

# **Maryland Charter School Network**

## **Business/Financial plan**

### **Module III**

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- Foundation Center
- Illinois Charter School Resource Guide
- Maryland Public Charter Schools Model Policy and Resource Guide 8/2003
- The Massachusetts Charter School Handbook
- New Jersey Charter School Application
- Northwest Regional Educational Laboratories



# **Module III.**

## **Business/Financial Plan**

### **Topics**

- A. Preparing a School Budget:  
Cash Flow Projections for  
1 year; 5 year, and 18 Month;
- B. Financial Management – GAAP,  
Policies, Audit;
- C. Development and Fundraising;
- D. Start-up Timeline;
- E. Sub-grant Process;

# **A. Preparing a School Budget:**

**Cash Flow Projections for  
1 year; 5 year, and 18  
Months**

# A Business Plan is a:

- Management tool;
- Fiscal reflection of the vision, mission, and design principles of a school;
- Description of the costs involved in starting the charter school;
- Projection of the school's future finances;
- A reality check—it controls what the school can and cannot do

# Importance of a Budget

## It can be used to:

- Convince prospective funders that the school is a financially viable organization
- Obtain grants or loans
- Anticipate programmatic strengths and weaknesses
- Show how sensitive your projections are to changes in basic assumptions
- Ensure that funds are used as efficiently and effectively as possible



# Income Sources:

- Per-pupil payments (commensurate);
- Grants & contributions;
- Loans;
- Student activities fees



# Expenses Include:

- Salaries & benefits;
- Services and activities;
- Supplies and equipment;
- Marketing and development;
- Physical plant;
- Loan repayments

# Financial Plan Includes:

- Start-up budget
- 1<sup>st</sup> year operating budget
- 3 or 5 year operating budget



# **Start-up (pre-operating from approval to doors open)**

## **Budget Includes:**

- Obtain and prepare facility
- Design program
- Hire staff
- Federal sub-grant
- Per pupil funds beginning -  
When?




# 1<sup>st</sup> Year Operating Budget Includes:

- Yearly expenses
- Yearly revenues




# Long Range Budget:

- Is conservative - make assumptions about inflation, enrollment growth, etc.
- Includes planned new expenditures
- Deficit spending is not unusual first few years, should be reduced as much as possible –
  - Contract for services rather than expand payroll,
  - Weigh desirability of achieving self-sustaining operation against desirability of modifying plans
  - Be creative
- How long will it take to reach full operations?




You **MAY** want to use Uniform Manual Statewide Accounting System (USAS) for budgeting.

USAS is generally used for state agencies and institutions of higher education.




If using USAS,  
the budget must be coded by  
**FUNCTION**  
and  
**OBJECT CODE**  
in accordance with the USAS.

A decorative background on the left side of the slide features a green chalkboard with two pieces of pink chalk and some white chalk markings, including a curved line and an arrow pointing upwards.

A **FUNCTION** is defined as a broad area of programs, sub-programs and activities into which expenditures are classified.

These classifications assist managers by providing the capability of comparing costs by setting up ratios or measures for cost estimation and projection.



An **OBJECT CODE** further identifies the service or commodity obtained as the result of a specific expenditure.

The object dimension is very significant in the accounting system and helps promote fiscal accountability.



The following slides offer a brief description of the most frequently used function and object codes.

For further detail and a complete listing of function and object codes, refer to the USAS User Manual. USAS provides both GAAP (Generally Accepted Accounting Principles) and cash-basis accounting.



## Frequently Used USAS Function Codes\*

\*Please note, this is only a partial list of function codes. See the USAS User Manual for a complete listing.



## **1000: INSTRUCTION:**

Instruction includes the activities directly dealing with the teaching of pupils or the interaction between teacher and pupil.

Teaching may be provided for pupils in a school, in a classroom, in another location, such as in a home or hospital, and through other approved media such as television, radio, computer, telephone and correspondence.



## **2100: SUPPORT SERVICES-- PUPILS:**

Those activities which are designed to assess and improve the well-being of pupils and to supplement the teaching process.

## **2200: SUPPORT SERVICES-- INSTRUCTIONAL STAFF:**

Activities associated with assisting the instructional staff with the content and process of providing learning experiences for pupils.



## **2400: SUPPORT SERVICES --** **ADMINISTRATION:**

Those activities concerned with overall administrative responsibility for a single school, a group of schools, or the entire district.

## **2500: FISCAL SERVICES:**

Those activities concerned with the financial operations of the school district. This function includes budgeting, receiving and disbursing, financial accounting, payroll, inventory control, auditing, and fiscal services rendered by persons in the treasurer's office.



## **2600: SUPPORT SERVICES--** **BUSINESS:**

Those activities concerned with purchasing, receiving, transporting, exchanging and maintaining goods and services for the school district. This is related to the business manager's operational unit as well as internal service area.



## **2700: OPERATION AND MAINTENANCE OF PLANT SERVICES:**

Those activities concerned with keeping the physical plant open, comfortable and safe for use and keeping the grounds, buildings and equipment in an effective working condition and state of repair. This includes activities of maintaining safety in buildings, on the grounds, and in the vicinity of schools.



## **2800: SUPPORT SERVICES - PUPIL TRANSPORTATION:**

Those activities concerned with the conveyance of individuals to and from school, as provided by State law. It includes transportation to school activities and between home and school.

## **2900: SUPPORT SERVICES - CENTRAL:**

Those activities, other than general administration, which support each of the other instructional and supporting services programs, including planning, research, development, evaluation, information staff, statistical, and data processing services.



## **3000: OPERATION OF NON- INSTRUCTIONAL SERVICES:**

Those activities concerned with providing non--instructional services to students, staff or the community.

## **3100: FOOD SERVICE OPERATION(S):**

Those activities concerned with providing food to students and school staff. This service area includes preparing, serving and delivering regular and incidental meals, lunches or snacks in connection with school activities.



## **5000: FACILITIES ACQUISITION AND CONSTRUCTION SERVICES:**

Those activities concerned with acquiring land and buildings, remodeling buildings, constructing buildings and additions to buildings, initially installing or extending service systems and other built-up equipment, and improving sites.



# Frequently Used USAS Object Codes\*

\*Please note, this is only a partial list of object codes. See the USAS User Manual for a complete listing.



## **Object Code 100: PERSONAL SERVICES - EMPLOYEES SALARIES AND WAGES**

Amounts paid to school district employees who hold positions of a permanent nature or who have been hired temporarily, such as substitutes for those in permanent positions. This category includes gross salary for personal services rendered while on the payroll of the school district and payments made to board members as compensation for their personal services.



## **Object Code 200: EMPLOYEES' RETIREMENT AND INSURANCE BENEFITS**

Amounts paid by the school district on behalf of employees. Not included in the gross salary, these amounts are over and above it. Such payments are not paid directly to employees; nevertheless, they are part of a school district's costs of salaries and benefits.

### **Object Code 300: Not Used**



## **Object Code 400: PURCHASED SERVICES**

Amounts paid for personal services rendered by personnel who are not on the payroll of the school district, and other services which the school district may purchase. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided in order to obtain the desired results. Other school districts are included under this definition.



## **Object Code 500: SUPPLIES AND MATERIALS**

Amounts paid for material items of an expendable nature that are consumed, worn out, or deteriorated from use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances.



## **Object Code 600: CAPITAL OUTLAY**

Expenditures for the acquisition of, or additions to, fixed assets. Included are expenditures for land or existing buildings; improvements of grounds; construction of buildings; additions to buildings; remodeling of buildings; initial and additional equipment, furnishings and vehicles.

Equipment listed under object code 600 is the type that would be repaired before it is replaced.



## **Object Code 700: CAPITAL OUTLAY - REPLACEMENT**

Expenditures for replacement of any items covered under the 600 series of Object codes.

## **Object Code 800: OTHER OBJECTS**

Amounts paid for goods and services not otherwise classified above, such as expenditures for the retirement of debt, the payment of interest on debt and the payment of dues and fees.



# Budget Narrative

The budget narrative should support the expenditures identified in the proposed budget and provide enough information to the reviewers to justify the funding requested and how the funds will be used.

There is not a required budget narrative format.



# Budget Narrative

When funds are used to purchase equipment, supplies, or purchased services a precise description needs to be provided.

## Example

*\$2,000 will be used to purchase 100 math textbooks and 100 science textbooks for grades 1-3.*

# Budget Narrative

Another example would be:

*“\$5,000 will be used to purchase 50 Dell desktop computer systems which includes a monitor, scanner, and printer.”*




# Budget Narrative


If the applicant writes \$2,000 for textbooks and \$5,000 for equipment, and includes the statement

*“the funds will be used to offset start-up costs”*

on the budget narrative, insufficient detail is provided.



**Budget narratives need ample information for the reviewers to understand how the funds will be expended.**



NOTE: The following Budget Narrative example is from a NJ Charter School Application developed by Jeffrey Lischin Consulting Services.

It is NOT formatted for MD. It is being provided as a reference because there is not a currently available MD specific model.

## EXPENDITURES -- INSTRUCTION

- Line 43      \$294,000    Salaries of Teachers  
6 F/T classroom teachers (avg. salary \$42,000)  
2 P/T art and music teachers @ \$21,000 each
- Line 44      \$52,700      Other Salaries for Instruction  
Instructional program aid 2 @ \$25,000 = \$50,000  
Substitute Teachers \$90/day x 30 days = \$2,700
- Line 45      \$5,000        Purchased Professional and Technical  
Services Professional development
- Line 46      \$0              Other Purchased Services
- Line 47      \$12,000        General Supplies  
Classroom materials (Tests, chalk, paper, pencils, periodicals,  
etc.)  
120 students @ 100/student = \$12,000
- Line 48      \$36,000        Textbooks  
Textbooks, software, novels and other curricular materials  
120 students @ 300/student
- Line 49      \$6,000        Miscellaneous Expense – Field Trips

## Expenditures -- Administrative

Line 52 200,000 Salaries of Administration  
Executive Director 80,000  
Headmaster 80,000  
Business Administrator (50% of time @ 80,000) = 28,000  
(plus 50% of medical)

Line 53 30,000 Salary of School Secretary  
Secretary 30,000

Line 54 \$157,370 Total Benefit Costs  
F/T Benefits: Health @ \$10,000 per employee x 13 FTE  
= 130,000

All: Unemployment @ 3.00% + Workmen's  
Comp @ 1.35% = 4.35%

629,200 salaries x 4.35% = \$27,370

TPAF(Teachers Pension and Annuity Fund) Social Security and pension costs will be paid by the state on behalf of the charter school; therefore, these expenditures are not in the Budget Summary of the application.

## Expenditures -- Administrative cont'd

Line 55	\$50,000	Purchased Professional/Technical Services (Consultants)
	Payroll	\$5,000
	Audit	\$15,000
	Legal	\$10,000
	Consultant(s)	<u>\$20,000</u>
		\$50,000
-		
Line 56	0	Other Purchased Services
Line 57	8,000	Communications/Telephone
		Leased Telephone System 12 months @ \$350/month =
		\$4,200
		Telephone 12 months @ \$200 /month = \$2,400
		Postage/shipping \$400/year
		High Speed Internet Access \$1,000/year

## Expenditures -- Administrative cont'd

Line 58	4,000	Supplies and Materials
Line 59	5,000	Judgments against the Charter School Insurance Deductible
Line 60	3,000	Interest on Current Loans Interest on Prudential Foundation Loan for Start-up costs.
Line 61	0	Interest for Lease Purchase Agreements
Line 62	0	Mortgage Payments Interest
Line 63	10,000	Miscellaneous Expense Contingency Fund



## EXPENDITURES -- SUPPORT SERVICES cont'd

- Line 70    10,000    Insurance for Property, Liability and Fidelity  
Expenditures for all types of insurance coverage other than fringe benefits for employees and administrative-related insurance, which are reported under Administrative Expenses.
- Line 71    5,000    Supplies and Materials  
Amounts paid for material items relating to support services of an expendable nature that are consumed, worn out or deteriorated by use.
- Line 72    4,000    Transportation - Other than to/ from School  
Transportation for field trips.
- Line 73    0    Non-Mandated Transportation to/from School
- Line 74    18,000    Energy Costs  
12 months at \$1,500/month
- Line 75    0    Miscellaneous Expenditures

## Capital Outlay

**Line 78    30,000    Instructional Equipment**

Classroom furniture – (facility is mostly furnished) \$7,000

Computers with printers 3 per classroom x 6 classrooms =  
18 @ 1,000 = \$18,000

Audio-Visual – Televisions, VCRs, Camcorder, Carts, etc.  
\$5,000

**Line 79    3,600    Non-Instructional Equipment**

Office furniture – (facility is mostly furnished and has all  
administrative technology) \$0

Copy Machine lease at 300 month x 12 months = \$3,600

**Line 80    0    Purchase of Land/Improvements**

**Line 81    0    Lease Purchase Agreements – Principal**


**Line 82    0    Mortgage Payments Principal**

**Line 83    0    Building Purchase other than Lease Purchase  
(Line 83)**

**Line 84    80,000    Miscellaneous Expense (Line 84)**

Repay Prudential Foundation Loan for Start-up Cost. 48





NOTE: The following Cash Flow example is based on the Budget Narrative example previously shown. It is from a NJ Charter School Application developed by Jeffrey Lischin Consulting Services.

It is NOT formatted for MD. It is being provided as a reference because there is not a currently available MD specific model.

## Charter School Cash Flow Statement 2005-2006

<b>Total Administrative Expense</b>	467,370	\$0	\$24,967	\$24,967	\$41,044	\$42,044	\$42,044	\$41,034	\$41,044	\$41,044	\$41,044	\$41,044	\$41,044	\$41,050	\$467,370
<b>Support Services</b>															
Salaries	52,500		\$1,000	\$1,000	\$5,050	\$5,050	\$5,050	\$5,050	\$5,050	\$5,050	\$5,050	\$5,050	\$5,050	\$5,050	\$52,500
Purchased Professional/Technical Services	76,600				\$7,660	\$7,660	\$7,660	\$7,660	\$7,660	\$7,660	\$7,660	\$7,660	\$7,660	\$7,660	\$76,600
Other Purchased Services	0														\$0
Rental of Land and Buildings	84,000		\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$84,000
Insurance for property, liability and fidelity	10,000		\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$837	\$10,000
Supplies and Materials	5,000		\$416	\$416	\$416	\$416	\$416	\$416	\$416	\$416	\$416	\$416	\$416	\$424	\$5,000
Transportation-Other than to/ from school	4,000						\$650			\$650	\$675	\$675	\$675	\$675	\$4,000
Non-mandated Transport- to/ from school	0														\$0
Energy Costs (Heat and Electricity)	18,000		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$18,000
Miscellaneous Expense	0														\$0
<b>Total Support Services Expense</b>	250,100	\$0	\$10,749	\$10,749	\$22,459	\$22,459	\$23,109	\$22,459	\$22,459	\$23,109	\$23,134	\$23,134	\$23,134	\$23,146	\$250,100
<b>Capital Outlay</b>															
Instructional Equipment	30,000	\$0	\$0	\$25,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$0					\$30,000
Noninstructional Equipment	3,600		\$3,600												\$3,600
Purchase of Land/ Improvements	0														\$0
Lease Purchase Agreements- Principal	0														\$0
Mortgage Payments-Interest	0														\$0
Building Purchase other than - Lease Purchase	0														\$0
Miscellaneous Expense		\$80,000	\$0	\$0		\$0									\$80,000
<b>Total Capital Outlay</b>	33,600	\$80,000	\$3,600	\$25,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$0	\$113,600
<b>Total General Fund</b>	\$1,156,770	\$80,000	\$39,316	\$92,716	\$103,173	\$103,173	\$103,823	\$101,163	\$101,173	\$101,823	\$101,848	\$101,848	\$100,848	\$100,866	\$1,236,770
<b>Restricted Expense</b>	0														\$0
<b>Total Expenditures</b>	\$1,156,770	\$80,000	\$39,316	\$92,716	\$103,173	\$103,173	\$103,823	\$101,163	\$101,173	\$101,823	\$101,848	\$101,848	\$100,848	\$100,866	\$1,236,770
Loan Payback	80,000				8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	80,000
<b>Ending Cash Balances</b>	\$80,601	\$0	\$125,599	\$47,798	\$42,379	\$36,960	\$30,891	\$27,482	\$24,063	\$19,994	\$15,900	\$11,806	\$8,713	\$5,601	\$601

# **B. Financial Management**

**GAAP, Policies, Audit**

# Financial Management – GAAP, Policies, Audit

A charter school that manages its own finances needs to establish a comprehensive financial management system.

This system must address all aspects of fiscal management and must also be aligned and integrated with the school's legal, governance, and administrative structures.

At a minimum, such a system will include the following elements:

- A comprehensive set of fiscal management policies, clarifying who has authority over the school's fiscal affairs, internal controls, accounting practices, purchasing, and personnel practices. These policies must be carefully aligned with the school's bylaws, governance structure, administrative staffing arrangements, and appropriate state and federal laws.
- A budget development calendar and budget monitoring system.
- An accounting system, usually consisting of a computer-based accounting package with a chart of accounts customized to the school's needs.
- A system of cutting payroll checks and ensuring that appropriate tax and retirement funds are withheld and forwarded to the appropriate agency – depending upon whether or not the charter school or the district will be handling this function.
- Banking arrangements.
- A contract auditor and audit process.

# Financial Management – GAAP, Policies, Audit

Options to accomplish above:

- Perform financial management “in-house,” by making these matters one of the responsibilities of the school director and/or staff.
- Contract with an “outside” bookkeeper or accountant. There are many bookkeepers and accountants who might be willing, for a fee, to keep the school’s books, prepare necessary reports, and cut payroll.
- Contract with a school district or education finance service agency (e.g., a regional or county office of education or other public education served entity capable of performing these services).

Charter schools are required to provide detailed financial information about their operation, primarily to demonstrate that public funds have been devoted to uses that are faithful to the public trust.

# Financial Management – GAAP, Policies, Audit

Charter schools may be faced with three main financial reporting requirements:


1. Annual report;
2. Pupil and financial end-of-year report;
3. Year-end audit.

# Financial Management – GAAP, Policies, Audit

## 1. Annual Report

The annual report is a vehicle for conveying most, if not all, information by which a charter school is evaluated. An annual report may include:

- A financial statement consisting of the revenue and expenditures for the year just ended; income statement; a balance sheet setting forth the charter school's assets, liabilities, and fund balances; and a cash-flow statement describing the inflows and outflows of dollars
- Projections of income and expenses for the upcoming school year
- Discussion made toward the achievement of the goals of the charter
- Such other information as the board may require in guidelines



# **Financial Management – GAAP, Policies, Audit**

## **2. Pupil and Financial End-of-Year Report**

The intent of the pupil performance report is to provide a multifaceted understanding of student performance at the charter school upon which the charter school's academic performance will be evaluated. Schools have the opportunity to voluntarily provide information on unique alternative assessments. The charter school's attendance rate and percentage of students transferring out of the school may also be included. Alongside this information, it is strongly recommended that the charter clearly outline the financial and operational relationship between the charter school and the sponsor district.

# Financial Management – GAAP, Policies, Audit

## 3. Year-End Audit

An audit should be conducted by a certified public accountant (CPA) for the proceeding state fiscal year following Generally Accepted Accounting Principles and those prescribed by federal rules. There currently exist no clear audit standards for charter schools. (Fortunately, the detailed and cumbersome state audit laws and state controllers auditing guidelines for school districts do not currently apply to many charter schools.)

Establish a monitoring process – determine and develop policy designating a specific person or persons to take on these responsibilities.

# Financial Management – GAAP, Policies, Audit

## Check Signing/Expenditure Authorization/Purchasing

- Develop policies on signing checks, recording transactions, and purchasing
- Designate who will authorize transactions; other transactions and record-keeping may be done by a bookkeeper or a business manager
- Establish a policy concerning expense reimbursement

## Payroll/Accounting Systems

- Establish a sound method for payroll, tax withholdings, and retirement funds
- Perform fiscal management “in-house”
- Contract with an outside bookkeeper or certified public accountant (CPA) to keep the school’s books, reports, and payroll; if funds do not allow this, try contracting with a CPA to at least get started with general guidelines for operating the school’s accounting system
- Contract with a school district to perform the same services (choose one path)
- Establish bank account information and salary schedule policies (unless using the district policy)
- Develop a system of financial reporting

# Financial Management – GAAP, Policies, Audit

## Revenues and Fundraising

- Establish policies related to the allotted public education and fundraising funds
- Know how and where specific funds are to be recorded and dispersed (identify needs)

## Audit

- Some schools establish an audit committee of the board that contracts for and receives the annual audit report; typically, a school is audited annually
- Establish a policy to select an audit firm; some suggest obtaining an audit firm early on in the fiscal year, prior to the audit, in order to fix problematic areas and to establish that you are meeting all requirements

## Other

- Be aware and become familiar with the Generally Accepted Accounting Principles (GAAP). These are established by the Financial Accounting Standards Board (FASB)

# Financial Management – GAAP, Policies, Audit

## Insurance

### Suggested forms of insurance (not exclusive):

- **Property Insurance:** to cover losses sustained by any real or personal property of the school from theft, fire, earthquake, vandalism, and so forth.
- **General Liability Insurance:** to protect the school's assets in the event that it is sued or found liable for some debt or wrong
- **Staff and Directors Errors and Omissions Insurance:** to cover the staff and directors from personal liability during their work at the school
- **Workers Compensation and Unemployment Insurance:** payroll-related insurance as required by any applicable state and federal laws.

# C. Development and Fundraising





# Development and Fundraising

Selling the vision – build relationships – so people will say yes

Determine school need

Identify funding sources to match need

- Maryland Funders

- Foundation Library

Charitable foundations and corporate giving programs give:

- For type of program

- Within community

- To people

Be creative

Don't overlook in-kind donations

## **D. Start-up Timeline**

# Start-up Timeline

Begin with opening and work backward

Assign time frame

Assign to responsible person

Breakdown into benchmark tasks.

# Charter School Opening Work Plan and Time Line

## I. Site Issues

Objective	Time Frame	Lead Person	Comments
Identification of an intermediary site			
Financing secured			
Preliminary inspection made			
Signed lease or purchase agreement			
Issuance/awards of bids for renovation			
Final Inspection and occupancy certificate			
Completion of renovations			
Acquisition of furniture and materials			

# Charter School Opening Work Plan and Time Line

## II. Admissions

Objective	Time Frame	Lead Person	Comments
Hold informational meetings			
Implement recruiting and marketing campaign			
Establish a lottery procedure with impartial picker			
Send admissions letters			
Establish a wait list or repeat lottery if necessary			
Send district an enrollment report			
Confirm acceptances			
Request student records			
Receive student records			

# Charter School Opening Work Plan and Time Line

## III. Staffing

Objective	Time Frame	Lead Person	Comments
Develop hiring policies & procedures			
Develop job descriptions			
Advertise jobs			
Develop contract			
Determine need for staff who are multilingual or representative of the student population			
Hire administrator			
Hire other staff			
Develop professional development plans			
Hold staff orientation			
Develop staff handbook			
Design and implement evaluation of staff			

# Charter School Opening Work Plan and Time Line

## IV. Board Organization and Procedures

Objective	Time Frame	Lead Person	Comments
Develop by-laws			
Develop governance strategy, i.e.:			
<ul style="list-style-type: none"> <li>• Define role of Board members</li> </ul>			
<ul style="list-style-type: none"> <li>• Define relationship of Board and school head</li> </ul>			
<ul style="list-style-type: none"> <li>• Define communication methods</li> </ul>			
<ul style="list-style-type: none"> <li>• Define decision-making processes</li> </ul>			
<ul style="list-style-type: none"> <li>• Approve policies</li> </ul>			
Determine how to keep continuity between founders/board			
Arrange board liability insurance			

# **E. Sub-grant Process**



# Sub-grant Process

- 36 months – 18 months planning and design, 24 months implementation
- Pre-planning – up to \$10,000
- Charter Approval – up to \$50,000
- Charter Contract – up to \$50,000
- 1<sup>st</sup> year implementation – up to \$150,000
- 2<sup>nd</sup> year implementation – up to \$150,000



# Sub-grant Process

**Caution:** IF you submitted application for Federal grant

- Same proposal should fulfill the suggested state RFP guidelines
- Be sure to incorporate reviewers comments
- This is a competitive process

# End Module III

