOOL LUNCH PROGRAM
FISCAL YEAR 2012
REQUEST FOR APPLICATIONS
ADMINISTRATIVE REVIEWS AND TRAINING GRANTS
METHOD II - TRAINING AND OVERSIGHT GRANTS

*States are required to use this solicitation to apply for the
Administrative Reviews and Training Grants Method II: Training and
Oversight Grants.*

APPLICATION DUE DATE: MAY 1, 2012

Catalog of Federal Domestic Assistance Number (CFDA number 10.579)

National School Lunch Program
Fiscal Year 2012
Request for Applications for Administrative Reviews and Training Grants
Method II - Training and Oversight Grants

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I. INTRODUCTION

The Child Nutrition and WIC Reauthorization Act of 2004 (P.L. 108-265) amended Section 22 of the Richard B. Russell National School Lunch Act (NSLA) to establish a requirement that State agencies (SAs) conduct additional administrative reviews of selected local educational agencies (LEAs). It also amended Section 7 of the Child Nutrition Act to provide funding for States to be used for administrative reviews and training of LEAs. Both of these requirements are focused on LEAs which have demonstrated a high level of, or a high risk for, administrative error.

To assist SAs in achieving these requirements, the USDA Food and Nutrition Service (FNS) has up to \$4 million available in fiscal year (FY) 2012 to fund Method II Administrative Reviews and Training (ART) Grants for training and oversight. The grant funds will be available only to the 57 SAs that administer the Child Nutrition Programs, and are for the purpose of identifying, reviewing, monitoring and training LEAs that have demonstrated a high level of, or a high risk for, administrative error. FNS will make the funds available on a competitive basis. States may apply for a Planning grant or an Implementation grant, as described in **Section IV, ART Method II Grant Types**, in this Request for Applications (RFA).

The purpose of this RFA is to:

- Describe the types of grants available
- Describe which entities are eligible to apply for grant funds;
- Solicit applications from eligible entities;
- Describe the requirements for submitting a successful application;
- Describe how applications will be reviewed and selected; and
- Describe the terms and conditions that grantees must adhere to.

FNS intends to work collaboratively with grant applicants and grantees throughout the application process and the life of grants awarded through this RFA. Accordingly, within approximately three weeks of this RFA's publication, FNS will conduct a webinar with all State agencies and FNS regional offices to review the RFA and address questions regarding the application process. Notification of the webinar date, time and call-in information will be communicated to SAs via the FNS Regional offices and the FNS Child Nutrition Division's PartnerWeb at <https://www.partnerweb.usda.gov>

FNS reserves the option to award these funds using either a grant agreement or cooperative agreement. FNS specifically anticipates awarding the funds associated with the implementation projects as cooperative agreements to allow FNS more active participation with the cooperator during both project development and project execution. Examples of FNS participation include activities such as the following:

- Ongoing evaluation of quarterly progress and financial reports to monitor the grantee's project activities to ensure that the objectives, terms and conditions of the agreement are met;
- Periodic on-site and off-site technical assistance to provide evaluation and guidance on project activities and outputs as they relate to child nutrition program objectives, including: providing program guidance on curriculum development; evaluation of training materials and websites; evaluation of technology improvements; review of project plans and milestones; review of procurement documents for sub grantee involvement (i.e., requests for proposals, contracts, statements of work, and project plans) and other technical assistance related to project objectives; and
- Periodic collaborative meetings for multiple grantees for the purposes of technical assistance, training, problem solving and sharing successful or promising practices. Meetings may be conducted as webinars, teleconferences or training workshops in the Washington, D.C. area or at a program related conference.

NOTE: Applicants for implementation grants should include in their budget estimates the following FNS sponsored collaborative activities for each year of the requested grant period: 1) estimated cost of travel and time for two State project staff to participate in an annual FNS technical assistance meeting lasting two full days in Washington, D.C. (costs should be itemized); 2) personnel costs to participate in quarterly technical assistance webinars (generally one hour each); and 3) personnel and contractor costs for preparation and participation in annual technical assistance and evaluation State site visits (one day each) and conference calls (approximately three per year at one hour each) with FNS contractors and staff.

II. PURPOSE OF GRANT FUNDING

The purpose of this grant funding is to decrease administrative errors in those LEAs and schools identified by SAs as having problems or where problems are likely to arise. For FY 2012, SAs should focus on one or more of the following three areas in developing their ART Method II Grant applications:

- Training of LEA administrative personnel in application, certification, verification, meal counting and meal claiming procedures. Training may include internet-based training sessions.
- Oversight and training activities focused on the nutritional quality of the meals.
- Technology improvements which demonstrate an ability to address administrative errors through the use of targeted monitoring and increased training in error-prone LEAs. States choosing this option must clearly demonstrate how the proposed technology can be used to implement State-level activities, specifically review and training activities associated with error prone LEAs. For example, proposals may include the following:
 - Development of data analysis tools to monitor application, certification (including direct certification), verification (including direct verification), meal counting and meal claiming procedures for error-prone school districts;
 - Training methods utilizing internet technology; or

- Other innovative State-level automated solutions to identify and reduce administrative errors in error-prone school districts.

Proposals for technology improvements addressing other aspects of State-level program management or local-level functions will not be considered.

See **Appendix B: Summaries of Active ART Method II Grant Projects** for web links to access brief descriptions of currently approved ART Method II Implementation Grant projects. This information may be helpful to SAs in exploring possibilities for viable use of funding.

Funds authorized under the ART Method II Grants cannot be used to replace or augment funding allocated for existing review requirements. In addition, pursuant to Section 7(g) of the Child Nutrition Act of 1966, funds authorized cannot be used to replace funding allocated for training in administrative practices (including training in application, certification, verification, meal counting and meal claiming procedures) which is required to occur at a minimum of once a year.

III. AUTHORITY

The Child Nutrition and WIC Reauthorization Act of 2004 (P.L. 108-265) authorizes funding for ART Grants. To be eligible, SAs must propose projects that identify and target LEAs that are experiencing or are likely to experience administrative errors.

IV. ART METHOD II GRANT TYPES

The FY 2012 ART Method II Grant award process involves two types of awards:

- ART Method II Planning Grants; and
- ART Method II Implementation Grants

SAs may apply for either type of grant, but not for both. **Only one grant application will be accepted from an SA in response to this solicitation.**

A. Planning Grants

Planning grants are intended for National School Lunch Program (NSLP) agencies that know they need to improve and address their State's administrative errors, but may need to conduct additional *research* to identify the most effective way of doing so to ensure that a chosen approach is actually the most effective approach. Therefore, potential uses of Planning grant funds include, *but are not limited to*: feasibility studies and cost/benefit analyses to plan for automation projects; conducting an internal review of the State's administrative processes; hiring a contractor or university to conduct a study of the processes and recommend solutions; consulting with stakeholders; and assessing current training and oversight capabilities and needs.

NSLP Agencies that are awarded Planning grants from this solicitation may apply for funding for an Implementation grant at the next annual opportunity (FY 2013) in order to carry out an implementation project in follow-up to their Planning grant activities and outcomes. Planning grant funds may be used to complete the planning for the

implementation project and to develop an ART Method II Implementation grant application based on the Planning grant project outcomes. However, SAs awarded Planning grants in FY 2012 who then apply for an Implementation grant in FY 2013 are not guaranteed to receive an FY 2013 Implementation grant award. Due to funding limitations each year, all ART Method II Grant awards, both Planning and Implementation, are competitive awards and will be based on the evaluation criteria stated in each fiscal year's grant announcement. Consequently, FNS encourages SAs to apply for Planning grants to conduct activities that would be beneficial in helping them reduce administrative errors, even if they do not receive an ART Method II Implementation Grant award and have to rely on other resources to carry out an implementation project.

State agencies must address the questions in the *Appendix D: ART Method II Planning Grant Proposal Template and Instructions* to develop a Planning grant application. The instructions are designed to assist SAs in developing fully responsive Planning grant applications for viable planning activities and to bring consistency to the proposal process for evaluation purposes.

The maximum amount of any *single* Planning grant is **\$75,000**. However, FNS retains authority to award less than the amount requested in the application.

B. Implementation Grants

Implementation grants are intended for NSLP Agencies that know *what* they need to do to improve their State's administrative training and oversight processes, but lack the resources to implement those changes. Potential uses of Implementation grant funds include, *but are not limited to*, developing and delivering training to LEA administrative personnel, improving State-level technologies to enhance State-level monitoring capability to identify and address errors in error-prone school districts, upgrading software, purchasing hardware and implementing accordingly.

SAs must address the questions in the *Appendix E: ART Method II Implementation Grant Proposal Template and Instructions* to develop an Implementation grant application. Appendix E instructions and tips are designed to 1) guide applicants in thinking through all aspects of implementing proposed solutions, with particular emphasis on reducing risks associated with technology related aspects of their proposals, and 2) assist applicants in considering and capturing budget items such as, but not limited to, costs for: personnel, hiring contractors, purchasing equipment, developing training, supplies and travel (including travel for SA staff to attend at least one two-day annual USDA meeting for grantee States) Following the guidance will assist SAs to develop fully responsive Implementation grant applications, and help to bring consistency to the proposal process for evaluation purposes.

The maximum amount of any *single* Implementation grant is **\$1,250,000**. However, FNS retains authority to award less than the amount requested by an applicant. The size of Implementation grants will likely vary significantly, based on differences in project scope, the responsiveness of application packages (see **Section VIII, What to Include in the Application Package**), and clarity of demonstrated need.

V. WHO MAY APPLY

Eligible applicants include all SAs that administer the NSLP. In this instance, the term SA means (a) the State educational agency; and (b) any other agency of the State which has been designated by the Governor or other appropriate executive or legislative authority of the State and approved by the Department of Agriculture to administer the Program in schools. In instances where there are two agencies within a State, such as in the case where the public and private agencies are different, separate applications are acceptable.

VI. CRITICAL DATES AND AWARD PERIODS

A. Critical Dates

Applications must be received via www.grants.gov on or before **5:00 p.m., Eastern Time, May 1, 2012**. Applications received after this date and time will not be considered. SAs have the option of applying for either a Planning grant or an Implementation grant, but not both. **Only one grant application will be accepted from an SA in response to this solicitation.** FNS will evaluate the applications in accordance with the criteria outlined in **Section X, Application Review and Grant Award Process**, to select applications for awards. The actual number of awards will depend on the quality of the applications and the availability of funds. Applications selected for award will be announced within approximately 90 days following the grant application deadline, and funds will be made available via a Grant or Cooperative Agreement award document following the award announcements.

B. Award Periods

The award period for the FY 2012 ART Method II Grants will be as follows, beginning from the date of the award:

- Planning grants will be awarded for up to one year; and
- Implementation grants will be awarded for one to three years.

All grant funds must be obligated and all program activities under the grant (other than activities relating to the close out of the grant) must be completed by the end of award period. The close out of the grant must occur no later than 90 days following the end of the award period, and all obligations incurred under the grant must be liquidated by this date. Any funds that are not liquidated within 90 days following the end of the award period must be returned to FNS. In addition, the final progress reports are due to FNS no later than 90 days following the end of the award period. Please see **Section XI, Administrative Requirements and Terms and Conditions**, for additional reporting requirements.

VII. HOW TO SUBMIT AN APPLICATION FOR FUNDING

Applicants may obtain the RFA package by downloading the application from the FNS website www.fns.usda.gov/cnd/grants.htm or by downloading the application from the www.grants.gov website.

Applications must be submitted to Grants.gov on or before 5pm Eastern Time, **May 1, 2012**. Applications submitted after this date and time or submitted via mail service, facsimile or e-mail will not be considered for funding.

Electronic Submission

Applicants must submit applications electronically through www.grants.gov. To submit the application electronically via the www.grants.gov website, there are a number of steps in the registration process that will be required before the application may be submitted. It is very important that users of the grants.gov system familiarize themselves with the requirements for system use. Please be aware that in order to use the grants.gov system, users will need to register online at Grants.gov and obtain both a Data Universal Number (DUNS) and a Central Contractor Registry Number.

When applicants apply through www.grants.gov, they will receive a confirmation notice that the application has been accepted by the system. Applicants must then send an email to notify the FNS Grant Officer that the proposal has been submitted through the www.grants.gov portal and that they have received a confirmation notice from www.grants.gov that the application has been accepted by the system. **It is recommended that you submit the online application at least two weeks before the application deadline in case there are problems with the website.**

Dun and Bradstreet Universal Numbering Systems (DUNS) Number and Central Contractor Registration (CCR)

In order to submit your application via www.grants.gov, you must have obtained a Data Universal Numbering System (DUNS) number, registered in both the Central Contractor Registration (CCR) system, and on Grants.gov. Therefore the applicant is advised to allow ample time to initiate its grants.gov application submission. All applicants must have current CCR status at the time of application submission and throughout the duration of a Federal Award in accordance with 2 CFR Part 25. Please visit the following websites to obtain additional information on how to obtain a DUNS number (www.dnb.com) and register in the CCR Registry (www.bpn.gov/ccr).

Below is additional information that should assist the applicant through this process:

DUNS Number: In order to obtain a DUNS number, if your organization does not have one, or if you are unsure of the number you can contact Dun and Bradstreet via the internet at www.dnb.com or by calling 1-888-814-1435, Monday thru Friday, 8am-9pm ET. There is no fee associated with obtaining a DUNS number.

CCR Registration: Once the DUNS number is assigned the entity must be registered at the Central Contract Registration website via www.bpn.gov/ccr. According to the website, registration usually takes 3-5 business days. This is a free on-line registrant database for the U.S Federal government.

Grants.gov Registration: In order to apply for a grant, your organization must complete the Grants.gov registration process at www.grants.gov/applicants/get_registered.jsp. Generally, the registration process takes between 3-5 business days.

All questions regarding the application and electronic submission notification should be referred to the FNS Grant Officer, Carla Garcia via email at Carla.Garcia@fns.usda.gov.

VIII. WHAT TO INCLUDE IN THE APPLICATION PACKAGE

To be considered complete, the ART Method II Grant application must include all the required documents and information listed in the following sections for the specific type of grant -- Planning or Implementation.

A. Planning Grant Applications

To be considered complete, application packages for ART Method II **Planning** Grants must include all information listed in the following table. Failure to provide any item on the list could result in your application being removed from competition.

Required Documents and Information	Explanation
1. Cover Page	Include <ul style="list-style-type: none"> - Agency Name and Address - Contact Information - Name, address, phone number, email address, and fax number for the NSLP agency staff person(s) responsible for the application; - Brief abstract to summarize proposed Planning grant project (maximum 250 words)
2. Project Proposal Narrative - Appendix D 10-page limit Make sure pages are numbered	For a Planning grant project proposal narrative to be considered complete, applicants must structure and develop their proposal narrative by answering all questions listed in the <i>Appendix D: ART Method II Planning Grant Proposal Template and Instructions</i> . <u>Applicants should address all questions in the order they are listed.</u> The instructions are intended to simplify both the narrative development for applicants and the evaluation process for reviewers.
3. Form SF-424 Application for Federal Assistance	Link to form at http://www.fns.usda.gov/cnd/grants.htm
4. Form SF-424A, Budget Information – Non-Construction Programs	Link to form at http://www.fns.usda.gov/cnd/grants.htm
5. Form SF-424B, Assurances – Non-Construction Programs	Link to form at http://www.fns.usda.gov/cnd/grants.htm
6. Form SF-LLL, Disclosure of Lobbying Activities	Link to form at http://www.fns.usda.gov/cnd/grants.htm

Table 1 – Checklist for Planning Grant Application Package	
Required Documents and Information	Explanation
7. Indirect Cost Rate Agreement	If Indirect Costs are included in the budget, applicants must provide a copy of their agency’s signed Indirect Cost Rate Agreement with a Federal agency.
8. Justification for Sole Source Contracts	If Contractual costs are included in the budget estimate and the contractor is (or will be) acquired without competition, the applicant must provide a justification for a sole source contract.

B. Implementation Grant Applications

To be considered complete, application packages for ART Method II **Implementation** Grants must include all information listed in the following table. Failure to provide any item on the list could result in your application being removed from competition.

Table 2 – Checklist for Implementation Grant Application Package	
Required Documents and Information	Explanation
1. Cover Page	<p>Include</p> <ul style="list-style-type: none"> - Agency Name and Address - Contact Information - Name, address, phone number, email address, and fax number for the NSLP agency administrator and staff person(s) responsible for the application; - Brief abstract to summarize proposed grant project goals, objectives and proposed solution (maximum 250 words)
<p>2. Project Proposal Narrative - Appendix E</p> <p>35-page limit for responses to Questions 1-22</p> <p>Make sure pages are numbered</p>	<p>For an Implementation project proposal narrative to be considered complete, applicants must structure and develop their project proposal by answering all questions in the <i>Appendix E: ART Method II Implementation Grant Proposal Template and Instructions</i>. The template is designed to guide applicants in thinking through all aspects of proposed solutions, with particular emphasis on reducing risks associated with technology related aspects of their proposals prior to the grant award.</p> <p>The content of a proposal submission should align with the questions posed in Appendix E and incorporate all questions <u>in the order listed</u>. If the same response applies to more than one question, you may provide the response in the first question where it applies, and then reference the answer in</p>

Table 2 – Checklist for Implementation Grant Application Package	
Required Documents and Information	Explanation
	<p>later questions. However, be sure that you have provided sufficient information to fully respond to all questions. <u>Applicants should have an entry for every question.</u></p> <p>All questions may not be applicable for projects that do not involve technology developments or improvements. If questions are not applicable, indicate by stating “not applicable.”</p>
3. Form SF-424 Application for Federal Assistance	Link to form at http://www.fns.usda.gov/cnd/grants.htm
4. Form SF-424A, Budget Information – Non-Construction Programs	Link to form at http://www.fns.usda.gov/cnd/grants.htm
5. Form SF-424B, Assurances – Non-Construction Programs	Link to form at http://www.fns.usda.gov/cnd/grants.htm
6. Form SF-LLL, Disclosure of Lobbying Activities	Link to form at http://www.fns.usda.gov/cnd/grants.htm
7. Indirect Cost Rate Agreement	If Indirect Costs are included in the budget, applicants must provide a copy of their agency’s signed Indirect Cost Rate Agreement with a Federal agency.
8. Justification for Sole Source Contracts	If Contractual costs are included in budget estimate and the contractor is (or will be) acquired without competition, the applicant must provide a justification for a sole source contract.

IX. APPLICATION FORMAT

Applications should meet the following formatting guidelines:

- **10-page** maximum length for **Planning** grant narrative response to **Appendix D**;
- **35-page** maximum length for **Implementation** grant narrative response to **Appendix E**;
- Page restrictions apply only to content of the narrative proposals and do not apply to other required forms and supporting documents, such as the SF-424, SF-424A, SF-424B, cover page, indirect cost rate agreement, resumes, letters of support, and assurance forms);
- 8 ½” by 11” paper;
- 12 point Times New Roman or Arial font size (smaller font may be used in tables, charts and graphs as long as they are clearly readable);
- Numbered pages.

X. APPLICATION REVIEW AND GRANT AWARD PROCESS

A. Initial Screening

FNS will screen all applications to ensure they are eligible and fully responsive. Eligible and responsive applications are those that meet the following requirements:

1. Submitted by eligible applicants (see **Section V, Who May Apply**);
2. Submitted on or before the required deadline (see **Section VI, Critical Dates and Award Periods**);
3. Are complete (see **Section VIII, What to Include in the Application Package**); and
4. Are in the required format (see **Section IX, Application Format**).

Ineligible or nonresponsive applications **will be removed from further consideration** for grant funds. Thereafter, FNS will review and consider eligible applications in accordance with the evaluation process described in the following paragraphs.

B. Panel Review

After initial screening, FNS will convene an evaluation panel of FNS staff to consider the merit of each grant application. Each application that passes initial screening will be given to the panel to be evaluated and scored according to how well it addresses each application component. The panel will assign each application a score using the evaluation criteria and weights specified below for each evaluation component.

A. Scoring for Planning Grant Applications:

- **Project Purpose and Impact on Program Integrity** **30 points**
 - The significance of the problem(s) to be addressed is clearly demonstrated and proposed planning activities are appropriate to address the problem(s) identified.
 - The project goals and objectives are in line with the ART Method II Grant focus areas and purpose of the funding described in **Section II, Purpose of Grant Funding**.
 - The planning activities to be completed during the grant period clearly support:
 - Identification of ways to reduce administrative errors in error-prone school districts;
 - Planning for implementation of solutions to improve program integrity, including the areas of application, certification, verification, meal counting and meal claiming.
- **Project Design and Management** **40 points**
 - The project organization, management approach (including staffing, procurement of contractors, communications planning, quality assurance planning, risk management planning, partnering with appropriate stakeholders, tracking timelines, monitoring progress, etc.) indicate that the

applicant has the capacity to manage and execute the planning project successfully to meet the goals of the project.

- The scope and timeline proposed for the project are reasonable and attainable during the Planning grant time frame.

- **Budget Plan** **20 points**

- The total funding amount requested is appropriate for the scope of the project.
- Proposed costs are reasonable, necessary and allocable to carry out the project's goals and objectives.
- The budget includes a line item description for every allowable cost and shows how it supports the project goals.
- Budget calculations and documentation show clearly how the budget components were developed and costs estimated.
- If indirect costs are included, the applicant agency's Indirect Cost Rate Agreement with a Federal agency is provided and the indirect cost rate is applied correctly to allowable direct costs.

- **Sustainability and Transferability** **10 points**

- The proposed planning project is likely to produce outcomes and information that not only will aid the applicant SA in implementing program improvements, but also will produce knowledge that is transferable to other SAs for similar improvement projects.
- The applicant demonstrates that the SA has the capacity to implement program improvements in follow-up to the Planning grant activities, when ART Method II Planning Grant funding ends.

B. Scoring for Implementation Grant Applications:

- **Project Purpose, Goals and Impact on Program Integrity** **30 points**

- The significance of the problem(s) to be addressed is clearly demonstrated and proposed implementation activities are appropriate to address the problem(s) identified.
- The project goals and objectives are in line with the ART Method II Grant focus areas and purpose of the funding described in **Section II, Purpose of Grant Funding**.
- The implementation activities to be completed during the grant period clearly support:
 - Reduction of administrative errors in error-prone school districts;
 - Implementation of viable solutions to improve program integrity, including the areas of application, certification, verification, meal counting and meal claiming.
- The performance measures used to assess success are realistic, measureable and clearly defined.

- **Project Planning, Design and Management** **40 points**

 - The project organization, project management approach (including staffing, procurement of contractors, communications planning, quality assurance planning, risk management planning, system development lifecycle process planning where applicable, partnering with appropriate stakeholders, tracking timelines, measuring performance, monitoring progress, etc.) indicate that the applicant has the capacity to manage and execute the implementation project successfully to meet the goals of the project.
 - The scope and timeline proposed for the project are reasonable and attainable during the Implementation grant time frame.

- **Budget Plan** **20 points**

 - The total funding amount requested is appropriate for the scope of the project;
 - Proposed costs are reasonable, necessary and allocable to carry out the project's goals and objectives;
 - The budget includes a line item description for every estimated cost and shows how it supports the project goals.
 - Budget calculations and documentation show clearly how the budget components were developed and costs estimated.
 - If indirect costs are included, the applicant agency's Indirect Cost Rate Agreement with a Federal agency is provided and the indirect cost rate is applied correctly to allowable direct costs.

- **Sustainability and Transferability** **10 points**

 - The proposed implementation project is likely to produce outcomes and information that not only will aid the applicant SA in accomplishing program improvements, but also will produce knowledge that is transferable to other SAs for similar improvement projects.
 - The applicant demonstrates that the SA has to capacity to implement and sustain the program improvements resulting from the Implementation grant activities after the ART Method II Implementation Grant funding ends.

C. Selection

After evaluation and scoring, grant applications will be arrayed by type (planning or implementation) and by score within the type, starting with the highest score. Applications with the highest scores for each type will be recommended to receive funding. FNS intends to award **up to a total of \$225,000 in Planning grants**. The remaining available funds will be awarded as Implementation grants to the highest scoring Implementation grant applications.

Grantees will be selected on a competitive basis, based on an objective review of their proposals according to the technical evaluation criteria outlined in this request for applications (RFA). A list of all applications deemed eligible for award will be submitted to the Selection Official for a final decision regarding funding. The Selection Official has ultimate authority to decide which applications are approved and funded, and *generally* will adhere to the recommendations made

by the reviewers, provided that funding is available. However, the Selection Official reserves the right to deviate from those recommendations. The Selection Official may take other factors into account when granting awards and/or not awarding a particular award.

Other USDA or FNS priorities the Selection Official may consider include, *but are not limited to*: the innovation demonstrated in an application; agency priorities; and the scores assigned by the technical review panels. The selection official may also determine that, based on their scores, few of the applications are of technical merit. In such a case, FNS may make fewer awards or smaller awards than expected or make no awards. In addition, FNS reserves the option to select one or more lower rated applications in order to achieve a diversity of projects and regional representation.

D. Determination of Award Amounts

As part of the technical review process, FNS will review applicants' budgets to ensure that all costs are reasonable, allowable and applicable. Applications selected and approved for funding with budgets that are realistic, well justified, and supported will likely be funded at the requested amounts. However, FNS reserves the right to fund applications out of rank order to achieve priorities identified earlier; or at lesser amounts if FNS determines that the project can be implemented with less funding; or at lesser amounts if Federal funding is not sufficient to fully fund all applications that merit awards. This is subject to availability of funds. Also, **FNS reserves the right to use this solicitation and competition to award additional grants in future fiscal years should additional funds be made available through future appropriations.**

FNS will review and consider the merit of each grant application and reserves the right to fund only those applications that are able to demonstrate their capability to improve their State's administrative processes and error rates. Additionally, FNS may adjust the amounts requested in the application to ensure that funds are made available at appropriate levels. FNS also reserves the right to suspend or terminate an award for materially failing to perform in accordance with a State application.

XI. ADMINISTRATIVE REQUIREMENTS AND TERMS AND CONDITIONS

A. Administrative Requirements

The grant program will be awarded and administered in accordance with the following Federal and program regulations and the corresponding OMB Circulars.

Government-wide Regulations

- 2 CFR Part 25: "Universal Identifier and Central Locator Contractor Registration"
- 2 CFR Part 170: "Reporting Subaward and Executive Compensation Information"
- 2 CFR Part 175: "Trafficking in Persons: Grants and Cooperative Agreements"
- 2 CFR Part 180: "Government-wide Debarment and Suspension (Non-Procurement)"
- 2 CFR Part 417: "USDA Non-procurement Debarment and Suspension"

USDA Regulations

- 7 CFR Part 3015: Uniform Federal Assistance Requirements implementing OMB directives (OMB Circular A-87, Cost Principles for State, Local and Indian Tribal Governments);
- 7 CFR Part 3016: Uniform Federal Assistance Requirements for Grants and Cooperative Agreements to State and Local Governments;
- 7 CFR Part 3018: Restrictions on Lobbying;
- 7 CFR Part 3021: Government-wide Requirements for Drug-Free Workplace (Financial Assistance);
- 7 CFR Part 3052: (OMB Circular A-133) Audits of States, Local Governments, and Non-Profit Organizations; and
- 7 CFR Part 15: Discrimination; Civil Rights

Confidentiality of an Application

When an application results in an award, it becomes a part of the record of FNS transactions, available to the public upon specific request. Information that the Secretary determines to be of a confidential, privileged, or proprietary nature will be held in confidence to the extent permitted by law. Therefore, any information that the applicant wishes to have considered as confidential, privileged, or proprietary should be clearly marked within the application. The original copy of an application that does not result in an award will not be released to the public.

B. Funding

In addition to the administrative requirements mentioned above, the provisions below will also be a part of the agreement between FNS and the SA.

- Funds authorized cannot be used to replace existing funding (e.g. State Administrative Expense (SAE) funds) earmarked by the SA for administrative review, oversight and training.
- Current expenditures of State and local funds for the operation of school nutrition programs shall not be diminished as a result of receipt of funds to implement administrative review, oversight and training.
- Funds cannot be used to shift existing staff from their normal duties paid with SAE funds to support the grant activities unless the staff that are reassigned are replaced with additional staff in the positions that are vacant.
- Funds must be used for FNS approved ART Method II grant project activities for the purpose of identifying, reviewing, monitoring and training LEAs that have demonstrated a high level of, or a high risk for, administrative error.

C. Assurances and Disclosures

- Applicants must provide assurance that they are neither suspended nor debarred prior to FNS making an award.

- Applicants chosen for award will also be required to ensure that all sub-contractors and sub-grantees are neither excluded nor disqualified under the suspension and debarment rules found at 7 CFR Sec. 3017.300 by doing any **one** of the following:
 - a) Checking the Excluded Parties List System (EPLS) found at www.epls.gov
 - b) Collecting a certification that the entity is neither excluded nor disqualified. Since a Federal certification form is no longer available, the grantee or sub-grantee electing this method must devise its own; and include a clause to this effect in the sub-grant agreement and in any procurement contract expected to equal or exceed \$25,000 awarded by the grantee or a sub-grantee under its grant or sub-grant.

- If chosen, the applicant must also agree to make a good faith effort, on a continuing basis, to (A) maintain a drug-free workplace (including taking specific actions described at 7 CFR Sec. 3021.200 through 3021.230); and (B) identify all workplace locations where work under Federal award will be performed (7 CFR Sec. 3021.200). Since Federal entities will no longer collect a paper certification, this may include the following:
 - a) Notifying all sub-grantees and contractors of the Drug Free Workplace rules,
 - b) Making conforming changes to your internal procedures, directives, training materials, etc., and
 - c) Incorporating the new rules into your sub-grantee monitoring practices.

D. Reporting

All SAs receiving funds for FY 2012 ART Method II Grants are required to submit the following reports in accordance with the deadlines noted:

- 1. Quarterly Financial Reports.** Grantees will be required to submit quarterly SF-425 financial reports and a final SF-425 financial report electronically via the FNS “Food Programs Reporting System” (FPRS). In order to access FPRS, SAs are required to have USDA e-authentication to access FPRS. Further instructions regarding data entry into FPRS, the reporting format and dates will be provided to those receiving awards.

- 2. Quarterly Progress Reports.** The Quarterly Progress Reports must include (**in narrative form**): 1) a brief description of the planned activities for the report period; 2) accomplishments for each activity and completion dates; 3) a description of any deviations from the approved plan—this summary should discuss difficulties encountered and solutions developed; 4) any other unique aspects that would be useful to share; and 5) an overview of plans for the coming quarter. A Progress Report must be submitted quarterly. In addition, a final progress report is due to FNS no later than 90 days following the end of the award period. Completion dates and the process for reporting will be provided to those receiving awards.

XII. CHECKLIST FOR THE APPLICATION PACKAGE

The application package must be submitted through www.grants.gov and include the following required forms:

- Application Template (Appendix D for Planning grants, Appendix E for Implementation Grants);
- Standard Form 424, Application for Federal Assistance;
- Standard Form 424A, Budget Summary
- Standard Form 424B, Assurances – Non Construction Programs;
- Form SF-LLL, Disclosure of Lobbying Activities
- The Indirect Cost Rate Agreement (if applicable)

Application Review Checklist:

All proposals submitted under this RFA must contain the applicable elements as described in this announcement. The application must be submitted electronically through www.grants.gov, by 5:00pm Eastern Time on **May 1, 2012**. The following checklist has been prepared to assist in ensuring that the proposal is complete and in the proper order prior to submission.

- ✓ Read the RFA carefully, usually more than once.
- ✓ Have you obtained a Dun and Bradstreet Data Universal Numbering System (DUNS) number and registered the number into the Central Contractor Registration (CCR) system?
- ✓ Have you prepared and submitted the appropriate forms as shown above
- ✓ RFA CFDA # **10.579**
- ✓ Have you included your contact information: telephone number, fax number, and e-mail address?
- ✓ Have you addressed, met, and considered any program specific requirements or restrictions?
- ✓ Is the project's proposal clearly stated?
 - Does it comply with any format requirements,
 - Does it comply with the page limitation, and
 - Most important does it directly relate to the RFA's objectives and priorities?
 - Don't assume that reviewers know anything about your organization and its work.
- ✓ Have one or more persons, other than the writers, read your proposal? Was it clear to them?
- ✓ Does the proposed project proposal and budget meet the bona fide needs of the RFA?
- ✓ Is the budget summary included?

- Does it agree with the calculations shown on the budget form SF-424A?
- Is the budget in line with the project description?
- ✓ Be sure to submit a timely application into www.grants.gov in order to meet the RFA application deadline.
- ✓ FNS reserves the right to request additional information not clearly addressed.

APPENDIX A: OMB COST PRINCIPLES 2 CFR 225

Link to 2 CFR 225, OMB Cost Principles for State, Local and Tribal Governments:
http://www.whitehouse.gov/sites/default/files/omb/fedreg/2005/083105_a87.pdf

APPENDIX B: SUMMARIES OF ACTIVE ART METHOD II GRANT PROJECTS

Summaries for all awarded ART Method II grant projects are located at the following links on the FNS Child Nutrition Division grant website. FNS has not received applications for planning grants under this funding source, so only implementation grant summaries are published.

2009 ART Method II Grant Summaries:

http://www.fns.usda.gov/cnd/Grants/2009ART_grantsummaries.htm

2011 ART Method II Grant Summaries:

<http://www.fns.usda.gov/cnd/Grants/2011ARTmethod2summaries.htm>

APPENDIX C: PLANNING OR IMPLEMENTATION GRANT BUDGET CHECKLIST

BUDGET CHECKLIST	YES	NO
This budget checklist should be used in the development of a grant. NOTE: The proposed project budget must align with the activities outlined in the proposal. FNS reserve the right to request information not clearly addressed in the proposal and or budget.		
PERSONNEL		
Did you include all key employees paid for by this grant under this heading?		
Are employees of the applicant's organization identified by name and position title?		
Did you reflect the current yearly salary as a percentage of time to be devoted to the project?		
For Implementation grants, <u>for each year of the requested grant period</u> , did you include in your budget estimates the following FNS sponsored collaborative activities: 1) the cost of labor for two State project staff to participate in one annual FNS technical assistance meeting lasting two days in Washington, D.C. (costs should be itemized); 2) personnel costs to participate in quarterly technical assistance webinars (generally one hour each); and 3) personnel costs for preparation and participation in annual technical assistance and evaluation State site visits (one day each) and conference calls (approximately 3 per year at one hour each) with FNS contractors and staff.		
FRINGE BENEFITS		
Did you include your organization's fringe benefit amount along with the basis for the computation?		
Did you list the type of fringe benefits to be covered with Federal funds?		
TRAVEL		
Are travel expenses itemized? For example origination/destination points, number and purpose of trips, number of staff traveling, mode of transportation and cost of each trip.		
Are the Attendee Objectives and travel justifications included in the narrative?		
Is the basis for the lodging estimates identified in the budget? For example include excerpt from travel regulations.		
Did you include the cost of travel for 2 State project staff to attend an annual 2-day meeting with FNS in Washington D.C.?		
EQUIPMENT		
Is the need for the equipment justified in the narrative?		
Are the types of equipment, unit costs, and the number of items to be purchased listed in the budget?		
Is the basis for the cost per item or other basis of computation stated in the budget?		
SUPPLIES		
Are the types of supplies, unit costs, and the number of items to be purchased reflected in the budget?		
Is the basis for the costs per item or other basis of computation stated?		

CONTRACTUAL: (FNS reserves the right to request information on all contractual and sub-grant awards associated costs after a contract or sub-grant is awarded.)		
Are the products to be acquired or the professional services to be funded described in the budget?		
Has the justification for the need to contract or subgrant been included in the budget?		
For professional services, are the hours to be devoted to the project and the amounts to be charged to the project clearly stated?		
Is the methodology on how the applicant determined the contractual costs included in the budget?		
Are there sole-source contracts listed under this heading? If so, has sufficient justification been provided in order to approve the use of a single source without competition?		
Do your estimates for contractual costs include your contractor's preparation and participation in FNS onsite State visits for evaluation and technical assistance purposes?		
Consultant Services: All associated costs must be clearly related to the consulting services and the proposal. Details to justify the costs should include: a description of services being considered; an itemized list of all potential direct cost and fees, including labor estimates; number of personnel including related position titles; and specialized qualifications as appropriate.		
OTHER		
For all other line items listed under the "Other" heading, list all items to be covered under this heading along with the methodology on how the applicant derived the costs to be charged to the program.		
INDIRECT COSTS		
Are indirect costs included in the estimated budget? If so, is the amount requested based upon a rate approved by a Federal Agency? If yes, a signed copy of the negotiated rate agreement must be provided along with the application.		

APPENDIX D: ART METHOD II PLANNING GRANT PROPOSAL TEMPLATE AND INSTRUCTIONS

For a Planning grant project proposal narrative to be considered complete, applicants must structure and develop their proposal narrative by answering all questions and addressing all items listed in the following *ART Method II Planning Grant Proposal Template* table that follows. Applicants should address all questions in the order they are listed. The instructions are intended to simplify both the narrative development for applicants and the evaluation process for reviewers.

Important Note: Please check to be sure that all budget estimates contained in the Appendix D narrative responses match the budget estimates entered on the Budget Information Form SF-424A, and the total grant funding requested in Section 18 on the Application for Federal Assistance Form SF-424. Also be sure that the project timeline described in the narrative responses matches the proposed project start and end dates in Section 17 of the SF-424 application form.

Application Packet

The Planning grant application packet must include:

1. Fully completed Appendix D template (or other format), including the cover page with abstract;
2. All required Federal forms: SF-424, SF-424A, SF-424B, and SF-LLL;
3. Signed copy of the applicant agency's approved indirect cost rate agreement with a Federal agency, if indirect costs are included in budget estimates; and
4. Clear justification for any sole source contracts to be funded under the grant.

The application packet, along with all required forms, must be submitted successfully to www.grants.gov and the FNS Grant Officer must receive notification of successful electronic submission **no later than 5:00 p.m. Eastern Time on May 1, 2012.** Electronic or paper applications sent via any other method will not be accepted. All questions regarding the application and notifications regarding electronic submission should be referred to the FNS Grant Officer, Carla Garcia via email at Carla.Garcia@fns.usda.gov or by telephone at (703)305-2760.

**TO BE CONSIDERED FOR FUNDING APPLICATIONS MUST BE RECEIVED BY FNS
VIA WWW.GRANTS.GOV**

NO LATER THAN 5 P.M. EASTERN TIME, MAY 1, 2012

**THE APPLICANT SHOULD NOTIFY THE FNS GRANT OFFICER AT
CARLA.GARCIA@FNS.USDA.GOV THAT THE APPLICATION HAS BEEN ACCEPTED BY THE
GRANTS.GOV SYSTEM**

Cover Page

Agency Name and Address:

Contact Information for Agency Administrator: Name, address, phone number, email address, and fax number for the NSLP agency staff person(s) responsible for the application.

Contact Information for Application, if different than above: Name, address, phone number, email address, and fax number for the NSLP agency staff person(s) responsible for the application.

PROJECT ABSTRACT: Enter brief abstract (250 word limit) describing the State’s proposed Planning grant project:

3. Project Goals and Objectives: Explain what you want to accomplish with the Planning grant. What are the project objectives and what administrative review, training and oversight focus area(s) will you address? Explain how this project will help you reduce administrative errors, improve program performance and ensure NSLP program integrity. Describe the performance measures you will use to assess the success of your project in meeting your goals and objectives.

4. Project Design and Organization. Describe the essential features of the project design, including how you will organize the project to accomplish your goals and objectives.

5. Proposed Grant Activities: Provide a brief description of how you propose to use grant funds to (A) identify the reasons for your State’s administrative error rate *and* (B) determine the most effective ways to improve that rate. Your description must be sufficient to provide a *specific* understanding of your proposed grant activities, and *must* include a high level gap analysis to identify briefly where your agency is now with where you want it to be at the end of your project. The analysis activities that you carry out during your Planning grant period may then include an intensive system or business process analysis to determine what it will take to get you to where you want to be and the most efficient way to get there (i.e., is online training the answer, do you need to develop a new automated process for data collection and monitoring, etc.).

Examples of potential grant activities include, *but are not limited to:*

FY 2012 ART METHOD II PLANNING GRANT PROPOSAL TEMPLATE

- Conducting an internal analysis of your administrative system(s) and processes for training, monitoring, reporting and analyzing LEA performance and operational data. Such an analysis might cover a variety of topics, such as Information Technology (IT) capabilities and deficiencies, ability to identify and target error-prone LEAs for improvement initiatives, policies and procedures governing administrative performance requirements, staffing levels and needs, and inter-agency operations and cooperation;
- Developing business cases by conducting feasibility studies, cost/benefit analyses and detailed gap analyses to support your agency's decision making for selecting technology solutions and proposing an implementation project.
- Hiring a contractor, consultant, or university to conduct such analyses or studies.
- Following completion of research, analyses, and/or studies described above, using the planning activity results to develop an implementation project plan and ART Method II Implementation Grant Application to be submitted for FY 2013 funding consideration.

6. Timeline: Provide your proposed schedule for carrying out the Planning grant activities. At minimum, your timeline must identify significant project milestones, indicate when those milestones will be met, and indicate when the grant activities will be completed. Please note that Planning grants *must* be completed no later than one year after the Planning grant award date.

7. Project Management and Quality Assurance. Describe your approach to managing the project to ensure that project activities are completed on time, within budget and with quality results.

8. Staffing: Identify the staff who will manage the grant. At minimum, you must:

- Identify the employees you will assign to manage the grant. However, if such employees are not currently on your staff, indicate whether you have the resources to hire them and (if so) when you intend to do so.
- For current employees, describe relevant qualifications and experience, and projected roles and responsibilities. For employees not currently on your staff, describe the qualifications and/or experience you will use to identify potential hires.
- Include a discussion or plan on how activities will be fulfilled should key staff leave or be removed.
- Indicate what percentage of each identified employee's time will be spent managing the grant; and
- Indicate the total cost of these staffing levels.

9. Budget: Provide a proposed budget describing appropriate use of Planning grant funds and justifying costs. Proposed costs must be reasonable, necessary and allocable to carry out the project's goals and objectives. The budget must include a line item description for every allowable cost and show how it supports the project goals.

Please use the Budget Checklist provided in **Appendix C** as a guide to ensure you have addressed all budget items. See **Appendix A: OMB Cost Principles 2 CFR 225** to review OMB Circular A-87, which addresses allowable costs.

APPENDIX E: ART METHOD II IMPLEMENTATION GRANT PROPOSAL TEMPLATE AND INSTRUCTIONS

Introduction

For an Implementation project proposal to be considered complete, applicants must structure and develop their project proposal by addressing **all** items in the *FY2012 ART Method II Implementation Grant Proposal Template* that follows. The questions are designed to guide applicants in thinking through all aspects of proposed solutions, with particular emphasis on reducing risks associated with technology related activities, building the project budget, and bringing consistency to the proposal process for evaluation purposes. The responses also establish the foundation for an overall project management plan prior to grant award. This is intended to facilitate moving forward with development of a full project management plan and successful execution of the ART Method II grant project for those State agencies (SAs) whose applications are approved for grant funding.

How to Use the Application Template

Applicants may copy and use the template as it appears, or set up their own format *as long as responses to all items are numbered and addressed in the order listed in the template*. The template contains reminder notes and tips with scenarios and suggestions for the kind of content to include in the proposal when describing the requested elements. If using the template, first read and delete the notes and tips and then insert your response. You may use (and expand as needed) the sample tables throughout or insert your own table format to address specific questions. It is permissible to use the template for some items and your own format for others, as long as all items are numbered and addressed in the order listed. Additional information may be attached to the application narratives as needed. A 35-page limit for the Appendix E response applies to the content of the narrative proposal (responses to questions 1-22) and any attached explanations. The limit does not include other required forms and supporting documents, such as the SF-424, SF-424A, SF-424B, indirect cost agreement, letters of support, and other required Federal forms and assurance statements.

FNS understands that your agency may not have fully addressed every element detailed in the template prior to submission of a grant application. Also, all items in the template may not be applicable for projects that do not involve technology developments or improvements. If an element is not addressed in your application proposal, your application should explain why.

Applications must have an entry for every item. For each element of the guidance document, please do one of the following: (1) respond to the element; (2) state this element will be addressed if the SA is awarded a grant; (3) state that this element is not applicable and why; or (4) if there is duplication with a previous answer(s), explain that the answer is included in the response to a previous item and give the referenced item and response number. For example, you may combine your response to items 7 and 8 as the answer to item 7; then enter “See response to #7” as your response to item 8. However, be sure that you have provided sufficient information to fully respond to both items.

Sample worksheets for building the budget (personnel, travel, equipment related requests, etc.) are included as part of the template. **FNS encourages your agency to replicate the worksheets in**

your proposal if you find them to be a helpful model for your agency. Applicants are not required to use the worksheet formats displayed in this document. Again, however, applicants should provide all information requested in the sample worksheets, in addition to other narrative information to explain estimates and calculations. Please use the Budget Checklist provided in **Appendix C** as an additional guide to ensure you have addressed all budget items. See **Appendix A: OMB Cost Principles 2 CFR 225** to review OMB Circular A-87, which addresses allowable costs.

Important Note: Please check to be sure that all budget estimates contained in the Appendix E narrative responses match the budget estimates entered on the Budget Information Form SF-424A, and the total grant funding requested in Section 18 on the Application for Federal Assistance Form SF-424. Also be sure that the project timeline described in the narrative responses matches the proposed project start and end dates in Section 17 of the SF-424 application form.

Application Packet

The Implementation grant application packet must include:

1. Fully completed Appendix E template (or other format), including the cover page with abstract;
2. All required Federal forms: SF-424, SF-424A, SF-424B, and SF-LLL;
3. Signed copy of the applicant agency's approved indirect cost rate agreement with a Federal agency, if indirect costs are included in budget estimates; and
4. Clear justification for any sole source contracts to be funded under the grant.

The application packet, along with all required forms, must be submitted successfully to www.grants.gov and the FNS Grant Officer must receive notification of successful electronic submission **no later than 5:00 p.m. Eastern Time on May 1, 2012.** Electronic or paper applications sent via any other method will not be accepted. All questions regarding the application and notifications regarding electronic submission should be referred to the FNS Grant Officer, Carla Garcia via email at Carla.Garcia@fns.usda.gov or by telephone at (703)305-2760.

**TO BE CONSIDERED FOR FUNDING
APPLICATIONS MUST BE RECEIVED BY FNS**

VIA WWW.GRANTS.GOV

NO LATER THAN 5 P.M. EASTERN TIME, MAY 1, 2012

**THE APPLICANT SHOULD NOTIFY THE FNS GRANT OFFICER AT CARLA.GARCIA@FNS.USDA.GOV
THAT THE APPLICATION HAS BEEN ACCEPTED BY THE GRANTS.GOV SYSTEM.**

FY 2012 ART METHOD II IMPLEMENTATION GRANT PROPOSAL TEMPLATE

COVER PAGE

Agency Name and Address:

Contact Information for Agency Administrator: Name, address, phone number, email address, and fax number for the NSLP agency staff person(s) responsible for the application.

Contact Information for Application, if different than above: Name, address, phone number, email address, and fax number for the NSLP agency staff person(s) responsible for the application.

COMPLIANCE WITH ART METHOD II GRANT PURPOSES

The purpose of this grant funding is to decrease administrative errors in those local educational agencies and schools identified by State agencies (SAs) as having problems or where problems are likely to arise. SAs should focus on one or more of the following three areas. *Mark all that apply to your SA's ART Method II Grant application:*

- Training of local educational agency (LEA) administrative personnel in application, certification, verification, meal counting and meal claiming procedures. Training may include internet-based training sessions.
- Oversight and training activities focused on the nutritional quality of school meals.
- Technology improvements which demonstrate an ability to address administrative errors through the use of targeted monitoring and increased training in error-prone LEAs. States choosing this option must clearly demonstrate how the proposed technology can be used to implement State-level activities, specifically review and training activities associated with error prone LEAs.

PROJECT ABSTRACT: Enter brief abstract (250 word limit) describing the State's project goals, objectives and proposed solution(s). *(Note: If your application is approved, this abstract will be posted on the FNS website to inform other States about your project:*

PROJECT PURPOSE, GOALS AND IMPACT ON PROGRAM INTEGRITY

1. PROJECT OVERVIEW AND BACKGROUND: Provide a brief description of the FNS school meals programs operating in your state and an overview summarizing your SA’s challenges in reducing errors in administering these programs at the LEA level. Describe where gaps exist in program operations, training and oversight (systems, data, training resources, etc.) and how the grant funding will allow the SA to address these challenges to improve program integrity.

[Tip: Explain the situation or factor(s) (number, size, location of LEAs; relevant IT processes; policies and procedures; staffing, etc.) that impact your SA’s ability to identify, reduce, and prevent errors in administering school meals programs at the LEA level. Explain current processes and where there are weaknesses or missing pieces that would assist the SA in identifying and working with error prone or at-risk LEAs]

2. PROJECT PURPOSE, GOALS AND PERFORMANCE: Summarize the project goals, objectives and proposed solution(s) that will address the gaps identified in #1. For each project goal, describe the performance measures that will be used to evaluate the outcomes of your project activities to determine whether your project is successful in meeting your goals and objectives.

[Tip: Explain what your agency expects to accomplish through the proposed project (e.g., reducing data errors, identifying error-prone LEAs, improving accuracy in application and claiming processes) and explain the proposed solution(s) that will help your project team accomplish your goals (e.g., developing a system interface to improve the quality assurance of incoming data reports from LEAs, developing online training on applications, certification and verification, counting and claiming). Then define what “success” looks like, once the gaps have been fully identified and solutions proposed in the grant application have been implemented. Explain how the SA will measure success and be able to demonstrate whether the purposes of the ART II grants has been met (e.g. what is the SA now able to do/offer/analyze, etc. that it couldn’t before? What is impacted as a result of this? How will you measure that the information now available is helping to reduce the number of errors in error prone or high risk LEAs?) Note: specific measures related to tracking progress of the grant project itself are to be reported in the Project Schedule and Risk Management Sections found later in Appendix E.]

Sample Table: Project Goals, Objectives, Solutions and Performance Measure

Sample Table: Project Goals, Objectives, Solutions and Performance Measure	
Project Goal 1:	
Objectives	Proposed Solutions
A.	
B.	
Project Goal 1 Performance Measures:	
Project Goal 2:	
Objectives	Proposed Solutions
A.	
B.	
Project Goal 2 Performance Measures:	

PROJECT PLANNING, DESIGN AND MANAGEMENT

3. PARTNERS AND STAKEHOLDERS

- a) **Identify the *internal entities (offices within your agency) and external entities (LEAs, other experts or key partners, other government agencies) the SA engaged in planning a solution(s) and developing this grant proposal. Explain briefly the role each played during your project planning and solution development processes and the steps taken to ensure the proposed project solutions will be compatible with other State government and LEA business processes.***

[Tip: Review your proposed solution(s) and list all of the offices within your organization that need to collaborate with your team to achieve project success according to the established time and budget requirements. These are the offices you have contacted (or will contact) concerning integration of the project with their business processes. You should work with internal offices such as IT, Finance, Acquisition, Human Resources, Communications, and/or any other applicable internal or external offices such as the LEA or point of sale vendors used by the LEA to understand how initiatives (e.g., enhancing an IT solution, providing end-user training) will impact current systems, financial planning and payment processes, and internal training policies.]

- b) **Identify the required partners (internal and external agencies, stakeholder groups, etc.) or vendors that will work with your SA to successfully complete the project. Explain their roles in the project and steps you have taken to ensure their commitment and availability to partner with your agency in carrying out the proposed implementation activities and sustaining the solutions following implementation, as applicable.**

*[Tip: Consider those internal and external offices, organizations, and vendors whose assistance or contributions may directly impact the success of the project, including progress toward meeting key project milestones, deliverables, and staying on schedule. Name the partners, and indicate how the collaboration between the project team and partners will strengthen your agency's project proposal application and their role if any with ongoing implementation once the project is fully completed. Letters of support or partnership are not required; however, they may demonstrate a well supported project plan. Letters of support will **not** count in the 35-page limit for the narrative proposal.]*

To avoid duplication, a table such as the following may be used to list the internal and external entities described in 3a and 3b combined.

Sample Table: Internal and External Entities Involved with Project Planning and/or Implementation

Organization and Contact Name	Brief Description of Connection to Project in <u>Planning/Solution Development</u> and/or <u>Implementation</u>	Check Phase	
		3a Planning	3b Implem
1			
2			

4. **TIMELINE: List the proposed ART project timeline for each key phase of the project, including major milestones and deliverables, with estimated start and end dates for each. Assume a start date no earlier than 90 days from the Request for Applications due date.**

[Tip: Describe how long each phase of your project will take and include the key milestones and deliverables mapped to each phase. For example, provide a timeline with milestone information for: each phase of the project and major task areas necessary for accomplishing a solution; Launch period for each solution; Implementation period for each solution; Operations period for each applicable solution and major task areas necessary for

accomplishing a solution; Major benchmark and deliverable dates; and Anticipated project completion date. Applicants need to demonstrate a realistic approach to planning the project timeline. A project timeline will help reduce extension requests. Refer to the Sample Timeline Table below as a sample method to provide timeline details within your proposal.]

Key Phases and Major Tasks	Begin Date	Major Milestones	Target Date	Deliverables	End Date
(Example) ART Project Management	9/01/12	- Assess all required deliverables and assign staff and completion dates to all milestones and deliverables	9/05/12	-Completed Project Plan	9/10/12
		- Risk assessment and recommendations memo based on internal review of project plan and grant requirements	9/10/12	-Completed Risk Management Plan	9/14/12

5. **RISK MANAGEMENT:**

- a) **Identify existing and/or probable project risks. Note: Indicating there are no risks, is not a reasonable approach to the project. All projects involve some risks, (i.e. unexpected change in staff).**

[Tip: To provide information on your project’s risks, your agency and partners should consider the realities of the work involved that are exposed to potential breakdown. Causes of risks may include any of the following, as well as others: a complex timeline, inability to procure an acceptable vendor in time to meet the project timeline, unexpected project costs, use of flawed data, or involvement of a high number of partners that have not traditionally worked together, inadequate requirements for system development, system testing failures, etc. Some risks may be known or assumed in advance, while other risks are seen as potential or probable.]

- b) **Briefly describe how the project will be managed to minimize overall risks. In reference to the risks identified in #5a above, explain what actions the project team and partners will take to reduce the potential negative impacts from those risks. Describe the processes that the SA will implement to monitor, identify and mitigate risks that become known throughout the life of the project, in addition to those identified upfront before the project begins.**

[Tip: Describe how the SA will track and monitor for project risks throughout the project. In describing actions that will be taken to minimize identified and/or probable risk(s), address what actions the agency plans to take to mitigate the risk and reduce the potential for negative outcomes. Give responses specific to the potential risks already identified in #5 a, as well as the processes you will put in place to mitigate risks that surface after the project begins.

6. **PROJECT TRACKING AND QUALITY MANAGEMENT:** Briefly describe how the project will be managed to ensure that project activities are completed on time, within budget and with quality results. Include a description of the method(s) and tools that will be used to track project progress, ensure that project risks are identified and mitigated, and ensure the quality and acceptability of deliverables throughout the project. Indicate the frequency and method(s) that will be used for project monitoring and tracking.

[Tip: Provide information on how often the project schedule will be reviewed and the process for adjusting the schedule; what will be the processes for monitoring budgeted costs; list the tools that will be used to help manage the grant, e.g. Excel to track budget estimates, (forecasts and actual), requirements traceability matrix and review/approval process for key deliverables using Microsoft Project, checklists for compliance with project

requirements. Example explanation, “two project assistants, R. Thompson and J. Smith, will create an Excel tracking sheet tool with key milestones and budget details for every phase central to accomplishing each deliverable. The tool will track the review and approval decision points for each deliverable, including rejection and revision when deliverables do not meet the requirements. Every applicable project accomplishment will be recorded with weekly status updates, after which the project assistants will then load the applicable dates and background information into the tracking sheet tool. At the end of each week the project assistants will produce a report including deadlines that must be met over the next two weeks; milestone dates that have been missed and by how much time; other deadlines that are put at risk due to the unmet milestone(s); and a summary of risks reported back by project staff as vetted by applicable project managers. A process will be in place for all core managers and staff to receive this weekly progress report. The reports will be saved past the period of performance of the grant and corrective project plans will be put in place (by the applicable managers) for milestones and/or deliverables that are delayed by more than 21 days. The Excel tracking sheet tool will be designed and finalized within a week of the project kick-off.”]

7. STAFFING PLAN: Briefly describe the plan for staffing the grant project with the needed personnel, including the process for identifying and hiring or contracting for needed staff. *Note:* Clearly define this section to demonstrate compliance with required assurances at the end of Appendix E and for compliance with all procurement protocols related to contracting for services.

[Tip: Include a copy of the anticipated organizational chart for all grant project staff showing how they report to the agency administrator identified on the cover page. List title and name of project staff if known. Explain if agency staff will be used and/or if staff or contractors will have to be hired. Briefly define the process to be used for hiring and the anticipated timetable.]

8. KEY PERSONNEL: Identify the roles, responsibilities, and level of relevant experience for all project personnel supporting the project at least 20% of the time, or managing key project areas if less than 20% on the project.

- a) As part of this response, list the name(s) and title(s) of individual(s) that will be responsible for: 1) monitoring project scope, tracking schedules/costs/resources, monitoring for quality assurance, and submitting progress reports to FNS; 2) verifying overall goals of the grant have been met; 3) measuring results to determine if the project activities are indeed helping to reduce administrative errors in LEAs; and 4) assuring that the plan for sustainability of the project is implemented.
- b) Identify the funding source (e.g., ART grant, SAE, or other) for each staff person listed. If a staff person assigned to the project is being transferred from another role currently funded by State Administrative Expense (SAE) funds, include an explanation for how the individual’s SAE funded duties will be handled once the ART project begins. *Note: Staff funded directly by the ART Grant (hired directly by the SA or via a contract for services) and staff funded by SAE or other means should all be listed here to fully demonstrate the overall project staffing.*
- c) Indicate whether each identified staff person is a State employee or a contractor.

[Tip: The Sample Personnel Table below will help guide you in providing sufficient staffing information, although additional narrative may be needed to fully respond to a), b) and c) above. Regardless of what format is used, indicate the title of the project role, name of staff (if known), whether or not the person is already on board as an existing State employee or contractor, whether the person is internal to the agency but being transferred from other responsibilities, or if the person is yet to be identified and/or hired. Also show the percent of time the staff person will work on the project throughout the grant period and the source of funding for each person. If a staff member is an existing employee paid for through State Administrative Expense (SAE) funds, but you plan to charge this person to the ART grant, explain how you will replace them on the SAE work previously assigned]

<i>Sample Personnel Staffing Table</i>						
Position Title	Staff Name	Existing, Transfer, or New Hire / State Staff or Contractor	Project Role & Duties	Minimum Level of Direct Experience Required	Percent Time on Project	Funding Source
<i>LEA Coordinator</i>	<i>Mary Andrews</i>	<i>Existing-State Staff</i>	<i>Facilitates applicable project work among LEAs</i>	<i>3 years successful experience in providing similar stakeholder coordination support for CN programs.</i>	<i>50%</i>	<i>ART Grant</i>
<i>Lead Database Analyst</i>	<i>TBD</i>	<i>New Hire-Contractor</i>	<i>Manage development of new databases for business intelligence tools</i>	<i>5 years successful experience in database development and certification in business intelligence design</i>	<i>100%</i>	<i>ART Grant</i>

9. TRAINING - PURPOSE AND CONTENT: Describe the purpose of any training that is central to the project plan scope.

[Tip: Explain why training is needed in the project, including the type of training and the benefits of administering/offering the specified training. Note: Training must be related to new systems developed and/or additional training for administrative reviews or other core purposes related to the ART grant. Training funded with this grant may not supplant other required training.]

10. TRAINING – LOGISTICS: Summarize the training logistics – Type of training (in person, online, other), location and number of sessions, length of sessions, who will deliver the training, the audience for each training event, etc. Note: All costs related to proposed training must be reported in the appropriate budget plan cost category: personnel, travel, supplies, contractual, etc. Training related costs are not reported separately on Budget Form SF-424A.

[Tip: Explain which group of employees (title of individuals) will take the training; whether the training is administered online, by CD-ROM, or is classroom-based; and specify the travel plans (location, travel mode, etc.) required to attend classroom-based training. If using the framework of the sample table, provide additional detail as applicable for your particular project. If your agency prefers not to use this table, it is necessary to provide content within the ART application proposal describing the training logistics.]

<i>Sample Training Logistics Table</i>				
Training name	# Attendees	Participant Description	Location	Travel Requirement
<i>(Example) ABC Training Course</i>	<i>10</i>	<i>LEA Reporting Analysts</i>	<i>Online</i>	<i>None</i>
<i>New Procedures Training</i>	<i>500</i>	<i>School Meals Directors & Managers</i>	<i>5 Regional Locations</i>	<i>2 trainers will travel by car to each of 5 Regions- 5 trips, 1.5 days each with one night's lodging and meals each trip.</i>

11. TECHNOLOGY GAP ANALYSIS: Summarize the gap analysis performed on your current automated processes.

[Tip: Provide goals for the future system processes, and a needs assessment to improve the current state of the existing system. This summary should provide evidence that the agency's internal IT staff validated the gap]

analysis/functionality, and strongly agrees that the technology solution meets the agency's needs and goals stated in the ART project proposal.]

Sample Gap Analysis Table		
End State (Desired)	Current State	Gaps/Action
(Example) SA is able to collect and report the number of free lunches served daily at the site level for each school within each LEA in the State	SA's system collects and reports lunches served monthly at the LEA level, but not daily at the site level.	Require software that will provide capability for collecting and reporting lunches served daily at the site level for each school in each LEA in the State

12. **PROPOSED TECHNOLOGY SOLUTION:**

a) Briefly identify the functional requirements and type of technology solution needed for project completion.

[Tip: Explain the function, capabilities, and/or features of the system that are required for the success of the project. For example, System X needs to support input from end users; System X needs to track the number of free lunches from school Y; System X needs to track the number of reduced lunches from school Y. Include diagrams, charts, or tables for further explanation as needed. In anticipation of this grant, list the hardware/software you have researched as possible candidates to procure: Include hardware/software type and functionality, and identify possible vendors. If there is an upgrade to an existing system, name the hardware/software. In enquiring about items that involve acquisition, FNS reminds agencies that they must comply with all state and federal acquisition regulations.]

b) Summarize the proposed hardware/software configuration.

[Tip: Provide details of the proposed new and/or existing system's design. Include information regarding the type of system, hardware/software's platform, data storage methods, relevant charts, and diagrams.]

c) Explain how the proposed technology solution will fit into your business and organizational needs.

[Tip: Provide details in your agency's proposal that evidences that x, y and z offices have reviewed relevant proposal components and agreed with the feasibility of acquiring such solutions, and on the proposed schedule and cost.]

d) If there is an existing system/software application in place with similar functions, describe the integration plans and its ability to integrate with the existing databases.

[Tip: Explain how your agency or applicable partner offices would integrate the new equipment with the existing system. Provide evidence that the new hardware/software will be able to communicate with the existing system, for example, include verification information from your IT Office describing the integration within the ART project proposal.]

e) If there is a need to migrate or convert data to the new system, describe the process.

[Tip: Explain what procedures are needed to transfer old data into the new system; describe if and how unused data will be archived, discarded, or cleansed.]

f) Describe the test plan for your system/software, including user acceptance testing.

[Tip: Describe how you will verify that your system and/or software is functioning properly; provide the high level functional, data, user and system performance testing procedures; and include the test item, risk issues, and features to be tested complete with proposed test schedule, if available.]

PROJECT BUDGET PLAN

13. PLANS FOR ALLOCATING COSTS: If the ART grant project proposal includes the implementation of an automated system solution that will benefit programs other than the FNS school meals programs (such as developing an automated system that will benefit both the NSLP and other unrelated programs), the SA’s application must clearly describe the cost allocation methodology that will be used to determine the cost share for each program. Only the cost share that can be reasonably allocated to the school meals programs can be charged to the ART Grant funding.

Please describe the SA’s cost allocation methodology, if applicable to this project:

14. STATE PERSONNEL & FRINGE COSTS: Summarize the projected Level of Effort (LOE), inclusive of time and cost, for project staff that are (or will be) hired directly by the SA. Include only personnel costs that will be covered with ART grant funding. If fringe benefits will be charged to the grant, include a list or description clearly identifying what has been included in determining the fringe benefit amount. If listing fringe benefit costs as a % of total salary, clearly show methodology for calculating; or if actual cost is known state as such. Fringe benefit costs should be shown by individual. If no fringe benefit costs will be charged to the grant, explain why.

Note: Staff hired or expected to be hired as part of a Contract for Services are to be included in the Contractual costs section of Appendix E. Do not report contractor staff in this section. Also, if indirect costs will be charged on personnel costs, report the indirect costs charged to personnel as part of the Indirect Cost Section, later in Appendix E.

[Tip: Describe how the LOE was calculated for staff hours and labor costs to complete project work. The Personnel Cost Breakdown Table will assist in determining Total Cost of Project Personnel to be supported by the grant funding. If using the framework of the sample table, provide additional detail as applicable for your particular project. If your agency prefers not to use this table, it is necessary to provide content within the ART application proposal describing how LOE estimates were calculated.]

Sample Level of Effort Table					
Quantity	Position Title/Role	Hourly Rate or Annual Salary	Total Hours on ART Project	Direct Personnel Cost to be charged to grant	Fringe Benefit Cost List % of salary or actual cost by individual
(Example) 1	ABC Systems Administrator (2 years on project at 25% time)	\$20/hour	520 hours annually x 2 years = 1040 hours	\$20,800	30% x \$20,800 = \$6,240
(Example) 1	Trainer (1 year on project at 50% time)	\$25/hour	1040 hrs annually x 1 year	\$26,000	30% x \$26,000 = \$7,800
Total Cost of State Personnel supported by ART Grant funding				\$46,800	\$14,040
<i>Report Totals on Form SF-424A as noted</i>				<i>Section B. Line 6a</i>	<i>Section B. Line 6b</i>

Example: The 30% fringe benefit cost, was derived by calculating the projected annual total fringe benefit costs for all full time School Program staff and dividing by total salaries. Fringe benefit costs included are single dental plan coverage, single health insurance coverage, \$50,000 in life insurance, long term disability, worker's compensation, 15 days annual sick leave, and 8 paid holidays.

15. TRAVEL COSTS: Summarize the anticipated travel details and costs for all phases of the ART Grant project. In this section, for each year of the grant period, be sure to include the estimated cost of travel for two State project staff to participate in an annual FNS technical assistance meeting lasting two full days in Washington, D.C., as well as all other travel costs to be charged to the ART grant funding as necessary to accomplish the project. All costs must be itemized and calculations explained.

Important: Travel costs for contractors should be included in their Contract for Services and included in the Contractual costs section (question #18) of Appendix E. Do not report contractor travel costs in this section. As a reminder, grant funding may not be used to support local level expenses. However, funding can support costs associated with a trainer delivering training at the local level. Also, if indirect costs will be charged on travel costs, report the indirect costs charged to travel as part of the Indirect Cost Section later in Appendix E.

[Tip: Include the positions of individuals traveling, the purpose of travel, projected location and mode of travel. The sample Travel Cost Breakdown Table will assist in determining Total Costs for Travel to be supported by the grant funding. Provide sufficient detail within the travel categories to identify if the travel is related to training (noted above), meetings with stakeholders for input, visits for a software demonstration, etc. Only actual travel related costs should be reported here. If using the framework of the sample table, provide additional detail as applicable for your particular project. Applicants may choose to use a different format, but must provide all the requested information.]

Sample Travel Cost Breakdown				
Name(s) or Position(s) Traveling & Purpose	Type of Expense	Quantity	Unit Rate	Line Total
<i>(Example) Trainer traveling to deliver 2 one day regionally based application trainings for LEA staff,</i>	<i>Mode of Travel: Rental of car (unlimited mileage) for 3 days</i>	<i>3 days</i>	<i>\$60/day</i>	<i>\$180</i>
	<i>Meal and/or Per Diem Expenses:</i>	<i>3 days</i>	<i>\$70/day</i>	<i>\$210</i>
	<i>Lodging Expenses:</i>	<i>2 nights</i>	<i>\$100/night</i>	<i>\$200</i>
	<i>Other Travel related expenses:</i>			
Total for Travel				\$
Report Totals on Form SF-424A as noted				Section B. Line 6c

16. HARDWARE/SOFTWARE/EQUIPMENT COSTS: Summarize the estimated cost for all hardware, software, and other equipment, by type and quantity. Costs reported as equipment should be consistent with OMB, State and local policies. Note: if indirect costs will be charged on equipment costs, report the indirect costs charged to equipment, as part of the Indirect Cost Section later in Appendix E.

[Tip: List the hardware/software product and how many items are needed to implement your project proposal.]

Sample Hardware/Software/Equipment Cost Breakdown			
Acquisition Costs	Quantity	Unit/Hourly Rate	Acquisition Cost Total
<i>(Example) Training Laptops</i>	10	\$1,500	\$15,000
<i>(Example) Blade Server (describe)</i>	1	\$10,000	\$10,000
Implementation Costs	Quantity	Unit/Hourly Rate	Implementation Cost Total
<i>(Example) Annual Software licenses (describe)</i>	2	\$3,000	\$6,000
Operation and Maintenance Costs <i>(For during the time period of the grant, that will be charged to the grant)</i>	Quantity	Unit/Hourly Rate	Operation & Maintenance Cost Total
List items			
Other Equipment Costs			
List items			
Equipment (Hardware & Software) Total			\$31,000
Report Totals on Form SF-424A as noted depending on whether it is equipment or Other			Section B. Line 6d or 6h

17. COSTS FOR SUPPLIES: Summarize the estimated cost for all supplies. Costs reported as supplies should be consistent with OMB, State and local policies. Note: if indirect costs will be charged on supply costs, report the indirect costs charged to supplies as part of the Indirect Cost Section later in Appendix E.

[Tip: Include all incidental costs to be charged to the grant.]

Sample Supply Cost Breakdown				
Supply Categories	Purpose	Quantity	Unit Rate	Line Total
<i>(Example) Workbooks for New Procedures Training</i>	<i>Training Manual</i>	<i>500 copies</i>	<i>\$20/copy</i>	<i>\$1,000</i>
Training Related Expenses:				
List items				
General Grant Supply Expenses:				
List items				
Total for Supplies				\$
Report Totals on Form SF-424A as noted				Section B. Line 6e

18. CONTRACTUAL COSTS:

- a) Identify all grant work that will be outsourced to a contractor for completion. List each contract, what services will be provided under each contract, and describe the procurement process the SA will follow to acquire the listed services. If the procurement process will vary for different contracts, describe each process separately. Be sure that all procurement processes are accounted for in the project timeline and milestones. If contractual costs are included in budget estimate and the contractor is (or will be) acquired without competition, the applicant must provide justification for a sole source contract (e.g., State statute or

policy references describing circumstances under which competition is not required).

[Tip: All contracting must be in compliance with the State and Federal procurement policies and regulations. Contracting related to the use of these grant funds will be the same as for all other federal dollars.]

- b) **Summarize the estimated cost for all Contractual costs and explain what work is represented by the cost. (Listing only a total cost is not acceptable. Sufficient detail must be provided to allow FNS to determine how the SA came up with the estimate(s) for any proposed contracts.)**

[Tip: Include all contracted costs to be charged to the grant, such as training consultants, software developers, software hosting services, etc.]

Sample Contractual Cost Breakdown				
Contractual Categories	Purpose	Quantity	Unit Rate	Line Total
(Example) New Procedures Regional Training	Room Rental	5	\$300	\$1,500
Contract with expert to Train the Trainers for SA to conduct Regional New Procedures Training	One time training of trainers	1	\$1,000	\$1,000
Training Related Expenses:				
List items				
System Development Contract:				
List items				
Other Contractual expenses:				
List items				
Total for Contractual Costs				\$
Report Totals on Form SF-424A as noted				Section B. Line 6f.

19. OTHER COSTS: Summarize the estimated cost for all Other costs. Costs reported as Other should be consistent with OMB, State and local policies.

[Tip: Include all incidental/other costs to be charged to the grant that do not belong in another budget category]

Sample Other Cost Breakdown				
Other Categories	Purpose	Quantity	Unit Rate	Line Total
(Example) Printing costs	Registration	10	\$100	\$1,000
Other General Grant Costs (not in other budget categories)				
List items				
Total Other Costs				\$
Report Totals on Form SF-424A as noted				Section B. Line 6h

20. INDIRECT COSTS: If indirect costs are included in the SA's cost estimates, you must submit a copy of your agency's current approved Indirect Cost Rate Agreement (ICRA) with a Federal agency. Only indirect costs that comply with the ICRA will be allowed. Explain what rate was used and to what direct costs it was applied. Show your calculations. Note: be sure all indirect charges included are consistent with the SA's ICRA, including applicability to sub awards and other contracts. Only charge indirect costs to allowable items per the ICRA. (Refer to Appendix A: OMB Cost Principles and the Budget Checklist provided in Appendix C for

guidance.)

[Tip: Explain how the indirect costs were calculated – to what costs the ICRA was applied and the rate that was used. Include a copy of the indirect cost rate agreement and any necessary explanation.]

Sample Indirect Cost Breakdown			
Indirect Cost Rate charged to the Grant as follows:	Indirect Cost Rate	Cost Applied to	Line Total
Example: Personnel Salary Costs	4%	\$20,800	\$832
Personnel Fringe Benefit Costs	4%	\$6,240	\$250
Equipment (items under \$5,000)			
Travel Costs			
Supplies			
Other Direct Costs			
Contract #1 (usually applied to first \$25,000 - see ICRA)			
Contract #2 (usually applied to first \$25,000 - see ICRA)			
Total Indirect Costs			\$
Report Totals on Form SF-424A as noted			Section B. Line 6j

PROJECT SUSTAINABILITY AND TRANSFERABILITY

21. SUSTAINABILITY: Describe the plans to maintain the overall project, system and/or software. Indicate the cost of ongoing maintenance and how the State will fund these costs to keep the system in operation beyond the grant period.

[Tip: If there are ongoing costs associated with the grant purposes after the grant ends, describe how these costs will be covered. If the SA anticipates a need for periodic updates to the project or system, describe how this will be accomplished. Provide information on procedures to sustain the project, system and/or software: Define the support environment, roles and responsibilities, and maintenance activities; monitor the system for continued performance and provide the necessary system modifications; and identify the support environment, including the development, maintenance, and target host environments.]

Ongoing Operation and Maintenance Costs after grant ends (These will not be charged to the grant, but are costs estimates needed for the SA to plan and budget for sustainability of the project)				
	Quantity	Unit/Hourly Rate	Ongoing Operation & Maintenance Cost Total	How costs will be funded
Maintenance contractor	1	\$50.00/hr	200 hrs x \$50 = \$10,000 annually	State IT Funds
Example: Vendor annual maintenance fee for 1 year maintenance contract	1 annually	\$10,000	\$10,000 annually	SAE Funds

22. TRANSFERABILITY: Describe how the proposed implementation project is likely to produce outcomes and information that not only will aid the applicant SA in accomplishing program improvements, but also will produce knowledge that is transferable to other SAs for similar improvement projects.