

## CONTRACT

**Early Learner Provider Engagement Initiative RFP 2013-04**

This Agreement ("Agreement") is effective only upon the execution of a State of Delaware Purchase Order and will end on **December 31**, 2015, by and between the State of Delaware, Department of Education, hereafter referred to as DDOE, and ***Delaware Association for the Education of Young Children***, hereafter referred to as DAEYC.

WHEREAS, DDOE desires to obtain certain services to **collaborate with the Office of Early Learning to engage the state's early learning programs which participate in the Delaware STARS in securing a plan for long term sustainability**; and

WHEREAS, DAEYC desires to provide such services to DDOE on the terms set forth below;

WHEREAS, DDOE and DAEYC represent and warrant that each party has full right, power and authority to enter into and perform under this Agreement;

FOR AND IN CONSIDERATION OF the premises and mutual agreements herein, DDOE and DAEYC agree as follows:

**1. Services.**

1.1 DAEYC shall perform for DDOE the services specified in the Appendices to this Agreement, attached hereto and made a part hereof.

1.2 Any conflict or inconsistency between the provisions of the following documents shall be resolved by giving precedence to such documents in the following order: (a) this Agreement (including any amendments or modifications thereto); (b) DDOE's request for proposals, attached hereto as Appendix F; and (c) DAEYC's response to the request for proposals, attached hereto as Appendix G. The aforementioned documents are specifically incorporated into this Agreement and made a part hereof.

1.3 DDOE may, at any time, by written order, make changes in the scope of this Agreement and in the services or work to be performed. No services for which additional compensation may be charged by DAEYC shall be furnished without the written authorization of DDOE. When DDOE desires any addition or deletion to the deliverables or a change in the Services to be provided under this Agreement, it shall notify DAEYC, who shall then submit to DDOE a "Change Order" for approval authorizing said change. The Change Order shall state whether the change shall cause an alteration in the price or the time required by DAEYC for any aspect of its performance under this Agreement. Pricing of

changes shall be consistent with those established within this Agreement.

1.4 DAEYC will not be required to make changes to its scope of work that result in DAEYC's costs exceeding the current unencumbered budgeted appropriations for the services. Any claim of either party for an adjustment under Section 1 of this Agreement shall be asserted in the manner specified in the writing that authorizes the adjustment.

## **2. Payment for Services and Expenses.**

2.1 The term of the initial contract shall be from the execution of this agreement and a State of Delaware Purchase Order through December 31, 2014.

2.2 DDOE will pay DAEYC for the performance of services described in Appendix A, Statement of Work. The fee will be paid in accordance with the payment schedule attached hereto as part of Appendix B.

2.3 DDOE's obligation to pay DAEYC for the performance of services described in Appendix A, Statement of Work will not exceed the fixed fee amount of \$179,112.80. It is expressly understood that the work defined in the appendices to this Agreement must be completed by DAEYC and it shall be DAEYC's responsibility to ensure that hours and tasks are properly budgeted so that all services are completed for the agreed upon fixed fee. DDOE's total liability for all charges for services that may become due under this Agreement is limited to the total maximum expenditure(s) authorized in DDOE's purchase order(s) to DAEYC.

2.4 DAEYC shall submit monthly invoices to DDOE in sufficient detail to support the services provided during the previous month. DDOE agrees to pay those invoices within thirty (30) days of receipt. In the event DDOE disputes a portion of an invoice, DDOE agrees to pay the undisputed portion of the invoice within thirty (30) days of receipt and to provide DAEYC a detailed statement of DDOE's position on the disputed portion of the invoice within thirty (30) days of receipt. DDOE's failure to pay any amount of an invoice that is not the subject of a good-faith dispute within thirty (30) days of receipt shall entitle DAEYC to charge interest on the overdue portion at no more than 1.0% per month or 12% per annum. All payments should be sent to DAEYC, 2004 Foulk Rd, Suite #6 Wilmington, DE 19810.

2.5 Unless provided otherwise in an Appendix, all expenses incurred in the performance of the services are to be paid by DAEYC. If an Appendix specifically provides for expense reimbursement, DAEYC shall be reimbursed only for reasonable expenses incurred by DAEYC in the performance of the services,

including, but not necessarily limited to, travel and lodging expenses, communications charges, and computer time and supplies.

2.6 DDOE is a sovereign entity, and shall not be liable for the payment of federal, state and local sales, use and excise taxes, including any interest and penalties from any related deficiency, which may become due and payable as a consequence of this Agreement.

2.7 DDOE shall subtract from any payment made to DAEYC all damages, costs and expenses caused by DAEYC's negligence, resulting from or arising out of errors or omissions in DAEYC's work products, which have not been previously paid to DAEYC.

2.8 Invoices shall be submitted to: Office of Early Learning, 820 N. French Street Wilmington, DE 19801.

### **3. Responsibilities of DAEYC.**

3.1 DAEYC shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished by DAEYC, its subcontractors and its and their principals, officers, employees and agents under this Agreement. In performing the specified services, DAEYC shall follow practices consistent with generally accepted professional and technical standards. DAEYC shall be responsible for ensuring that all services, products and deliverables furnished pursuant to this Agreement comply with the standards promulgated by the Department of Technology and Information ("DTI") published at <http://dti.delaware.gov/>, and as modified from time to time by DTI during the term of this Agreement. If any service, product or deliverable furnished pursuant to this Agreement does not conform with DTI standards, DAEYC shall, at its expense and option either (1) replace it with a conforming equivalent or (2) modify it to conform with DTI standards. DAEYC shall be and remain liable in accordance with the terms of this Agreement and applicable law for all damages to DDOE caused by DAEYC's failure to ensure compliance with DTI standards.

3.2 It shall be the duty of the DAEYC to assure that all products of its effort are technically sound and in conformance with all pertinent Federal, State and Local statutes, codes, ordinances, resolutions and other regulations. DAEYC will not produce a work product that violates or infringes on any copyright or patent rights. DAEYC shall, without additional compensation, correct or revise any errors or omissions in its work products.

3.3 Permitted or required approval by DDOE of any products or services furnished by DAEYC shall not in any way relieve DAEYC of responsibility for the professional and technical accuracy and adequacy of its work. DDOE's review, approval, acceptance, or payment for any of DAEYC's services herein shall not be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and DAEYC shall be and remain liable in accordance with the terms of this Agreement and applicable law for all damages to DDOE caused by DAEYC's performance or failure to perform under this Agreement.

3.4 DAEYC shall appoint a Project Manager who will manage the performance of services. All of the services specified by this Agreement shall be performed by the Project Manager, or by DAEYC's associates and employees under the personal supervision of the Project Manager. The positions anticipated include:

Project	Team	Title	% of Project Involvement
		DAEYC Administrator	60%
		Administrative Assistant	20%

3.5 Designation of persons for each position is subject to review and approval by DDOE. Should the staff need to be diverted off the project for what are now unforeseeable circumstances, DAEYC will notify DDOE immediately and work out a transition plan that is acceptable to both parties, as well as agree to an acceptable replacement plan to fill or complete the work assigned to this project staff position. Replacement staff persons are subject to review and approval by DDOE. If DAEYC fails to make a required replacement within 30 days, DDOE may terminate this Agreement for default. Upon receipt of written notice from DDOE that an employee of DAEYC is unsuitable to DDOE for good cause, DAEYC shall remove such employee from the performance of services and substitute in his/her place a suitable employee.

3.6 DAEYC shall furnish to DDOE's designated representative copies of all correspondence to regulatory agencies for review prior to mailing such correspondence.

3.7 DAEYC agrees that its officers and employees will cooperate with DDOE in the performance of services under this Agreement and will be available for consultation with DDOE at such reasonable times with advance notice as to not conflict with their other responsibilities.

3.8 DAEYC has or will retain such employees as it may need to perform the

services required by this Agreement. Such employees shall not be employed by the State of Delaware or any other political subdivision of the State.

3.9 DAEYC will not use DDOE's name, either express or implied, in any of its advertising or sales materials without DDOE's express written consent.

3.10 The rights and remedies of DDOE provided for in this Agreement are in addition to any other rights and remedies provided by law.

#### **4. Time Schedule.**

4.1 A project schedule is included in Appendix A.

4.2 Any delay of services or change in sequence of tasks must be approved in writing by DDOE.

4.3 In the event that DAEYC fails to complete the project or any phase thereof within the time specified in the Contract, or with such additional time as may be granted in writing by DDOE, or fails to prosecute the work, or any separable part thereof, with such diligence as will insure its completion within the time specified in this Agreement or any extensions thereof, DDOE shall suspend the payments scheduled as set forth in Appendix B.

#### **5. State Responsibilities.**

5.1 In connection with DAEYC's provision of the Services, DDOE shall perform those tasks and fulfill those responsibilities specified in the appropriate Appendices.

5.2 DDOE agrees that its officers and employees will cooperate with DAEYC in the performance of services under this Agreement and will be available for consultation with DAEYC at such reasonable times with advance notice as to not conflict with their other responsibilities.

5.3 The services performed by DAEYC under this Agreement shall be subject to review for compliance with the terms of this Agreement by DDOE's designated representatives. DDOE representatives may delegate any or all responsibilities under the Agreement to appropriate staff members, and shall so inform DAEYC by written notice before the effective date of each such delegation.

5.4 The review comments of DDOE's designated representatives may be reported in writing as needed to DAEYC. It is understood that DDOE's

representatives' review comments do not relieve DAEYC from the responsibility for the professional and technical accuracy of all work delivered under this Agreement.

5.5 DDOE shall, without charge, furnish to or make available for examination or use by DAEYC as it may request, any data which DDOE has available, including as examples only and not as a limitation:

- a. Copies of reports, surveys, records, and other pertinent documents;
- b. Copies of previously prepared reports, job specifications, surveys, records, ordinances, codes, regulations, other document, and information related to the services specified by this Agreement.

DAEYC shall return any original data provided by DDOE.

5.6 DDOE shall assist DAEYC in obtaining data on documents from public officers or agencies and from private citizens and business firms whenever such material is necessary for the completion of the services specified by this Agreement.

5.7 DAEYC will not be responsible for accuracy of information or data supplied by DDOE or other sources to the extent such information or data would be relied upon by a reasonably prudent contractor.

5.8 DDOE agrees not to use DAEYC's name, either express or implied, in any of its advertising or sales materials. DAEYC reserves the right to reuse the nonproprietary data and the analysis of industry-related information in its continuing analysis of the industries covered.

## **6. Work Product.**

6.1 All materials, information, documents, and reports, whether finished, unfinished, or draft, developed, prepared, completed, or acquired by DAEYC for DDOE relating to the services to be performed hereunder shall become the property of DDOE and shall be delivered to DDOE's designated representative upon completion or termination of this Agreement, whichever comes first. DAEYC shall not be liable for damages, claims, and losses arising out of any reuse of any work products on any other project conducted by DDOE. DDOE shall have the right to reproduce all documentation supplied pursuant to this Agreement.

6.2 DAEYC retains all title and interest to the data it furnished and/or generated pursuant to this Agreement. Retention of such title and interest does

not conflict with DDOE's rights to the materials, information and documents developed in performing the project. Upon final payment, DDOE shall have a perpetual, nontransferable, non-exclusive paid-up right and license to use, copy, modify and prepare derivative works of all materials in which DAEYC retains title, whether individually by DAEYC or jointly with DDOE. Any and all source code developed in connection with the services provided will be provided to DDOE, and the aforementioned right and license shall apply to source code. The parties will cooperate with each other and execute such other documents as may be reasonably deemed necessary to achieve the objectives of this Section.

6.3 In no event shall DAEYC be precluded from developing for itself, or for others, materials that are competitive with the Deliverables, irrespective of their similarity to the Deliverables. In addition, DAEYC shall be free to use its general knowledge, skills and experience, and any ideas, concepts, know-how, and techniques within the scope of its consulting practice that are used in the course of providing the services.

6.4 Notwithstanding anything to the contrary contained herein or in any attachment hereto, any and all intellectual property or other proprietary data owned by DAEYC prior to the effective date of this Agreement ("Preexisting Information") shall remain the exclusive property of DAEYC even if such Preexisting Information is embedded or otherwise incorporated into materials or products first produced as a result of this Agreement or used to develop such materials or products. DDOE's rights under this section shall not apply to any Preexisting Information or any component thereof regardless of form or media.

## **7. Confidential Information.**

To the extent permissible under 29 *Del. C.* § 10001, et seq., the parties to this Agreement shall preserve in strict confidence any information, reports or documents obtained, assembled or prepared in connection with the performance of this Agreement.

## **8. Warranty.**

8.1 DAEYC warrants that its services will be performed in a good and workmanlike manner. DAEYC agrees to re-perform any work not in compliance with this warranty brought to its attention within a reasonable time after that work is performed.

8.2 Third-party products within the scope of this Agreement are warranted solely under the terms and conditions of the licenses or other agreements by

which such products are governed. With respect to all third-party products and services purchased by DAEYC for DDOE in connection with the provision of the Services, DAEYC shall pass through or assign to DDOE the rights DAEYC obtains from the manufacturers and/or vendors of such products and services (including warranty and indemnification rights), all to the extent that such rights are assignable.

## **9. Indemnification; Limitation of Liability.**

9.1 DAEYC shall indemnify and hold harmless the State, its agents and employees, from any and all liability, suits, actions or claims, together with all reasonable costs and expenses (including attorneys' fees) directly arising out of (A) the negligence or other wrongful conduct of the DAEYC, its agents or employees, or (B) DAEYC's breach of any material provision of this Agreement not cured after due notice and opportunity to cure, provided as to (A) or (B) that (i) DAEYC shall have been notified promptly in writing by DDOE of any notice of such claim; and (ii) DAEYC shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise.

9.2 If DDOE promptly notifies DAEYC in writing of a third party claim against DDOE that any Deliverable infringes a copyright or a trade secret of any third party, DAEYC will defend such claim at its expense and will pay any costs or damages that may be finally awarded against DDOE. DAEYC will not indemnify DDOE, however, if the claim of infringement is caused by (1) DDOE's misuse or modification of the Deliverable; (2) DDOE's failure to use corrections or enhancements made available by DAEYC; (3) DDOE's use of the Deliverable in combination with any product or information not owned or developed by DAEYC; (4) DDOE's distribution, marketing or use for the benefit of third parties of the Deliverable or (5) information, direction, specification or materials provided by Client or any third party. If any Deliverable is, or in DAEYC's opinion is likely to be, held to be infringing, DAEYC shall at its expense and option either (a) procure the right for DDOE to continue using it, (b) replace it with a noninfringing equivalent, (c) modify it to make it noninfringing. The foregoing remedies constitute DDOE's sole and exclusive remedies and DAEYC's entire liability with respect to infringement.

9.3 DDOE agrees that DAEYC' total liability to DDOE for any and all damages whatsoever arising out of or in any way related to this Agreement from any cause, including but not limited to contract liability or DAEYC negligence, errors, omissions, strict liability, breach of contract or breach of warranty shall not, in the aggregate, exceed fees paid to DAEYC.

In no event shall DAEYC be liable for special, indirect, incidental, economic, consequential or punitive damages, including but not limited to lost revenue, lost profits, replacement goods, loss of technology rights or services, loss of data, or interruption or loss of use of software or any portion thereof regardless of the legal theory under which such damages are sought, and even if DAEYC has been advised of the likelihood of such damages.

**10. Employees.**

10.1 DAEYC has and shall retain the right to exercise full control over the employment, direction, compensation and discharge of all persons employed by DAEYC in the performance of the services hereunder; provided, however, that it will, subject to scheduling and staffing considerations, attempt to honor DDOE's request for specific individuals.

10.2 Except as the other party expressly authorizes in writing in advance, neither party shall solicit, offer work to, employ, or contract with, whether as a partner, employee or independent contractor, directly or indirectly, any of the other party's Personnel during their participation in the services or during the twelve (12) months thereafter. For purposes of this Section 10.2, "Personnel" includes any individual or company a party employs as a partner, employee or independent contractor and with which a party comes into direct contact in the course of the services.

10.3 Possession of a Security Clearance, as issued by the Delaware Department of Public Safety, may be required of any employee of DAEYC who will be assigned to this project.

**11. Independent Contractor.**

11.1 It is understood that in the performance of the services herein provided for, DAEYC shall be, and is, an independent contractor, and is not an agent or employee of DDOE and shall furnish such services in its own manner and method except as required by this Agreement. DAEYC shall be solely responsible for, and shall indemnify, defend and save DDOE harmless from all matters relating to the payment of its employees, including compliance with social security, withholding and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever.

11.2 DAEYC acknowledges that DAEYC and any subcontractors, agents or employees employed by DAEYC shall not, under any circumstances, be

considered employees of DDOE, and that they shall not be entitled to any of the benefits or rights afforded employees of DDOE, including, but not limited to, sick leave, vacation leave, holiday pay, Public Employees Retirement System benefits, or health, life, dental, long-term disability or workers' compensation insurance benefits. DDOE will not provide or pay for any liability or medical insurance, retirement contributions or any other benefits for or on behalf of DDOE or any of its officers, employees or other agents.

11.3 DAEYC shall be responsible for providing liability insurance for its personnel.

11.4 As an independent contractor, DAEYC has no authority to bind or commit DDOE. Nothing herein shall be deemed or construed to create a joint venture, partnership, fiduciary or agency relationship between the parties for any purpose.

## **12. Suspension.**

12.1 DDOE may suspend performance by DAEYC under this Agreement for such period of time as DDOE, at its sole discretion, may prescribe by providing written notice to DAEYC at least 30 working days prior to the date on which DDOE wishes to suspend. Upon such suspension, DDOE shall pay DAEYC its compensation, based on the percentage of the project completed and earned until the effective date of suspension, less all previous payments. DAEYC shall not perform further work under this Agreement after the effective date of suspension. DAEYC shall not perform further work under this Agreement after the effective date of suspension until receipt of written notice from DDOE to resume performance.

12.2 In the event DDOE suspends performance by DAEYC for any cause other than the error or omission of the DAEYC, for an aggregate period in excess of 30 days, DAEYC shall be entitled to an equitable adjustment of the compensation payable to DAEYC under this Agreement to reimburse DAEYC for additional costs occasioned as a result of such suspension of performance by DDOE based on appropriated funds and approval by DDOE.

## **13. Termination.**

13.1 This Agreement may be terminated in whole or in part by either party in the event of substantial failure of the other party to fulfill its obligations under this Agreement through no fault of the terminating party; but only after the other party is given:

- a. Not less than 30 calendar days written notice of intent to terminate; and
- b. An opportunity for consultation with the terminating party prior to termination.

13.2 This Agreement may be terminated in whole or in part by DDOE for its convenience, but only after DAEYC is given:

- a. Not less than 30 calendar days written notice of intent to terminate; and
- b. An opportunity for consultation with DDOE prior to termination.

13.3 If termination for default is effected by DDOE, DDOE will pay DAEYC that portion of the compensation which has been earned as of the effective date of termination but:

- a. No amount shall be allowed for anticipated profit on performed or unperformed services or other work, and
- b. Any payment due to DAEYC at the time of termination may be adjusted to the extent of any additional costs occasioned to DDOE by reason of DAEYC's default.
- c. Upon termination for default, DDOE may take over the work and prosecute the same to completion by agreement with another party or otherwise. In the event DAEYC shall cease conducting business, DDOE shall have the right to make an unsolicited offer of employment to any employees of DAEYC assigned to the performance of the Agreement, notwithstanding the provisions of Section 10.2.

13.4 If after termination for failure of DAEYC to fulfill contractual obligations it is determined that DAEYC has not so failed, the termination shall be deemed to have been effected for the convenience of DDOE.

13.5 The rights and remedies of DDOE and DAEYC provided in this section are in addition to any other rights and remedies provided by law or under this Agreement.

13.6 Gratuities.

13.6.1 DDOE may, by written notice to DAEYC, terminate this Agreement if it is found after notice and hearing by DDOE that gratuities (in

the form of entertainment, gifts, or otherwise) were offered or given by DAEYC or any agent or representative of DAEYC to any officer or employee of DDOE with a view toward securing a contract or securing favorable treatment with respect to the awarding or amending or making of any determinations with respect to the performance of this Agreement.

13.6.2 In the event this Agreement is terminated as provided in 13.6.1 hereof, DDOE shall be entitled to pursue the same remedies against DAEYC it could pursue in the event of a breach of this Agreement by DAEYC.

13.6.3 The rights and remedies of DDOE provided in Section 13.6 shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.

#### **14. Severability.**

If any term or provision of this Agreement is found by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.

#### **15. Assignment; Subcontracts.**

15.1 Any attempt by DAEYC to assign or otherwise transfer any interest in this Agreement without the prior written consent of DDOE shall be void. Such consent shall not be unreasonably withheld.

15.2 Services specified by this Agreement shall not be subcontracted by DAEYC, without prior written approval of DDOE.

15.3 Approval by DDOE of DAEYC's request to subcontract or acceptance of or payment for subcontracted work by DDOE shall not in any way relieve DAEYC of responsibility for the professional and technical accuracy and adequacy of the work. All subcontractors shall adhere to all applicable provisions of this Agreement.

15.4 DAEYC shall be and remain liable for all damages to DDOE caused by negligent performance or non-performance of work under this Agreement by DAEYC, its subcontractor or its sub-subcontractor.

15.5 The compensation due shall not be affected by DDOE's approval of the DAEYC's request to subcontract.

**16. Force Majeure.**

Neither party shall be liable for any delays or failures in performance due to circumstances beyond its reasonable control.

**17. Non-Appropriation of Funds.**

17.1 Validity and enforcement of this Agreement is subject to appropriations by the General Assembly of the specific funds necessary for contract performance. Should such funds not be so appropriated DDOE may immediately terminate this Agreement, and absent such action this Agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available, at the end of the last fiscal year for which no appropriation is available or upon the exhaustion of funds.

17.2 Notwithstanding any other provisions of this Agreement, this Agreement shall terminate and DDOE's obligations under it shall be extinguished at the end of the fiscal year in which the State of Delaware fails to appropriate monies for the ensuing fiscal year sufficient for the payment of all amounts which will then become due.

**18. State of Delaware Business License.**

DAEYC and all subcontractors represent that they are properly licensed and authorized to transact business in the State of Delaware as provided in 30 *Del. C.* § 2301.

**19. Complete Agreement.**

19.1 This agreement and its Appendices shall constitute the entire agreement between DDOE and DAEYC with respect to the subject matter of this Agreement and shall not be modified or changed without the express written consent of the parties. The provisions of this agreement supersede all prior oral and written quotations, communications, agreements and understandings of the parties with respect to the subject matter of this Agreement.

19.2 If the scope of any provision of this Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the Agreement shall not thereby fail, but the scope of such provision shall be curtailed only to the extent necessary to conform to the law.

19.3 DAEYC may not order any product requiring a purchase order prior to DDOE's issuance of such order. Each Appendix, except as its terms otherwise expressly provide, shall be a complete statement of its subject matter and shall supplement and modify the terms and conditions of this Agreement for the purposes of that engagement only. No other agreements, representations, warranties or other matters, whether oral or written, shall be deemed to bind the parties hereto with respect to the subject matter hereof.

## **20. Miscellaneous Provisions.**

20.1 In performance of this Agreement, DAEYC shall comply with all applicable federal, state and local laws, ordinances, codes and regulations. DAEYC shall solely bear the costs of permits and other relevant costs required in the performance of this Agreement.

20.2 Neither this Agreement nor any appendix may be modified or amended except by the mutual written agreement of the parties. No waiver of any provision of this Agreement shall be effective unless it is in writing and signed by the party against which it is sought to be enforced.

20.3 The delay or failure by either party to exercise or enforce any of its rights under this Agreement shall not constitute or be deemed a waiver of that party's right thereafter to enforce those rights, nor shall any single or partial exercise of any such right preclude any other or further exercise thereof or the exercise of any other right.

20.4 DAEYC covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. DAEYC further covenants, to its knowledge and ability, that in the performance of said services no person having any such interest shall be employed.

20.5 DAEYC acknowledges that DDOE has an obligation to ensure that public

funds are not used to subsidize private discrimination. DAEYC recognizes that if they refuse to hire or do business with an individual or company due to reasons of race, color, gender, ethnicity, disability, national origin, age, or any other protected status, DDOE may declare DAEYC in breach of the Agreement, terminate the Agreement, and designate DAEYC as non-responsible.

20.6 DAEYC warrants that no person or selling agency has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation of this warranty, DDOE shall have the right to annul this contract without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

20.7 This Agreement was drafted with the joint participation of both parties and shall be construed neither against nor in favor of either, but rather in accordance with the fair meaning thereof.

20.8 DAEYC shall maintain all public records, as defined by 29 *Del. C.* § 502(7), relating to this Agreement and its deliverables for the time and in the manner specified by the Delaware Division of Archives, pursuant to the Delaware Public Records Law, 29 *Del. C.* Ch. 5. During the term of this Agreement, authorized representatives of DDOE may inspect or audit DAEYC's performance and records pertaining to this Agreement at the DAEYC business office during normal business hours.

## **21. Insurance.**

21.1 DAEYC shall maintain the following insurance during the term of this Agreement:

- A. Worker's Compensation and Employer's Liability Insurance in accordance with applicable law, **and**
- B. Comprehensive General Liability - \$1,000,000.00 per person/\$3,000,000 per occurrence, **and**
- C. Medical/Professional Liability - \$1,000,000.00 per person/\$3,000,000 per occurrence; or
- D. Miscellaneous Errors and Omissions - \$1,000,000.00 per person/\$3,000,000 per occurrence, or
- E. Automotive Liability Insurance covering all automotive units used

in the work with limits of not less than \$100,000 each person and \$300,000 each accident as to bodily injury and \$25,000 as to property damage to others.

21.2. DAEYC shall provide forty-five (45) days written notice of cancellation or material change of any policies.

21.3. Before any work is done pursuant to this Agreement, the Certificate of Insurance and/or copies of the insurance policies, referencing the contract number stated herein, shall be filed with the State. The certificate holder is as follows:

Delaware Department of Education  
401 Federal Street, Suite 2  
Dover, DE 19901

21.4. In no event shall the State of Delaware be named as an additional insured on any policy required under this agreement.

**22. Assignment of Antitrust Claims.**

As consideration for the award and execution of this contract by the State, DAEYC hereby grants, conveys, sells, assigns, and transfers to DDOE all of its right, title and interest in and to all known or unknown causes of action it presently has or may now or hereafter acquire under the antitrust laws of the United States and the State of Delaware, relating to the particular goods or services purchased or acquired by the State pursuant to this contract.

**23. Governing Law.**

This Agreement shall be governed by and construed in accordance with the laws of the State of Delaware, except where Federal Law has precedence. DAEYC consents to jurisdiction venue in the State of Delaware.

**24. Notices.**

Any and all notices required by the provisions of this Agreement shall be in writing and shall be mailed, certified or registered mail, return receipt requested. All notices shall be sent to the following addresses:

CONTRACTOR: Delaware Association for the Education of Young Children  
2004 Foulk Rd  
Suite 6

DDOE:

Wilmington, DE 19810  
Karen Field Rogers  
Associate Secretary, Financial Reform & Resource Mgmt.  
Delaware Department of Education  
John G. Townsend Building  
401 Federal Street, Suite 2  
Dover, DE 19901  
Phone No. (302) 735-4040  
Fax No. (302) 739-7768

DOE Certificated Staff coordinating activity:  
Harriet Dichter

Next Page for Signatures.

IN WITNESS THEREOF, the Parties hereto have caused this Agreement to be duly executed as of the date and year first above written.

DAEYC

*Original on File*

Kimberley Podemore  
President

11/21/13

Date

Delaware Department of Education

*Original on File*

Karen Field Rogers  
Associate Secretary, Financial Reform &  
Resource Management

11/8/13

Date

*Original on File*

Initial Finance Director

*Original on File*

Branch Associate Secretary

Date

Initial Work Group  
Director

**Appendix A**  
**Office of Early Learning**  
**Work Plan Format**  
**Delaware Association for the Education of Young Children**  
**January 1, 2014 through December 31, 2015**

**Section I: Purpose**

The Provider Engagement Initiative will be the mechanism to empower early learning programs participating in Delaware Stars for *Early Success* to effectively advocate for themselves and the Delaware Stars system. The Delaware Association for the Education of Young Children (DAEYC) will facilitate opportunities for Delaware Stars (DE Stars) programs to participate in advocacy trainings, build and practice their advocacy skills, reach out to the media, and network with elected officials. The purpose of these opportunities will be creating a pathway for sustaining Delaware Stars. DAEYC will provide opportunities for Delaware Stars staff to engage in this initiative as well. The successful collaboration of Delaware Stars programs and staff is critical to the success of sustaining the Delaware Stars system and the early learning of our children.

(DAEYC) will collaborate with the Office of Early Learning (OEL) to engage the state's early learning programs which participate in DE Stars in securing a plan for long term sustainability. By sustaining Delaware Stars early childhood professionals, Delaware's young children and their families will benefit from continued quality early learning opportunities.

**Section II: Goals**

The Provider Engagement Initiative is aligned with Early Learning Challenge *Goal 2: Expand Number of Stars Programs and High Needs Children in Stars* as well as *Goal 4: Sustain a Thriving Statewide Early Learning System*. As the number of early learning programs participating in DE Stars increases, the opportunity for them to advocate as "one voice" is invaluable. The Delaware Association for the Education of Young Children (DAEYC), the state's largest professional organization for early childhood professionals, has a long history of advocating for early childhood programs and services, as well as for the workforce. As an affiliate of the National Association for the Education of Young Children, DAEYC has access to the expertise of public policy experts at the national level.

In recent years Delaware has been the recipient of state and federal funding designated to create a model early learning system. Delaware has provided a vision of what is possible when there is an alignment of funding and commitment from early childhood professionals, young children and their families and stakeholders. In order to keep this momentum going, Delaware will need to sustain this model early learning system. DE Stars is a critical part of the system and its solid foundation consists of the participating early learning programs.

DAEYC supports the state's early learning system by providing the following programs; T.E.A.C.H. Early Childhood®, CORE, Career Advisement and the Making a Difference Conference, as well as administrative support to the Delaware Early Childhood Council's Provider Advisory Committee. The organization's wide reach to early childhood professionals ensures the goal of the Provider Engagement Initiative; *to educate and engage Delaware Stars programs to effectively advocate for themselves and the Delaware Stars system*, is attainable.

DAEYC will fully engage early learning programs participating in DE Stars by way of outreach/marketing, advocacy training, networking with elected officials, evaluation of strategies and connecting to community and business stakeholders in order to sustain the system.

### **Section III: Effective Dates**

The effective date of this contract is January 1, 2014 through December 31, 2015.

### **Section IV: Narrative Summary of What You Are Proposing to Do and Accomplish**

The Delaware Association for the Education of Young Children (DAEYC) will build on the foundation and work it has already completed to date on the Provider Engagement Initiative. DAEYC has facilitated the Provider Engagement Initiative since June 2013. While gains have been made in outreach and marketing, creating a webpage on the DAEYC website, establishing a Provider Engagement Advisory Committee, writing articles and other printed materials, conducting onsite visits to Delaware Stars programs, presenting information to early childhood associations and networking with business and community partners, much remains to be done. There are still numerous opportunities available to solidify educating and engaging Delaware Stars programs to advocate for themselves and on behalf of the Delaware Stars system.

The DAEYC Administrator ( Provider Engagement Coordinator) is responsible for the overall management of the initiative In addition, our Office Manager provides administrative support .This team is further supported by other DAEYC staff, such as coordinators for T.E.A.C.H. Early Childhood®, CORE, Career Advisement and Making a Difference Conference. DAEYC's staff compliment also includes a T.E.A.C.H. Early Childhood® Counselor and a CORE Administrative Assistant, both of whom are part-time positions. The collective expertise and years of early childhood experience of the DAEYC staff will be beneficial to the Provider Engagement Initiative team.

In 2014, DAEYC will continue its efforts to engage and educate Delaware Stars programs concerning the knowledge and skills necessary to successfully advocate for their programs and the DE Stars system. It is vitally important that DE Stars programs understand their roles in advocating for DE Stars. They must also "buy in" to the importance of sustaining a QRIS (Quality Rating Improvement System) and a recognition of the impact on DE Stars programs and the children and families they serve. DAEYC will collaborate with Delaware Stars Technical Assistants (TAs) to make certain this "message" flows down

to administrators and center staff, family and large family providers. A concerted effort will be made to fully engage the DE Stars programs in school districts throughout the state.

In 2015, DAEYC will evaluate the engagement strategies being used to determine program effectiveness. DAEYC projects most DE Stars providers will take ownership and feel empowered to do early childhood advocacy as part of their short and long-term operational /business plans. DAEYC will continue to support DE Stars programs and TAs with advice and information relative to their engagement in the system.

*Create and Implement an outreach and marketing plan:*

DAEYC has had success in the outreach and marketing of programs such as T.E.A.C.H. Early Childhood®, CORE, Career Advisement and Making a Difference Conference. In addition to the early learning programs participating in DE Stars and the above programs, DAEYC has access to over 200 members who are available for outreach and marketing. This broad base of early childhood professionals will allow DAEYC to “hit the ground running” in outreach and marketing for the Provider Engagement Initiative. DAEYC has a diverse Board with members from the early childhood community as well as public health and other state agencies and is positioned to market this initiative in a variety of ways.

DAEYC will consult the Office of Early Learning (OEL) as materials are developed and distributed. DAEYC’s advocacy page will be expanded to become an even more valued resource to Delaware Stars programs and TAs. Social media ( including Facebook, Twitter) will be more fully engaged as an integral part of the outreach and marketing plan.

The DAEYC Administrator will continue to do presentations to early childhood associations, school district early learning staff and other stakeholders, while continuing on-site DE Star visits. These personal contacts, along with the use of communication technology, should produce effective outreach and marketing strategies.

*Develop articles ( print and online) to support early learning programs participating in Delaware Stars:*

The DAEYC Administrator will write relevant articles for both print and online distribution. A collection of articles will be compiled for easy access as requested by early childhood organizations for newsletters/websites and media venues. Articles will reflect best practices in early childhood education leadership and advocacy and will be approved by the OEL.

In addition, DAEYC will collaborate with OEL and our IT consultants to develop a blog/chat room or newer communication technology to create a flow of information among DE Stars programs, TAs and the DAEYC Administrator. The focus of this information network is to engage and empower the advocacy of DE Stars programs.

*Provide Advocacy Training:*

Professional development is at the core of educating DE Stars programs about advocacy. The DAEYC Administrator will develop advocacy trainings which will be submitted to the Delaware Institute for Excellence in Early Childhood (DIEEC) for their quality assurance process.

Professional development is only one part of the continuum of resources DAEYC is making available to educate DE Stars program staff on the importance of advocacy. There are also webinars and other resources available, at levels appropriate to match the advocacy skills of DE Stars program staff at the various levels of their own professional development.

DAEYC will research national advocacy organizations for possible online training options. Through DAEYC's collaboration with its national office, NAEYC and Child Care Aware® of America's Action Center, further advocacy training will be made available. The Action Center will be a valuable resource in advocating for the sustainability of Delaware Stars.

*Create and maintain an outreach calendar:*

DAEYC will expand the existing outreach calendar located on the DAEYC website/Advocacy page. The outreach calendar will link to other websites such as Delaware Early Childhood Council, OEL's Great Starts, Office of Child Care Licensing, and DIEEC/DE Stars. These linkages will ensure current information is easily accessible to all DE Stars programs.

*Coordinate opportunities for outreach to elected officials:*

Networking with elected officials is crucial to the sustainability of DE Stars. DAEYC will build on current advocacy efforts such as their coordination of the annual Early Childhood Advocacy Day and the knowledge of the DAEYC Board of Directors Public Policy Committee. There is a collective expertise among DAEYC staff and Board members on how to network with elected officials. In addition, the Provider Engagement Advisory Committee will also contribute. This expertise will be advantageous in planning activities/events that bring elected officials and DE Stars programs together.

Some of these networking activities/events will include: statewide legislative breakfasts, brown bag lunches, participation in the annual Early Childhood Advocacy Day, preparing for Joint Finance, Kids Caucus and other committee meetings. Social media will also be used to communicate with elected officials. DAEYC will include key legislative events in the outreach calendar.

It is essential that DE Stars programs be "comfortable" in the networking process. The DAEYC Administrator will nurture DE Stars programs in acquiring the knowledge and skills needed to achieve this goal.

*Provide Media Opportunities:*

The DAEYC Administrator will assist DE Stars programs in how to use the media to showcase their programs. A media contact list, press release template and FAQ's about accessing the media will be made available in print and online.

The DAEYC Administrator will reach out to local and state media staff to explore the possibility of having media information sessions for providers. These sessions will build a relationship between DE Stars programs and the media and confidence to access the media for coverage of their programs.

*Work with OEL and other engagement contractors to build relationships and distribute materials:*

There are many potential engagement partners who can distribute materials related to DE Stars. They include DE Stars leadership /TA's, Office of Child Care Licensing, Purchase of Care, DAEYC Board and members, DEL Teams, Delaware Early Childhood Council, DE Head Start Association, Director and Family Child Care Provider Associations, K-12 LEAs, DE State PTA and Delaware Early Childhood Council Provider Advisory Committee.. DAEYC will explore the idea of creating PETs , Provider Engagement Teams, in each county as a provider point of contact for engagement activities. DAEYC will collaborate with engagement partners to supplement materials that are distributed. DAEYC will act as the single point of contact, in consultation with OEL, for distributing materials.

*Evaluate strategies and revise as needed:*

In administering its other programs, DAEYC has experience in evaluating services such as T.E.A.C.H. Early Childhood®. This expertise will be helpful in designing and implementing an evaluation of the Provider Engagement Initiative. Multiple mechanisms will be employed in the evaluation process including surveys and focus groups. The DAEYC Administrator will collect data (quantitative/ qualitative/anecdotal) in order to provide information on many levels. It is anticipated the evaluation will examine how effective are the engagement strategies, how user-friendly is the technology, and how many DE Stars programs are participating in advocacy trainings.

DAEYC, in consultation with OEL, will use the data to report outcomes and make revisions to engagement strategies as needed. This information will be shared with all essential stakeholders.

*Work with early learning programs and other stakeholders to support sustainability for Delaware Stars:*

DAEYC will continue to identify stakeholders who support the sustainability of DE Stars. The Delaware Early Childhood Council (DECC) Sustainable System Improvement Committee is a partner in creating strategies to sustain DE Stars. Strategies will be used to convey the importance and impact of DE Stars to early learning programs and stakeholders.

DAEYC will educate, inform, advise, and facilitate DE Stars programs connecting with other stakeholders in a joint effort to ensure the sustainability of DE Stars. DAEYC will provide possible opportunities such as DE Stars recognition events and a DE Stars summit in 2015 in conjunction with OEL and DE Stars to build awareness of the importance of DE Stars to our early learning/K-12/business and community.

### Section V: Implementation Plan for Grant Year 2014

For each objective, indicate the goal(s) to which the objective is aligned. Complete a separate table for each of your objectives.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>1. Create and implement an outreach and marketing plan.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Targeted marketing to reach all DE Stars programs and programs not yet in DE Stars. DE Stars database used to ensure updated information in reaching all DE Stars programs. OCCL orientation used to reach new programs not yet in DE Stars. Develop e-newsletter to reach all DE Stars programs.	DAEYC Administrator	January 2014	100% of DE Stars programs contacted to introduce Provider Engagement via email, Facebook, Twitter, etc.  100% of new programs contacted to inform of DE Stars and Provider Engagement via OCCL orientation for new programs.
Expand the Listserv of all DE Stars programs.	DAEYC Administrator	January 2014	A Listserv will provide easy access to all DE Stars programs.
Explore other opportunities such as DAEYC and T.E.A.C.H. Early Childhood® newsletters and Career Advisement communications, OEL e-news to submit articles that will engage providers to	DAEYC Administrator	January 2014	DAEYC Administrator submits articles for DAEYC and T.E.A.C.H. Early Childhood® newsletter, and OEL e-news. Also collaborates with Career Advisement Coordinator to gain access to Career Advisement applicants who are participating in

participate in DE Stars. Articles to include basic advocacy skill building, using stories to engage in advocacy.			DE Stars. Relevant articles from national organizations such as Child Care Aware of America and NAEYC will be shared with DE Stars programs via website and Facebook.
Expand on-site visits to DE Stars programs across the state and attend director, family child care and other relevant association meetings	DAEYC Administrator	2014 grant year	DAEYC Administrator will increase number of statewide DE Stars program visits and early learning association meetings by 30% in 2014 to enlist support and build awareness of the importance of advocating for DE Stars.
Provider Engagement presentations will be presented in multiple venues statewide such as the Making a Difference Conference, OCCL Conference, DE Stars TA meetings, etc.	DAEYC Administrator	January 2014-DE Stars TA meeting  April 2014- Making A Difference Conference	DAEYC Administrator will create a Power Point and talking points to be used in presentations.
Coordinate outreach and marketing with appropriate state and community partners. Provider Engagement outreach and marketing plans will coordinate with other engagement efforts such as OEL's Family Engagement and Del Teams.	DAEYC Administrator	February 2014- Meeting with representatives from community partners is arranged to discuss outreach and marketing of Provider Engagement	DAEYC will coordinate with state and community partners including DIEEC, OCCL, POC, OEL, DEEC, UW, DSEA, Easter Seals, CFF, CACFP programs. DAEYC Administrator will meet with community partners to be informed of their outreach to DE Stars programs.
Create a contest for DE Stars programs to create a logo or tagline for Provider Engagement. Provider incentive /prize for the winning	DAEYC Administrator  DE Stars programs	January 2014	All DE Stars programs will be contacted to submit ideas for logo or tagline for Provider Engagement.

selection. This will encourage consistent messaging and be aligned with DAEYC and OEL logos and taglines.			
Review outreach and marketing plan for effectiveness. Revise as needed.	DAEYC Administrator	August 2014	Secure a variety of outreach and marketing resources to determine what is most effective.

<b>(List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>2. Develop articles ( print and online) to support early learning programs participating in DE Stars.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Develop articles to include: History of Early Childhood Advocacy in DE ( where we've been and where we are going) Legislative process (how bills get passed) Advocacy 101- skill building, Effective Elevator Speech Templates: Fact sheets, "One-Pagers" , Talking Points, Draft Press Release, Draft Letter to the Editor, Op-eds, Draft Q&A, Draft Meeting Invite Letter	DAEYC Administrator (with OEL approval)	Monthly articles will be written and submitted to OEL for approval.	Articles will be available on the DAEYC/Provider Engagement Website as well as in DAEYC , T.E.A.C.H. , OEL newsletters. Target audience is all DE Stars programs.  DE Stars programs will use templates to submit articles about their programs and DE Stars.
Explore other opportunities to	DAEYC Administrator	March 2014- Contacts are made with partner	100% of participating and non participating

distribute articles such as in CACFP communications, OCCL specialist visits, DE Stars TA visits, Career Advisor visits, POC provider meetings, Home Visiting programs ( PATs)		organizations who can distribute articles to DE Stars programs	DE Stars programs receive articles quarterly.
Continue to research best practices in leadership/advocacy by identifying key resources such as NAEYC, Child Care Aware ®of America and other reputable early learning advocacy organizations.	DAEYC Administrator	March 2014-Information on best practices and strategies to be presented to Provider Engagement Advisory Committee.	Strategies and best practices information will assist in developing a plan to educate DE Stars programs in advocacy skills.
Expand the current Provider Engagement webpage on the DAEYC website : <a href="http://www.daeyc.org">www.daeyc.org</a> to include a social media, blog, chat room or other interactive online tool to provide a flow of communication among DE Stars participants and the DAEYC Administrator.	DAEYC Administrator in coordination with DAEYC IT consultant and OEL .	Feb.2014-Implementation of blog, chat room, etc. ( with tracking capability)	Creating a mechanism for DE Stars participants to “talk” to each other will build a strong base of support/advocates for DE Stars.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 4: Sustain early learning system development and service improvements</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>3. Provide Advocacy Training</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be

			successful)
Develop quality assured professional development. Trainings will cover a variety of topics such as Advocacy vs. Lobbying Building a DE Stars Advocacy Network	DAEYC Administrator in consultation with OEL	January 2014- training (quality assured professional development) is developed	Quality assured advocacy training is developed and submitted to DIEEC for approval  Subsequent trainings are submitted for approval.
Deliver quality assured professional development ( training)	DAEYC Administrator	March 2014-Training is advertised in Provider Pursuits April 2014- Training is offered at MADC (Making a Difference Conference) Continuous throughout the grant training is available upon request	Using the DIEEC registration process DAEYC will track the number of participants taking the advocacy training.
Explore on-line, webinar and other advocacy trainings available through quality assured organizations such as NAEYC and Child Care Aware® of America.	DAEYC Administrator	May 2014	Additional resources (on-line trainings, webinars, etc.) can be used to supplement the quality assured professional development and will be shared with DE Stars programs.
Research creating an advocacy Action Center in collaboration with Child Care Aware® of America.	DAEYC Administrator	In progress	Next step is to arrange a webinar with Child Care Aware® of America , DAEYC Administrator, DAEYC Board members and OEL to explore options for an Action Center housed at DAEYC. An Action Center would provide the capability to use social media to reach all DE Stars programs and elected officials with alerts and

			information related to advocating for DE Stars.
Develop information sessions on the following topics: Understanding how to use research and data related to advocacy How to use Power Point, Access webinars, Websites, Google alerts	DAEYC Administrator	March 2014	DAEYC Administrator will use libraries in each county at convenient times for providers for information sessions such as Power Point, Using Webinars and Google Alerts.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>4. Create and maintain an outreach calendar.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Develop the current electronic calendar on the DAEYC website to include monthly advocacy activities such as January- email new legislators	DAEYC Administrator	Monitor calendar monthly to add information/update.	Include early learning events such as professional development, open houses, community/legislative/business events. Include activities for DE Stars programs to do such as have children from the program send a thank you card to elected officials for their support of DE Stars.
Encourage DE Stars programs to send ideas, pictures , etc. to be posted on the calendar. For example, if they are having an elected official visit their	DAEYC Administrator	Monthly requests to DE Stars programs to submit information for the calendar.	DAEYC blog, Facebook, Twitter will be used to request calendar items from DE Stars programs.

program this could be put on the calendar.			
Provide capability to link calendar to other website calendars such as DE Early Childhood Council: <a href="http://decc.delaware.gov/">http://decc.delaware.gov/</a>  OEL: <a href="http://www.greatstartsdelaware.com">www.greatstartsdelaware.com</a>	DAEYC Administrator in coordination with DAEYC IT consultant	January 2014	Create a user-friendly calendar that will help DE Stars programs plan engagement activities and stay informed of engagement events.
Calendar will include WOYC and Provider Appreciation Day and other national early childhood events	DAEYC Administrator	January 2014	Activities to correspond with important dates i.e. WOYC and Provider Appreciation Day will be included on the calendar.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 4: Sustain early learning system development and service improvements</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>5. Coordinate opportunities for outreach to elected official.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Provide information on elected officials by district to DE Stars programs. Develop a map that indicates DE Stars programs by legislative districts.	DAEYC Administrator	January 2014- map is developed	Maps are distribute to all DE Stars programs and respective elected officials with information about Provider Engagement.
Inform elected officials of DE Stars and why it is important to support the Quality Rating and Improvement System(QRIS) Brochure is created specifically for elected	DAEYC Administrator in coordination with OEL	February 2014	Brochure is distributed to elected officials.

officials .			
<p>Arrange statewide visits to DE Stars programs by elected officials.</p> <p>Coordinate media to provide press coverage of visits. Use Youtube for coverage as appropriate.</p>	<p>DE Stars Programs</p> <p>DAEYC Administrator</p>	<p>Grant Year 2014- invitations are sent to all elected officials (legislators) to invite them to the legislative breakfasts, brown bag lunches, meet and greets, and to do on-site visits of DE Stars programs in their districts.</p>	<p>Elected officials are contacted and visits are arranged to DE Stars programs. DE Stars programs and elected officials availability is considered when scheduling visits so visits may occur "outside of the regular business day."</p>
<p>DE Stars programs are engaged in the annual Early Learning Advocacy Day by attending or sending a letter/email to their elected officials.</p>	<p>DE Stars Programs</p> <p>DAEYC Administrator</p> <p>Provider Engagement Advisory Committee</p>	<p>May 7, 2014</p>	<p>25% of DE Stars Programs participate in Advocacy Day by attending or corresponding with their elected officials</p>
<p>Plan DE Stars recognition events in each county to provide the opportunity for elected officials to network with DE Stars staff.</p> <p>Example: DE Stars recognition event at the State Fair</p>	<p>DAEYC Administrator</p> <p>in consultation with OEL</p>	<p>June 2014</p>	<p>Plan one DE Stars recognition event in each county.</p>

<p><b>Goal: (List the goal to which the objective is aligned)</b></p> <p><b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b></p>			
<p><b>Objective: A measurable outcome (What you will accomplish).</b></p> <p><b>6. Provide media opportunities.</b></p>			
<p><b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)</p>	<p><b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the</p>	<p><b>Timeline:</b> Date for completing the work (When deliverables will be met)</p>	<p><b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be</p>

	deliverables.		successful)
Establish a relationship with key media staff such as News Journal, Delaware State News, WDDE (local NPR station) and Community Newspapers to facilitate media coverage of DE Stars.	DAEYC Administrator	June 2014 meetings are arranged with state/local media staff to discuss DE Stars	The media such as News Journal, Delaware State News, WDDE (local NPR station) and Community Newspapers will become knowledgeable about DE Stars .
Inform DE Stars directors on how to access the media to showcase their programs.	DAEYC Administrator	March 2014- information (tip sheet) distributed to directors via email which provides contact names and resources for local and state media outlets.	In addition to email sent to directors, DAEYC advocacy webpage has FAQ's on how to use the media to support their programs.
Provide sample press release for DE Stars programs to use.	DAEYC Administrator	March 2014	Sample press release is added to DAEYC advocacy webpage.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 4: Sustain early learning system development and service improvements</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>7. Work with OEL and other engagement contractors to build relationships and distribute materials.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Monthly OEL meetings to discuss coordination of activities involving DAEYC/community and business leaders/media.	DAEYC Administrator  Provider Engagement Advisory Committee	Monthly meetings	Provider Engagement Advisory Committee assists in selecting representatives from the business, K-12 and the community to engage in advocacy of DE Stars.

Expand the available materials to be distributed to include materials specific to certain audiences such as business community, K-12, elected officials, retail stores ( Target, Kids R Us, Babies R Us)	DAEYC Administrator in consultation with OEL	September 2014	Distribution to specific audiences increases to reach 30% of identified audiences.
Collaborate with other engagement contractors to build relationships and distribute materials. Expand the Advisory Committee to include representatives from Child Watch, United Way, etc.	DAEYC Administrator in coordination with OEL	July 2014	Identify other engagement contractors such as DE Stars leadership /TA's, OCCL, POC, DAEYC Board and members, DEL Teams, DECC, DE Head Start Association, Director and Family Child Care Provider Associations, K-12 LEAs, DE State PTA and coordinate distribution of materials.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>8. Evaluate strategies and revise as needed.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Expand outreach of DE Stars program staff to elicit information regarding successes and challenges in their engagement work.	DAEYC Administrator	May 2014-Initial evaluation is done	Survey monkey (online)/phone/mail surveys are conducted as preliminary evaluation tools.
Research most efficient and user-friendly	DAEYC Administrator in consultation with	June-July 2014	Information obtained regarding evaluation

evaluation tools to facilitate successful response rates.	OEL and DAEYC IT consultant		tools will be presented to OEL and Provider Engagement Advisory committee for approval.
Create database to track evaluation responses.	DAEYC Administrator in coordination with DAEYC IT consultant	September 2014 Data entry of evaluation responses -continuous throughout the grant.	Database is created and evaluation responses are entered into database to use to report results.
Review evaluation responses for revision of engagement strategies as needed.	DAEYC Administrator in consultation with OEL.	August 2014	Regularly scheduled meetings between DAEYC /OEL/Provider Engagement Advisory Committee will include review of evaluation responses.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 4: Sustain early learning system development and service improvements</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>9. Work with early learning programs and other stakeholders to support sustainability for DE Stars.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Identify stakeholders for the sustainability of DE Stars.	DAEYC Administrator in consultation with OEL.	First Provider Engagement Advisory Committee meeting in 2014.	Provider Engagement Advisory Committee assists in identifying stakeholders.
The DE Early Childhood Council ( DECC) Goal 4- Sustainable System Improvement Committee is a partner in creating strategies to sustain DE Stars.	DAEYC Administrator in collaboration with the DECC Goal 4- Sustainable System Improvement Committee.	Regularly scheduled meetings of DECC – Goal 4 Sustainable System Improvement Committee are used to address this issue.	Strategies are identified/ implemented and evaluated for successful outcomes in sustaining DE Stars.
Educate DE Stars program staff and DE Stars TAs in how to	DAEYC Administrator in consultation with OEL.	May 2014	DE Stars program staff builds relationships with stakeholders. DE Stars

<p>engage stakeholders to support sustainability of DE Stars. Create talking points to be used for DE Stars programs and TA's related to supporting the sustainability of DE Stars.</p>			<p>TAs assist DE Stars programs in how to engage stakeholders.  25% of DE Stars programs complete one engagement activity with stakeholders in 2014.</p>
<p>Explore the concept of Provider Engagement Teams (PETs ) as key contacts in each county .</p>	<p>DAEYC Administrator</p>	<p>August 2014- pilot phase of PETs</p>	<p>PETs will allow DE Stars programs to have a provider point of contact in each county.</p>

**Appendix A**  
**Office of Early Learning**  
**Work Plan Format**  
**Delaware Association for the Education of Young Children**  
**January 1, 2015 through December 31, 2015**

**Section V: Implementation Plan for Grant Year 2015**

For each objective, indicate the goal(s) to which the objective is aligned. Complete a separate table for each of your objectives.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>1. Create and implement an outreach and marketing plan.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Research other state's advocacy outreach and marketing plans i.e. Qualistar, Colorado Consult with Child Care Aware of America and NAEYC. Create outreach and marketing plans according to the needs of DE Stars programs.	DAEYC Administrator	January 2015	Identify specific DE Stars program needs and provide materials accordingly. For example: new programs will have different outreach and marketing needs than programs that are at different Star levels.
Provide trainings for DE Stars programs to use outreach and marketing materials to enhance their business/program.	DAEYC Administrator	2015 Grant Year- 3 business information sessions	DAEYC Administrator collaborates with community/business organizations to provide information sessions for DE Stars programs. These sessions (3 in 2015) will focus on how to successfully market your Business/program.

Expand statewide on-site visits to DE Stars programs and attend director, family child care and other relevant association meetings.	DAEYC Administrator	On site visits to occur as needed Association meetings attended quarterly	DAEYC Administrator will increase number of statewide DE Stars program visits and early learning association meetings by 60% in 2015.
Collaborate with DE Stars program directors through the OEL Leadership Initiative to engage them in advocacy of DE Stars. Advocacy training embedded in Leadership Initiative.	DAEYC Administrator in consultation with OEL Leadership Initiative Coordinator	June 2015	Identify DE Stars Directors in the Leadership Program and distribute engagement information to them.
DE Stars programs create Power Point presentations about their programs and DE Stars.	DAEYC Administrator in coordination with DE Stars programs	January 2015	DE Stars programs present Power Point to civic, faith-based, sports clubs , Boys and Girls Scouts
DAEYC uses membership base to promote DE Stars and quality early learning.	DAEYC Administrator  DAEYC Board of Directors	June 2015  DAEYC quarterly newsletter	DAEYC annual meeting includes Provider Engagement presentation  DAEYC quarterly newsletter includes provider engagement information.
Evaluate outreach and marketing plan to determine effectiveness. Evaluation tool to be sent to all DE Stars Programs. Separate survey to be sent to all DE Stars TAs.	DAEYC Administrator in consultation with OEL	March 2015	Survey monkey, phone calls, etc. will be used to obtain feedback from DE Stars programs on the effectiveness of the outreach and marketing plan. Separate survey will be used for DE Stars TAs to obtain input from their perspective. Responses will be entered into a database.

<p>DE Stars Programs create a survey for their families to engage them in advocacy. Survey will identify which parents may have networking abilities to help in sustaining. DAEYC Administrator in coordination with DE Stars programs g DE Stars.</p>	<p>DAEYC Administrator in coordination with DE Stars programs</p>	<p>April 2015</p>	<p>Survey monkey used to families of DE Stars programs.</p>
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**Goal: (List the goal to which the objective is aligned)**

**Goal 2: Expand Number of Stars Programs and High Needs Children in Stars**

**Objective: A measurable outcome (What you will accomplish)**

**2. Develop articles (print and online) to support early learning programs participating in Delaware Stars.**

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Mentor DE Stars programs in writing articles about their programs that will engage stakeholders. These articles will include personal stories of their experience in DE Stars.	DAEYC Administrator (with OEL approval)	Grant Year 2015-	30% of DE Stars programs are mentored and submit articles for distribution in a variety of media venues.
Explore other opportunities to submit articles (print and online) this will include letters to the Editor, Op-eds, feature stories.	DAEYC Administrator (with OEL approval)	February 2015	All Early Learning media venues, Community Newspapers, State and local newspapers, K-12 LEA newsletters , Higher Education media venues are explored as possible opportunities to submit articles (print and online)
Create an infographic to be used for DE Stars provider engagement.	DAEYC Administrator in coordination with DAEYC IT consultant	March 2015	Infographic will be used as an outreach and marketing tool for DE Stars programs .

<p>Monitor and update the online blog/chat room used by DE Stars programs.</p>	<p>DAEYC Administrator in coordination with DAEYC IT consultant and OEL.</p>	<p>Monitoring will occur weekly</p>	<p>Usage of the blog/chat room is monitored for usefulness in providing an option for DE Stars programs to connect with each other.</p> <p>This venue is helpful in sharing ideas and providing information.</p>
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**Goal: (List the goal to which the objective is aligned)**

Goal 4: Sustain early learning system development and service improvements

**Objective: A measurable outcome (What you will accomplish)**

**3. Provide Advocacy Training**

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Expand options for evidence-based quality assured professional development to comply with DE Institute for Excellence in Early Childhood (DIEEC) training categories.	DAEYC Administrator in consultation with OEL	Increase trainings offered by 50% in 2015.	Needs assessment is done in collaboration with DIEEC to determine advocacy training needs.
Explore providing an online quality assured advocacy training for DE Stars programs.	DAEYC Administrator in consultation with OEL	January 2015	Present information on online quality assured advocacy trainings to OEL.
Expand the delivery of quality assured professional development ( training)	DAEYC Administrator	Trainings are delivered quarterly and upon request , statewide and at varying times to accommodate DE Stars programs. Trainings are presented at conferences such as Making a Difference Conference and Office of Child Care Licensing-Business Conference.	Using the DIEEC registration process DAEYC will continue to track the number of participants taking the advocacy training.

<p>A variety of on-line, webinar and other advocacy trainings is available through quality assured organizations such as NAEYC and Child Care Aware® of America , Zero to Three, BUILD, NAFCCP, National Women’s Law Center, Ready Nation, QRIS National Learning Network is created as a resource.</p>	<p>DAEYC Administrator</p>	<p>List of resources is compiled and updated throughout the grant.</p>	<p>Additional resources (on-line trainings, webinars, etc.)will be shared with DE Stars programs and can be used to supplement the quality assured professional development.</p>
<p>Explore the possibility of embedding advocacy skills/information in community based training i.e. TECE 1 &amp; 2 and higher ed courses.</p>	<p>DAEYC Administrator</p>	<p>January 2015</p>	<p>DAEYC Administrator meets with higher ed representatives and OEL staff revising TECE 1 &amp; 2 to discuss how to embed advocacy skills/information in course work.</p>

<p><b>Goal: (List the goal to which the objective is aligned)</b>  <b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b></p>			
<p><b>Objective: A measurable outcome (What you will accomplish)</b>  <b>4. Create and maintain an outreach calendar.</b></p>			
<p><b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)</p>	<p><b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.</p>	<p><b>Timeline:</b> Date for completing the work (When deliverables will be met)</p>	<p><b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)</p>

Outreach calendar can be linked to the Action Center for action alerts and other updated information.	DAEYC Administrator in coordination with DAEYC IT consultant	March 2015	Outreach calendar links Facebook, Twitter, phone apps to provide immediate access to information.
Evaluate effectiveness of outreach calendar in engaging DE Stars programs in advocacy by surveying (survey monkey) DE Stars Programs.	DAEYC Administrator	Update calendar monthly  Evaluate calendar effectiveness annually.	Evaluation will include survey results from DE Stars programs and TAs to determine effectiveness. Revisions will be made accordingly. Outreach calendar usage information will be included in monthly reports.

<b>Goal: (List the goal to which the objective is aligned)</b> Goal 4: Sustain early learning system development and service improvements			
<b>Objective: A measurable outcome (What you will accomplish)</b> 5. Coordinate opportunities for outreach to elected official.			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Use the outreach calendar and other tools (Facebook/Twitter) to increase awareness of opportunities for DE Stars programs to interact with elected officials.	DAEYC Administrator	Track monthly legislative activity during the legislative session.	DE Stars programs will become aware of the timeline/schedule of legislative activities such as Joint Finance hearings, Kids Caucus meetings, etc. 30% of DE Stars programs engage in legislative activities by participating ( attending or writing letters) regarding JFC hearings, etc.

<p>DE Stars programs become proactive in coordinating opportunities for outreach to elected officials.</p> <p>DE Stars programs submit a schedule of visits by elected officials to DAEYC Administrator to add to calendar.</p>	<p>DE Stars programs with assistance from DAEYC Administrator</p>	<p>January 2015</p>	<p>30%of DE Stars programs schedule brown bag lunches, legislative breakfasts, use social media (Facebook/Twitter) to build relationships with elected officials.</p>
<p>DE Stars programs take leadership in planning the annual Early Learning Advocacy Day.</p> <p>Identify key DE Stars contacts for each county to help plan Advocacy Day.</p>	<p>DE Stars programs with assistance from DAEYC Administrator</p>	<p>May 2015</p>	<p>Participation in Advocacy Day ( attendance and submitting letters if not able to attend) increases by 50%</p>
<p>DE Stars Summit is planned to provide community/business/early learning community the opportunity to showcase DE Stars.</p>	<p>DAEYC Administrator in consultation with OEL/Early Learning Stakeholders /PETs</p>	<p>October 2015</p>	<p>The DE Stars Summit highlights the accomplishments of DE Stars and builds support from business and community partners.</p>
<p>Explore getting a national key note speaker to attend the Summit to present on advocacy.</p> <p>Key notes from the following organizations will be explored: Child Care Aware of America, NAEYC, National Women’s Law Center, Advocacy and Communication LLC</p>	<p>DAEYC Administrator In consultation with OEL and Provider Engagement Advisory Committee</p>	<p>October 2015</p>	<p>Keynote speaker will engage stakeholders as well as DE Stars programs to attend the Summit.</p>
<p>Child Care Aware® of America Action Center in collaboration with DAEYC is operational.</p>	<p>DAEYC Administrator in consultation with OEL</p>	<p>February 2015</p>	<p>Child Care Aware® of America supports the Action Center which will use social media and other ways to communicate with elected officials.</p>

<b>Goal: (List the goal to which the objective is aligned)</b> <b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b> <b>6. Provide media opportunities.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
DE Stars Programs will create portfolios/journals to organize pictures and notes that will be helpful in working with the media.	DAEYC Administrator	February 2015	DE Stars programs will be organized and ready to submit articles for media coverage.
Maintain relationship with key media staff to facilitate media coverage of DE Stars.	DAEYC Administrator	January 2015	Coverage of DE Stars programs will be routinely featured in the media.
Educate DE Stars directors on how to access the media to showcase their programs.	DAEYC Administrator	Coordinate 2 media information sessions in 2015	DAEYC Administrator will partner with local media staff to provide media information sessions for DE Stars programs.
Expand media opportunities for coverage of DE Stars using PSA's, local talk radio and cable channels.	DAEYC Administrator	March 2015	Discuss media strategies with other organizations such as DE Alliance for Nonprofit Advancement to expand media opportunities.

<b>Goal: (List the goal to which the objective is aligned)</b> Goal 4: Sustain early learning system development and service improvements			
<b>Objective: A measurable outcome (What you will accomplish)</b> 7. Work with OEL and other engagement contractors to build relationships and distribute materials.			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Maintain relationships with other engagement contractors to coordinate distribution of materials.	DAEYC Administrator in consultation with OEL. Provider Engagement Advisory Committee DAEYC Board of Directors	Continue monthly meetings with OEL throughout the grant.	Continue to identify and build relationships with other engagement contractors.  Provider Engagement is discussed monthly at DAEYC Board meetings.
Cohorts of DE Stars programs such as those using T.E.A.C.H., Leadership Initiative, etc. will work together on advocacy.	DAEYC Administrator	April 2015	DAEYC Administrator will work with Coordinators from T.E.A.C.H. and Leadership Initiative to create cohorts.
Evaluate materials and revise as needed.	DAEYC Administrator in consultation with OEL	Quarterly review of evaluation materials	Request feedback from other engagement contractors regarding materials. Other engagement contractors include DE Stars leadership and TAs, OEL, OCCL, DOE

<b>Goal: (List the goal to which the objective is aligned)</b> Goal 2: Expand Number of Stars Programs and High Needs Children in Stars
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<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>8. Evaluate strategies and revise as needed.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Develop multiple evaluation tools to survey DE Stars programs for successes and challenges.	DAEYC Administrator	Continuous throughout the grant.	Data is collected using evaluation tool. Data is used for reporting and revising the process as needed.
Create DE Stars focus groups to discuss outreach and engagement.	DAEYC Administrator	April-June 2015 1 focus group in each county	Feedback from focus groups will be recorded and used to evaluate engagement strategies.
Use database to track evaluation responses.	DAEYC Administrator in coordination with DAEYC IT consultant	Continuous throughout the grant.	Evaluation responses will impact changes to engagement strategies.

<b>Goal: (List the goal to which the objective is aligned)</b>			
Goal 4: Sustain early learning system development and service improvements			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>9. Work with early learning programs and other stakeholders to support sustainability for DE Stars.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)

Provider Engagement Teams (PETs ) as key contacts in each county are operational.	PETs DAEYC Administrator	January 2015	PETs engage DE Stars programs in each county to advocate for DE Stars.
Identify statewide affiliates of national organizations i.e. AAUW, AAP, professional nursing organizations, etc. to include as stakeholders.	DAEYC Administrator	Presentations scheduled according to affiliate meeting dates/times	DAEYC Administrator and representatives from DE Stars programs present information at affiliate meetings.
Establishment of strong family participation included in stakeholder participation of sustaining DE Stars.	DE Stars programs DAEYC Administrator	March 2015	Raise the Level of effective consumers of quality early learning and cultivate advocates for the sustainability of DE Stars Programs
DAEYC will participate in the DE ECC Sustainable System Improvement Committee to provide data, representing DE Stars programs and to recognize stakeholders for their commitment to DE Stars.	DAEYC Administrator in consultation with OEL.	Attendance at the DE ECC Sustainable System Improvement Committee as scheduled.  DE Stars Recognition Events and DE Stars Summit as scheduled.	DAEYC will list stakeholders on the Provider Engagement Advocacy webpage, at Early Learning Advocacy Day and the DE Stars Summit.
DAEYC in collaboration with The DE ECC Sustainable System Improvement Committee creates strategies to sustain DE Stars.	DAEYC Administrator in collaboration with the DECC Sustainable System Improvement Committee	Attendance at the DE ECC Sustainable System Improvement Committee as scheduled.	DAEYC will orient stakeholders such as Referral Centers, PTA, Mental Health Services, Child Inc., Early Intervention Programs, to sustain DE Stars by disseminating information on economic growth and research through early childhood investments.

<p>Resource materials outlining sustainability of DE Stars strategies are created to promote the value of early childhood and quality early childhood programs.</p>	<p>DAEYC Administrator in consultation with OEL and DECC Sustainable System Improvement Committee          PETs and other DE Stars programs</p>	<p>Quarterly review of materials</p>	<p>Distribution of strategies to sustain DE Stars is coordinated for distribution to DE Stars programs and TAs, other stakeholders. DAEYC becomes centralized location for stakeholders to find best practices, QRIS information, research and rationales for how to promote the application specific to their work with young children.</p>
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Delaware AEYC  
 Provider Engagement  
 Budget Narrative: January 1, 2014 – December 31, 2014

Personnel

- **DAEYC Administrator (60%)** –DAEYC Administrator is responsible for the overall management of the Provider Engagement program including policy development, staff supervision, creating seamless educator services, directing provider training (development and implementation), networking with stakeholders, and managing collaboration with the Office of Early Learning.
- **Office Manager (20%)** – The Office Manager will support Provider Engagement by responding to queries from the provider community, scheduling meetings/trainings, and providing clerical support, filing, etc.

Travel

We anticipate members of the staff will travel 800 miles each month and will reimburse them \$0.50 for each mile traveled. Travel will be across the entire state. Staff members will travel to meetings and events for providers to assist with engagement activities.

Program/Operating

- **Advertising/Marketing** – We will market Provider Engagement in early childhood focused publications and statewide and local print media. Additionally, marketing materials will be purchased. We have budgeted \$150.00 per month for the Provider Engagement project for advertising and marketing.
- **Internet Service** – We estimate internet service will cost \$ 50.00 per month.
- **Food** – Food will be purchased for meetings (as appropriate) as an incentive to increase participation.
- **Meeting Expenses** – We will host several meetings, including 3 Stars recognition events, across the state to promote Provider Engagement and provide Technical Assistance. We will hold initial meetings/workshops in each county, and other meetings as appropriate.
- **Office Space** – We are allocating \$340.00/month for office space.
- **Postage/Freight** – We will mail brochures, postcards, and other information about Provider Engagement to providers across the state.
- **Professional Development** – Staff members will be expected to seek and participate in appropriate professional development opportunities to ensure they are able to assist applicants.
- **Professional Services** – Money has been allocated for the services of an IT contractor. The contractor will facilitate the creation and implementation of the Provider Engagement page on the DAEYC website, as well as the online blog/forum and any other web-based tools.
- **Telephone Services** - \$60.00 per month is budgeted for telephone services.
- **Training Supplies**- Supplies will be procured to assist with training providers to support provider engagement initiatives.
- **Other Program/Operating** – 7.3% has been added for administrative overhead costs.

Equipment

- **Computers** – \$1,000.00 has been budgeted for the purchase of a new computer for the DAEYC Administrator to use for Provider Engagement initiatives.
- **Printer/Copiers/Faxes** - \$50 per month has been budgeted for a leased copier.

Delaware AEYC  
 Provider Engagement  
 Budget Narrative: January 1, 2015 – December 31, 2015

Personnel

- **DAEYC Administrator (60%)** – DAEYC Administrator is responsible for the overall management of the Provider Engagement program including policy development, staff supervision, creating seamless educator services, directing provider training (development and implementation), networking with stakeholders, and managing collaboration with the Office of Early Learning.
- **Office Manager (20%)** – The Office Manager will support Provider Engagement by responding to queries from the provider community, scheduling meetings/trainings, and providing clerical support, filing, etc.

Travel

We anticipate members of the staff will travel 800 miles each month and will reimburse them \$0.50 for each mile traveled. Travel will be across the entire state. Staff members will travel to meetings and events for providers to assist with engagement activities.

Program/Operating

- **Advertising/Marketing** – We will market Provider Engagement in early childhood focused publications and statewide and local print media. Additionally, marketing materials will be purchased. We have budgeted \$150.00 per month for the Provider Engagement project for advertising and marketing.
- **Internet Service** – We estimate internet service will cost \$ 50.00 per month.
- **Food** – Food will be purchased for meetings (as appropriate) as an incentive to increase participation.
- **Meeting Expenses** – We will host several meetings across the state, including a Stars Summit, to promote Provider Engagement and provide Technical Assistance.
- **Office Space** – We are allocating \$375.00/month (reflective of an anticipated increase per current lease) for office space.
- **Postage/Freight** – We will mail brochures, postcards, and other information about Provider Engagement to providers across the state.
- **Professional Development** – Staff members will be expected to seek and participate in appropriate professional development opportunities to ensure they are able to assist applicants.
- **Professional Services** – Money has been allocated for the services of an IT contractor. The contractor will facilitate the creation and implementation of the Provider Engagement page on the DAEYC website, as well as the online blog/forum and any other web-based tools.
- **Telephone Services** - \$60.00 per month is budgeted for telephone services.
- **Training Supplies**- Supplies will be procured to assist with training providers to support provider engagement initiatives.
- **Other Program/Operating** – 7.4% has been added for administrative overhead costs.

Equipment

- **Printer/Copiers/Faxes** - \$50 per month has been budgeted for a leased copier.



Delaware AEYC  
 Provider Engagement  
 January 1, 2014 - December 31, 2014

	Monthly Costs	# of Months	Total Contract Cost
<b>I. PERSONNEL</b>			
Salaries	\$ 3,581.67		\$ 42,980.00
Fringe Benefits	\$ 644.70		\$ 7,736.40
<b>TOTAL PERSONNEL</b>	<b>\$ 4,226.37</b>		<b>\$ 50,716.40</b>
<b>II. TRAVEL</b>			
Lodging	\$ -	0	\$ -
Meals	\$ -	0	\$ -
Mileage	\$ 400.00	12	\$ 4,800.00
Transportation	\$ -	0	\$ -
Other Travel**	\$ -	0	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ 400.00</b>		<b>\$ 4,800.00</b>
<b>III. PROGRAM/OPERATING</b>			
Advertising/Marketing	\$ 150.00	12	\$ 1,800.00
Cell Phone(s)	\$ -	0	\$ -
Food	\$ 50.00	12	\$ 600.00
Internet Service	\$ 50.00	12	\$ 600.00
Meeting Expenses	\$ 600.00	12	\$ 7,200.00
Office Space	\$ 340.00	12	\$ 4,080.00
Office Supplies	\$ 75.00	12	\$ 900.00
Postage/Freight	\$ 100.00	12	\$ 1,200.00
Printing/Copy Services	\$ 250.00	12	\$ 3,000.00
Professional Development	\$ 250.00	12	\$ 3,000.00
Professional Services	\$ 260.00	12	\$ 3,120.00
Software	\$ -	0	\$ -
Telephone Services	\$ 60.00	12	\$ 720.00
Training Supplies	\$ 10.00	6	\$ 60.00
Other Program/Operating**	\$ 550.00	12	\$ 6,600.00
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ 2,745.00</b>		<b>\$ 32,880.00</b>
<b>IV. EQUIPMENT</b>			
Computers	\$ 1,000.00	1	\$ 1,000.00
Printers/Copiers/Faxes	\$ 50.00	12	\$ 600.00
Other Equipment**	\$ -	0	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ 1,050.00</b>		<b>\$ 1,600.00</b>
<b>TOTAL BUDGET</b>	<b>\$ 8,421.37</b>		<b>\$ 89,996.40</b>

\*\*Additional information is required in the budget narrative.

**Delaware AEYC  
Provider Engagement  
January 1, 2014 - December 31, 2014**

<b>Budget Categories</b>	<b>Totals</b>	
Personnel	\$	42,980
Fringe Benefits	\$	7,736
Travel	\$	4,800
Operating	\$	32,880
Equipment	\$	1,600
<b>TOTAL Contract Costs</b>	<b>\$</b>	<b>89,996</b>





Delaware AEYC  
 Provider Engagement  
 January 1, 2015 - December 31, 2015

	Monthly Costs	# of Months	Total Contract Cost
<b>I. PERSONNEL</b>			
Salaries	\$ 3,581.67		\$ 42,980.00
Fringe Benefits	\$ 644.70		\$ 7,736.40
<b>TOTAL PERSONNEL</b>	<b>\$ 4,226.37</b>		<b>\$ 50,716.40</b>
<b>II. TRAVEL</b>			
Lodging	\$ -	0	\$ -
Meals	\$ -	0	\$ -
Mileage	\$ 400.00	12	\$ 4,800.00
Transportation	\$ -	0	\$ -
Other Travel**	\$ -	0	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ 400.00</b>		<b>\$ 4,800.00</b>
<b>III. PROGRAM/OPERATING</b>			
Advertising/Marketing	\$ 150.00	12	\$ 1,800.00
Cell Phone(s)	\$ -	0	\$ -
Food	\$ 50.00	12	\$ 600.00
Internet Service	\$ 50.00	12	\$ 600.00
Meeting Expenses	\$ 600.00	12	\$ 7,200.00
Office Space	\$ 375.00	12	\$ 4,500.00
Office Supplies	\$ 75.00	12	\$ 900.00
Postage/Freight	\$ 100.00	12	\$ 1,200.00
Printing/Copy Services	\$ 500.00	12	\$ 6,000.00
Professional Development	\$ 100.00	12	\$ 1,200.00
Professional Services	\$ 130.00	12	\$ 1,560.00
Software	\$ -	0	\$ -
Telephone Services	\$ 60.00	12	\$ 720.00
Training Supplies	\$ 10.00	12	\$ 120.00
Other Program/Operating**	\$ 550.00	12	\$ 6,600.00
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ 2,750.00</b>		<b>\$ 33,000.00</b>
<b>IV. EQUIPMENT</b>			
Computers	\$ -	0	\$ -
Printers/Copiers/Faxes	\$ 50.00	12	\$ 600.00
Other Equipment**	\$ -	0	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ 50.00</b>		<b>\$ 600.00</b>
<b>TOTAL BUDGET</b>	<b>\$ 7,426.37</b>		<b>\$ 89,116.40</b>

\*\*Additional information is required in the budget narrative.

<b>Delaware AEYC</b> <b>Provider Engagement</b> <b>January 1, 2015 - December 31, 2015</b>		
<b>Budget Categories</b>		<b>Totals</b>
Personnel	\$	42,980
Fringe Benefits	\$	7,736
Travel	\$	4,800
Operating	\$	33,000
Equipment	\$	600
<b>TOTAL Contract Costs</b>	<b>\$</b>	<b>89,116</b>



## Program and Financial Reporting

### Office of Early Learning

**Program Report:** A monthly narrative report is required, due on the 10<sup>th</sup> of the month for the previous month. Using the Work Plan outlined in Appendix A, and specifically the Implementation Plan, provide an update of progress, with an explanation of and plan to address any areas that are not on track.

In addition, provide a narrative responding to these questions.

1. What are your greatest points of progress to date?
2. What are the challenges you are experiencing? What are the strategies you are implementing to overcome these challenges?
3. What do you need to support your work from the Office of Early Learning?
4. Please provide a concrete case story that is appropriate for us to use in communicating about the work you are doing and its impact to date.

**Financial Report and Payment:** Financial report is due on the 10<sup>th</sup> of the month for the previous month.

**Payment is rendered based on submission of both the program and financial report and satisfactory progress on implementation.**

Submit the program and financial report electronically to:

- Jason A Gardner, Manager, Finance and Administration, at [Jason.Gardner@state.de.us](mailto:Jason.Gardner@state.de.us)

August 2012

Enter the month and year you are reporting for.

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ 10,000.00	\$ -	\$ 10,000.00	\$ 100,000.00	\$ 90,000.00
Fringe Benefits	\$ 3,000.00	\$ -	\$ 3,000.00	\$ 30,000.00	\$ 27,000.00
<b>TOTAL PERSONNEL</b>	<b>\$ 13,000.00</b>	<b>\$ -</b>	<b>\$ 13,000.00</b>	<b>\$ 130,000.00</b>	<b>\$ 117,000.00</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ 100.00	\$ -	\$ 100.00	\$ 1,000.00	\$ 900.00
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ 100.00</b>	<b>\$ -</b>	<b>\$ 100.00</b>	<b>\$ 1,000.00</b>	<b>\$ 900.00</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ 500.00	\$ -	\$ 500.00	\$ 5,000.00	\$ 4,500.00
Cell Phone(s)	\$ 100.00	\$ -	\$ 100.00	\$ 1,200.00	\$ 1,100.00
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ 100.00	\$ -	\$ 100.00	\$ 1,200.00	\$ 1,100.00
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ 100.00	\$ -	\$ 100.00	\$ 1,200.00	\$ 1,100.00
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ 800.00</b>	<b>\$ -</b>	<b>\$ 800.00</b>	<b>\$ 8,600.00</b>	<b>\$ 7,800.00</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ 250.00	\$ -	\$ 250.00	\$ 3,000.00	\$ 2,750.00
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ 250.00</b>	<b>\$ -</b>	<b>\$ 250.00</b>	<b>\$ 3,000.00</b>	<b>\$ 2,750.00</b>
<b>TOTAL BUDGET</b>	<b>\$ 14,150.00</b>	<b>\$ -</b>	<b>\$ 14,150.00</b>	<b>\$ 142,600.00</b>	<b>\$ 128,450.00</b>

Enter data in the areas shaded in blue. The remaining columns will calculate automatically.



# Monthly Report of Expenditures

## Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

## Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
<b>I. PERSONNEL</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

## Month Year

Category	Current Expenses	Previously Billed Expenses	Total Expenses	Approved Contract Budget	Remaining Budget
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Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
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Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
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Internet Service	\$ -	\$ -	\$ -	\$ -	\$ -
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Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
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Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Monthly Report of Expenditures

Month Year

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Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>II. TRAVEL</b>					
Lodging	\$ -	\$ -	\$ -	\$ -	\$ -
Meals	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Other Travel**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>III. PROGRAM/OPERATING</b>					
Advertising/Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Cell Phone(s)	\$ -	\$ -	\$ -	\$ -	\$ -
Food	\$ -	\$ -	\$ -	\$ -	\$ -
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Office Space	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Postage/Freight	\$ -	\$ -	\$ -	\$ -	\$ -
Printing/Copy Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Services	\$ -	\$ -	\$ -	\$ -	\$ -
Training Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Program/Operating**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>IV. EQUIPMENT</b>					
Computers	\$ -	\$ -	\$ -	\$ -	\$ -
Printers/Copiers/Faxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Equipment**	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Contract Assurances

### Office of Early Learning Race to the Top – Early Learning Challenge Grant

#### I. Use of Funds

##### A. Fiscal Control

The Contractor shall establish and maintain fiscal control in accordance with Generally Accepted Accounting Principles (GAAP). The Contractor must expend and account for grant funds in accordance with State laws and procedures and provide fiscal control and accounting procedures sufficient to permit the tracing of grant funds to a level of expenditures adequate to establish that such funds have been used for allowable costs. The Contractor must be able to provide sufficient evidence that all costs incurred are necessary and reasonable.

##### B. Fund Accounting

The Contractor shall establish and maintain fund accounting procedures in accordance with Generally Accepted Accounting Principles (GAAP). The Contractor will not commingle Grant funds with other funds under control of the Contractor, even if such other funds are used for similar purposes.

##### C. Laws and Regulations

Programs and projects funded in total or in part through this grant will operate in compliance with all applicable State and federal laws and regulations, including but not limited to the Code of Federal Regulations (CFR) and the Education Department General Administrative Regulations (EDGAR).

##### D. Programmatic Changes

The Contractor must receive prior written approval from the Office of Early Learning before implementing any programmatic changes with respect to the purposes for which the contract was awarded.

##### E. Supplantation

Funds made available under a RTTT-ELC grant must be used to supplement, not supplant, any Federal, State, or local funds that, in the absence of the funds awarded under this grant, would be available for increasing access to and improving the quality of Early Learning and Development Programs. The Contractor certifies that any Federal funds to be used under this Contract do not replace or supplant Federal, State of Delaware, or local funds for already-existing services. The Contractor warrants that any costs incurred pursuant to this Contract will not be allocable to or included as a cost of any other federally financed program in the current, a prior, or a subsequent period.

##### F. Construction/Renovation

The Contractor is prohibited from spending funds from the grant on construction, major renovations, or minor remodeling.

##### G. Health Services

The Contractor is prohibited from spending funds from the grant on the direct delivery of health services.

##### H. Conferences and Meetings

The Contractor may only use funds for conferences and meetings that are integral to the execution of the Contractor's goals and work plan. Funds cannot be used to pay for alcoholic beverages or entertainment, which includes costs for amusement, diversion and social activities. Costs for food for meetings and conferences must be necessary to accomplish a legitimate business purpose.

## **II. Reporting Requirements**

### **A. Program Reports**

The Contractor shall submit narrative reports based on the approved Implementation Plan which provide an update of progress, and where applicable, an explanation and next steps for areas that are not on track. The Contractor may be asked to provide additional reports if such updates are needed to satisfy Federal reporting requirements or other immediate needs as determined by the Office of Early Learning. See Appendix C for additional information.

### **B. Financial Reports**

The Contractor shall submit monthly financial reports that support the amounts billed on monthly invoices. The Contractor may be asked to provide additional reports or data as needed to satisfy Federal reporting requirements or other immediate needs as determined by the Office of Early Learning. See Appendix C for additional information.

### **C. Grant-funded Salaries**

The Contractor shall submit a Personnel Activity Certification for Federally Funded Salaries for each employee in compliance with Federal OMB directives in accordance with Circular A-87 (see Attachment D-1). The Time/Effort Report shall be submitted with the monthly invoice request for payment as applicable for each employee.

### **D. Federal Funding Accountability and Transparency Act (FFATA)**

The Contractor shall submit the FFATA Data Collection Form for Subcontractors / Vendors (see Attachment D-2) as part of the contract execution process.

### **E. Lobbying**

No part of any funds under this contract shall be used to pay the salary or expenses of any contractor or agent acting for the contractor, to engage in any activity (lobbying) designed to influence legislation or appropriations pending before Congress. The Contractor shall submit the Certification Regarding Lobbying form (see Attachment D-3) as part of the contract execution process.

### **F. Association of Community Organizations for Reform Now (ACORN)**

The Contractor shall notify the Office of Early Learning and provide a reasonable period of time for the Office to respond, before it can agree to provide any portion of the funding under this contract to the Association of Community Organizations for Reform Now (ACORN) or its subsidiaries. This condition takes into account Division B, Title I, Section 1104, of the Department of Defense and Full-Year Continuing Appropriations Act, 2011 (P. Law No. 112-10), which incorporates the conditions specified in Division E, Section 511 of the Consolidated Appropriations Act, 2010 (P. Law. No. 111-117), and pending litigation on related matters.

## **III. Records & Audits**

**A. Audit Requirements**

Contractors receiving Federal funds must comply with all the requirements of the Federal Office of Management and Budget (OMB) Circular A-133, Audits of State, Local Governments, and Non-profit Organizations. Entities receiving \$500,000 or more federal funds are required to have an annual financial and compliance audit in accordance with OMB Circular A-133.

**B. Maintenance**

The Contractor shall maintain books, records, documents, and other evidence pertaining to this Contract to the extent and in such detail as shall adequately document the provision of reimbursed services for purposes of programmatic or financial audit. The Contractor must maintain its financial and program records and agrees to preserve and, upon request, make available to the Office of Early Learning such records for a period of five (5) years from the date services were rendered by the Contractor. Records involving matters in litigation shall be retained for five years or one (1) year following the termination of such litigation (whichever is later).

**C. Availability for Audits and Program Review**

The Contractor agrees to make such records available for inspection, audit, or reproduction to any official State of Delaware representative in the performance of his/her duties under this Contract. The Contractor agrees that an on-site program review, including, but not limited to, review of financial records including all related backup documentation, service records, service policy, and procedural issuances may be conducted at any reasonable time, with or without notice, by the Office of Early Learning when it is concerned with or about the services performed hereunder. Failure by the Contractor to accord the Office of Early Learning reasonable and timely access for on or off-site fiscal or program review or to necessary records for financial, programmatic, or organizational audit may, at the Office of Early Learning's discretion, be deemed a material breach of this Contract and good cause for immediate termination of the this Contract, and the Office of Early Learning shall not be liable for any services provided after the date of such termination.

**D. Costs Owning**

The cost of any Contract audit disallowances resulting from the examination of the Contractor's financial records will be borne by the Contractor. Reimbursement to the Office of Early Learning for disallowances shall be drawn from the Contractor's own resources and not charged to the Contract costs or cost pools indirectly charging Contract costs.

**E. Contract Termination**

The Contractor shall maintain program records for a period of five (5) years from the date services were rendered by the Contractor and shall make these records available on request by the Department, notwithstanding any termination of this Contract.

**IV. Participation in Federal Activities**

**A. Evaluations**

The Contractor must comply with the requirements of any evaluation sponsored by the U.S. Department of Education or the U.S. Department of Health and Human Services of any of the Contractor's activities carried out with the grant.

**B. Cross-state Initiatives**

In conjunction with the State of Delaware, the Contractor must comply with the requirements of any cross-State evaluation—as part of a consortium of States – of any of the State’s proposed reforms, if that evaluation is coordinated or funded by the U.S. Department of Education or the U.S. Department of Health and Human Services, including by using common measures and data collection instruments and collecting data necessary to the evaluation.

**C. Work product**

Unless otherwise protected as proprietary information by Federal or State law or a specific written agreement, the Contractor must make any work (e.g., materials, tools, processes, systems) developed under the grant freely available to the public, including by posting the work on a website identified or sponsored by the U.S. Department of Education or the U.S. Department of Health and Human Services. Any websites developed under this grant must meet government or industry-recognized standards for accessibility.

**V. Other Compliance Requirements**

**A. Eligibility**

If the amount of this contract exceeds \$25,000, the Contractor certifies that the Firm and/or its Principals, along with its subcontractors and assignees under this agreement, are not currently subject to either suspension or debarment from Procurement and Non-Procurement activities by the Federal Government.

**B. Conflicts of Interest**

The Contractor, including its parent company and its subsidiaries, and any subcontractor, including its parent company and subsidiaries, agree to comply with the provisions of 29 Del. Code, Chapter 58: “Laws Regulating the Conduct of Officers and Employees of the State,” and in particular with Section 5805 (d): “Post Employment Restrictions.”

**C. Anti-Discrimination**

**i. Equal Employment Opportunity Practices**

The Contractor agrees to comply with all the terms, provisions, and requirements of Title VII of the Civil Rights Act of 1964, Executive Order 11246, entitled “Equal Employment Opportunity,” as amended by Executive Order 11375, and as supplemented in the U.S. Department of Labor regulations and any other applicable Federal, state, local, or other equal employment opportunity act, law, statute, regulation and policy, along with all amendments and revisions of these laws, in the performance of this Contract.

**ii. Non-Discrimination Provisions and Requirements**

The Contractor agrees to comply with all the terms, requirements, and provisions of the Civil Rights Act of 1964, the Rehabilitation Act of 1973, and any other applicable Federal, state, local or other anti-discriminatory act, law, statute, regulation, or policy, along with all amendments and revisions of these laws, in the performance of this Contract, and will not discriminate against any applicant, employee, or service recipient because of race, creed, religion, age, sex, color, national or ethnic origin, disability, status as a person in a marriage versus a person in a civil union, veteran’s status or any other unlawful discriminatory basis or criteria.

**D. Privacy Laws**

The Contractor must comply with the requirements of all applicable Federal, State, and local privacy laws, including the requirements of the Family Educational Rights and Privacy Act (FERPA), the Health Insurance Portability Accountability Act (HIPAA), and the privacy requirements in the Individuals with Disabilities Education Act (IDEA), and their applicable regulations.

**VI. Cooperation with Office of Early Learning**

**A. Overall**

The Contractor agrees to cooperate with the Office of Early Learning.

**B. Meetings and Communication**

The Contractor agrees to timely participation in regular and periodic meetings, conferences, phone calls, etc. organized by the Office of Early Learning to in support of monitoring and accountability, program development and implementation, and quality improvement. The Contractor agrees to be responsive to requests for additional written information beyond the reports required through this contract as part of the commitment to further the overall purpose of the contract.

**C. Branding**

The Contractor agrees to use branding materials and guidelines as provided by the Office of Early Learning in its identification and promotion of the work supported through this contract.

**Office of Early Learning  
Contractor Personnel Activity Certification  
For Federally Funded Salaries**

The federal government requires a certain level of accounting of employee time when any portion of the salary for that employee is paid for with federal funds. OMB Circular A-87 outlines how the time of such an employee is to be reported. This applies only to cost reimbursable contracts where salaries are included in the budget and are potentially paid for with federal funds.

Whenever salaries are specifically included in a contract which the Office of Early Learning is funding in any proportion with federal funds the Contractor is required to “certify” the activity of personnel compensated via that contract. This report shall be submitted with the monthly invoice request for payment as applicable for *each* employee.

In accordance with OMB Circular A-87, Attachment B, Section 8 (h), I certify as follows for the time period indicated below:

**For the Month(s) of:** \_\_\_\_\_  
Month Year

**Employee Name:** \_\_\_\_\_

Please check the box that applies:

- I spent 100% of my time and effort on activities related to contract number \_\_\_\_\_
- My time and effort was divided between the following activities as follows:

CONTRACT #	% of Activity on Contract	% of Activity on Non-Contract

\_\_\_\_\_  
**Employee's Signature**

**Office of Early Learning**  
**FFATA Data Collection Form for Subcontractors / Vendors**

The Federal Funding Accountability and Transparency Act (FFATA), passed in 2006 and amended in 2008, requires entities receiving financial assistance through Federal awards (including contracts, sub-contracts, grants, and sub-grants) to report selected information to be published on usaspending.gov. As a prime awardee, the Office of Early Learning is required to file FFATA reports on a monthly basis. To ensure reports are filed accurately and timely, all awarded sub-contractors/vendors are required to complete the form below during the contract execution process. Failure to furnish this required information will delay the signing and execution of said contract.

<b>Title of Federal Award Project:</b>	Race to the Top – Early Learning Challenge
<b>Prime Federal Award ID:</b>	S412A120006
<b>Federal Sponsor:</b>	Department of Education
<b>Subcontract Amount:</b>	

**Subcontractor/Vendor:** Please provide the following information as it appears in your Central Contractor Registration (CCR) profile.

**Name/DBA:** \_\_\_\_\_

**DUNS Number:** \_\_\_\_\_

**Address:**

Street \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

**Place of Performance:**

(If different than above)

Street \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

**In the preceding completed fiscal year, did your business or organization (the legal entity to which the DUNS number you provided belongs) receive:**

- 80% or more of its annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements  Yes  
 No
- \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?  Yes  
 No

If either of the above questions are answered "No," then please proceed to the "Prepared By" section on Page 2. If both questions are answered "Yes," then please continue to the next question at the top of Page 2.

**Office of Early Learning  
FFATA Data Collection Form for Subcontractors / Vendors**

Does the public have access to information about the compensation of the five most highly compensated executives in your business or organization (the legal entity to which the DUNS number you provided belongs) through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

Yes     No

If answered yes, then no additional information is required. If answered no, please list the names and total compensation of your business/organization’s five most highly compensated officers:

Name	Total Compensation

Please provide contact information for the person completing this form so they may be contacted if any information provided on this form is unclear or incomplete. Please note that incomplete or missing information may delay the contract execution process.

PREPARED BY:	
Name:	
Title:	
Phone Number:	
Email:	

## CERTIFICATION REGARDING LOBBYING

Applicants must review the requirements for certification regarding lobbying included in the regulations cited below before completing this form. Applicants must sign this form to comply with the certification requirements under 34 CFR Part 82, "New Restrictions on Lobbying." This certification is a material representation of fact upon which the Department of Education relies when it makes a grant or enters into a cooperative agreement.

As required by Section 1352, Title 31 of the U.S. Code, and implemented at 34 CFR Part 82, for persons entering into a Federal contract, grant or cooperative agreement, as defined at 34 CFR Part 82, Sections 82.105 and 82.110, the applicant certifies that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants and contracts under grants and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above certification.

**Contract Number:** \_\_\_\_\_

**Applicant's Organization:** \_\_\_\_\_

**Name of Authorized Representative:** \_\_\_\_\_

**Title of Authorized Representative:** \_\_\_\_\_

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

## Office of Early Learning Logo Usage and Guidelines (May 2013)

For contracts funded, in full or in part, through the Early Learning Challenge grant, the Office of Early Learning has these expectations of contractors:

- 1) Where the contractor acknowledges funders and/or partners in any document that is public, specifically including websites, brochures, etc. promoting the service or program funded, it is expected that the Office of Early Learning will be acknowledged and that its logo will appear along with the names of other funders/partners and their logos.
- 2) The Office of Early Learning encourages recipients of Early Learning Challenge funding to promote the partnership between the organization funded and the Office of Early Learning and others who are participating in the State's effort to create a strong, high quality early childhood system of services and supports to improve the outcomes of children, better preparing them for school and life.



Contractors are expected to adhere to the following guidelines with regard to use of the Office of Early Learning logo:

### Do:

- Always use the electronic or hard copy reproduction art provided to reproduce the Delaware Office of Early Learning logo.
- Keep all elements of the logo together.
- Always position the logo in a clear area free from other text and graphics.
- Use only the official colors when reproducing the logo in more than one color.
- Enlarge or reduce the full logo proportionately. For example, do not change the size of the type in relation to the start, or vice versa.
- Use the logo along with your own unique branding where the Office of Early Learning is a funder or implementation partner.
- Include the logo on your website if you are a partner or promoting the Delaware Office of Early Learning.
- Include the logo on promotional materials for your service program.

### Do not:

- Alter the logo in any way.
- Add any new elements.
- Change the logo in any way.

**REQUEST FOR PROPOSALS FOR PROFESSIONAL SERVICES TO PROVIDE**

**EARLY LEARNING PROVIDER ENGAGEMENT**

**ISSUED BY DELAWARE OFFICE OF EARLY LEARNING**



**RFP # DOE 2013-04 - Provider Engagement**

**September 9, 2013**

**Deadline to Respond: September 27, 2013, 3:00 p.m. Eastern Time**

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**REQUEST FOR PROPOSALS FOR PROFESSIONAL SERVICES TO PROVIDE**

**EARLY LEARNING PROVIDER ENGAGEMENT**

**ISSUED BY DELAWARE OFFICE OF EARLY LEARNING**

**RFP # DOE 2013-4 - Provider Engagement**

**I. Overview**

The state of Delaware, Office of Early Learning, through the Department of Education, (DDOE), seeks proposals to create and coordinate the Early Learning Provider Engagement Initiative. The purpose of the Provider Engagement is to educate and engage early learning programs participating in Delaware Stars for *Early Success*, the state's quality rating and improvement system (QRIS). Early Learning Programs and their staff will effectively advocate for themselves and the Delaware Stars system. The "buy-in" from Delaware Stars staff is essential for the success of this initiative. This request for proposals (RFP) is issued pursuant to 29Del.C. §§ 6981 and 6982.

The proposed schedule of events subject to the RFP is outlined below:

Public Notice	Date: September 9, 2013
Cut-off Date for Questions	Date: September 16, 2013
Deadline for Receipt of Proposals	Date: September 27, 2013
Notification of Award	Date: October 11, 2013

Each proposal must be accompanied by a transmittal letter which briefly summarizes the proposing firm's interest in providing the required professional services. The transmittal letter must also clearly state and justify any exceptions to the requirements of the RFP which the applicant may have taken in presenting the proposal. Furthermore, the transmittal letter must attest to the fact that no activity related to this proposal contract will take place outside the United States. The State of Delaware reserves the right to deny any and all exceptions taken to the RFP requirements.

**II. Scope of Services**

## *Early Learning Provider Engagement Initiative Scope and Purpose*

### **A. Introduction**

The Office of Early Learning (OEL), established in 2012, leads Delaware’s strategic priorities to improve its early learning and child development services and systems for young children. The focus is on systems building for early learning and child development services for children of high needs – such as those who are low-income, children with disabilities, dual language learners and those who are homeless or involved in the child welfare system – in order to improve children’s outcomes and readiness for school. Significant resources to support this work are being provided to the State of Delaware through the Early Learning Challenge, a competitive initiative of the U.S. Departments of Education and Health and Human Services. The Provider Engagement Initiative is funded through the Challenge.

Delaware’s approach to improving its early learning services and systems includes four goals and several strategies to support each goal, outlined below:

#### **Goal 1: Expand Comprehensive Screening & Follow Up for Young Children**

- Strategy 1: Engage health care providers to conduct more screenings
- Strategy 2: Link more families to follow-up services
- Strategy 3: Strengthen young child mental health services

#### **Goal 2: Expand Number of Stars Programs and High Needs Children in Stars**

- Provide financial incentives for Stars programs serving high needs children
- Support programs moving through Stars
- Provide financial incentives for education and retention of Stars educators

#### **Goal 3: Build Connections Between Early Learning and K-12 Schools**

- Implement Early Learner Survey
- Create Early Learning Teams in high-needs communities to foster early childhood/K-12 links
- Link high school and college professional development for early learning educators

#### **Goal 4: Sustain a Thriving Statewide Early Learning System**

- Use data to inform quality improvement and sustainability
- Engage community leaders, including parents, as informed advocates for early learning
- Provide leadership for system development and sustainability

The Provider Engagement Initiative is part of Goal 2, expanding the number of Stars programs and high needs children in high performing Stars programs, as well as Goal 4, sustaining the

system. Approximately 11,000 children are born in Delaware each year and 40% of these children are low-income. In addition to children at risk due to their family's limited income, Delaware has other children who have high needs, such as those with developmental delays and disabilities, those who are dual language learners, those who are homeless, and those who are participating in the child welfare system.

To optimize the school and life success of Delaware's young children, we are seeking to create a system of high quality early learning programs through Delaware Stars and to assure that the programs serving high needs children are functioning at the highest level of Stars. There are approximately 450 licensed early care and education centers, 800 family child care and 80 large family child care programs in the state, employing approximately 8,000 early childhood professionals, with the capacity to reach more than 50,000 children in Delaware. All programs are licensed through the Department of Services for Children, Youth and Their Families, Division of Family Services, Office of Child Care Licensing and these programs are eligible to voluntarily participate in Delaware Stars.

Delaware Stars for Early Success is a Quality Rating and Improvement System (QRIS), which is a method used to assess, improve and communicate the level of quality in early learning (as well as school age child care) settings. Delaware Stars establishes quality standards for programs and provides technical assistance and limited financial support to programs involved in Stars as they engage in quality improvement efforts. Delaware Stars is designed as a voluntary system that expects programs to work on improving quality by moving up the Star Levels. There are a total of five Star levels. Star 5 is the level desired, particularly for programs serving high needs children. For an overview of the Stars standards, visit: [www.delawarestars.udel.edu](http://www.delawarestars.udel.edu)

### **B. Early Learning Provider Engagement Initiative Overview**

The purpose of the Early Learning Provider Engagement Initiative is to educate and engage early learning programs participating in Delaware Stars for *Early Success*, the state's quality rating and improvement system (QRIS). Early Learning Programs and their staff will effectively advocate for themselves and the Delaware Stars system. The "buy-in" from Delaware Stars staff is essential for the success of this initiative.

A total of \$90,000 is available during Calendar Year 2014 and \$90,000 for Calendar Year 2015.

### C. Key Responsibilities

Through this Request for Proposal, the Office of Early Learning is seeking proposals to manage the Provider Engagement Initiative. The successful organization will undertake these core responsibilities in order to plan and implement the Provider Engagement Initiative:

1. Create and implement an outreach and marketing plan.
  2. Develop articles (print and online) to support early learning programs participating in Delaware Stars.
  3. Provide policy, communications and leadership training
  4. Create and maintain an outreach calendar.
  5. Coordinate opportunities for outreach to elected officials.
  6. Create and provide media opportunities.
  7. Work with OEL and other engagement contractors to build relationships and distribute materials.
  8. Evaluate strategies and revise as needed.
  9. Work with early learning programs and other stakeholders to support sustainability for Delaware Stars.
- 
1. **Create and implement an outreach and marketing plan.** The Contractor will develop and implement an outreach plan that includes effective strategies for engaging early learning programs participating in Delaware Stars. This work will include family and large family child care, early care and education centers and public/charter schools, in addition to Delaware Stars staff.
  2. **Develop articles (print and online) to support early learning programs participating in Delaware Stars.** The Contractor will use current research and strategies that reflect best practice in leadership/advocacy in both printed materials and resources provided via the website. In addition, the Contractor will develop specific ways for early learning programs to communicate with each other and the Contractor.
  3. **Provide advocacy training.** The Contractor will develop quality assured professional development opportunities based on evidence-based practice. The Contractor will provide the training(s) throughout the state on an on-going basis and as requested.
  4. **Create and maintain an outreach calendar.** The Contractor will maintain an electronic calendar reflecting current and future activities throughout the state. These activities will include, but not be limited to, professional development, open houses, community, legislative and business events.
  5. **Coordinate opportunities for outreach to elected officials.** The Contractor will coordinate events and visits between early learning program staff and elected officials and group activities such as breakfasts or brown bag lunches. These events will be offered throughout the state and at times and locations that meet the needs of early learning programs and their staff, as well as of elected officials.
  6. **Provide media opportunities.** The Contractor will work with local and state media outlets in support of early learning programs and their participation in Delaware Stars.
  7. **Work with OEL and other engagement contractors to build relationships and distribute materials.** The Contractor will meet monthly with OEL staff and coordinate their activities with contractors working with community leaders, business leaders and the media. The Contractor will share all materials developed as a part of this initiative with OEL contractors and other outreach stakeholder groups upon request.

8. **Evaluate strategies and revise as needed.** The Contractor will review their strategies and survey the early learning programs and staff to ascertain successes and challenges in their engagement work. The Contractor will revise their strategies as need in order to become more successful in their outreach and engagement.
9. **Work with early learning programs and other stakeholders to support sustainability for Delaware Stars.** The Contractor will work with Delaware Stars stakeholders in order to sustain Delaware Stars and its supports beyond the Early Learning Challenge. This work will be coordinated with the Goal 4 committee.

### III. Required Information

The Following information shall be provided in each proposal in the order listed below. Failure to respond to any request for information within this proposal may result in rejection of the proposal at the sole discretion of the State.

#### A. Minimum Requirements

1. Delaware business license:  
Provide evidence of a Delaware business license or evidence of an application to obtain the business license.
2. Professional liability insurance:  
Provide evidence of professional liability insurance in the amount of \$1,000,000.00.

#### B. General Evaluation Requirements

1. Conformity in form and format to instructions contained in the RFP (5 Points);
2. Completeness of information requested, including all required attachments (15 Points);
3. Relevance, clarity, feasibility and timeliness of proposed goals and objectives, timeline and activities to the stated purpose and scope of the RFP (30 Points);
4. Demonstrated expertise and experience to successfully undertake the Provider Engagement Initiative (20 Points);
5. Demonstrated capacity to meet the requirements of the Provider Engagement Initiative (15 Points); and
6. Budget clearly and economically relates to the proposed work (15 Points).

### IV. Professional Services RFP Administrative Information

#### A. RFP Issuance

##### 1. Obtaining Copies of the RFP

The RFP is available in electronic form through DDOE website at \*  
Paper copies of this RFP will not be available.

##### 2. Public Notice

Public notice has been provided in accordance with 29 *Del. C.* § 6981.

**3. Assistance to Vendors with a Disability**

Vendors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the Designated Contact no later than ten days prior to the deadline for receipt of proposals.

**4. RFP Designated Contact**

All requests, questions, or other communication about this RFP shall be made in writing to DDOE. Address all communications to the personnel or attempting to ask questions by phone or in person will not be allowed or recognized as valid and may disqualify the vendor. Vendors should rely only on written statements issued by the RFP designated contact:

Evelyn Keating, Program Manager  
Delaware Office of Early Learning  
820 North French Street, 5<sup>th</sup> Floor  
Wilmington, DE 19801  
[Evelyn.Keating@state.de.us](mailto:Evelyn.Keating@state.de.us)

To ensure that written requests are received and answered in a timely manner, electronic mail (e-mail) correspondence is acceptable, but other forms of delivery, such as postal and courier services can be used.

**5. Consultants and Legal Counsel**

DDOE may retain consultants or legal counsel to assist in the review and evaluation of this RFP and the vendors' responses. Bidders shall not contact consultant or legal counsel on any matter related to the RFP.

**6. Contact with State Employees**

Direct contact with State of Delaware employees other than DDOE Designated Contact regarding this RFP is expressly prohibited without prior consent. Vendors directly contacting DDOE employees risk elimination of their proposal from further consideration. Exceptions exist only for organizations currently doing business with the State who require contact in the normal course of doing that business.

**7. Organizations Ineligible to Bid**

Any individual, business, organization, corporation, consortium, partnership, joint venture, or any entity including subcontractors currently debarred or suspended is ineligible to bid. Any entity ineligible to conduct business in the State of Delaware for any reason is ineligible to respond to the RFP.

**8. Exclusions**

The Proposal Evaluation Team reserves the right to refuse to consider any proposal from a vendor who:

- a. Has been convicted for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of the contract or subcontract;
- b. Has been convicted under State or Federal statutes of embezzlement, theft, forgery, bribery, falsification, or destruction of records, receiving stolen property, or other offenses indicating a lack of business integrity or business honesty that currently and seriously affects responsibility as a State contractor;
- c. Has been convicted or has had a civil judgment entered for a violation under State or Federal antitrust statutes;
- d. Has violated contract provisions such as:
  - 1) Knowing Failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
  - 2) Failure to perform or unsatisfactory performance in accordance with terms of one or more contracts;
- e. Has violated ethical standards set out in law or regulation; and
- f. Any other cause listed in regulations of the State of Delaware determined to be serious and compelling as to affect responsibility as a State contractor, including suspension or debarment by another governmental entity for a cause listed in the regulations.

### **C. RFP Submissions**

#### **1. Acknowledgement of Understanding of Terms**

By submitting a bid, each vendor shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules and exhibits hereto, and has fully informed itself as to all existing conditions and limitations.

#### **2. Proposals**

To be considered, all proposals must be submitted in writing and respond to the items outlined in this RFP. The State reserves the right to reject any non-responsive or non-conforming proposals. Each proposal must be submitted with seven (7) paper copies and seven (7) electronic copies. Proposals submitted in response to this RFP should be prepared and submitted in accordance with the following guidelines:

- Typewritten;
- Single spaced;
- Calibri 11 point font;
- Charts and graphs may be single spaced and use no smaller than 10-point font;
- One-inch (1") side, top and bottom margins; Footer on each page with page number and the vendor name;
- Do not attach additional pages or information not requested in the application; and

- Stapled (do not use binders or folders when submitting the proposal).

Proposals shall contain the following information in the order noted below. Applicants should prepare proposals simply and economically, providing a straightforward, concise description of the Applicant's ability to meet the requirements of the RFP. All proposals become the property of the State of Delaware and will not be returned to the bidder. The content of each proposal is privileged and confidential.

- Transmittal Letter:** Provide a transmittal letter, which briefly summarizes the proposing organization's interest in providing the required professional services. The transmittal letter must also clearly state and justify any exceptions to the requirements of the RFP which the applicant may have taken in presenting the proposal. Furthermore, the transmittal letter must attest to the fact that no activity related to this proposal contract will take place outside of the United States. The State of Delaware reserves the right to deny any and all exceptions taken to the RFP requirements.
- Early Learning Challenge Form (Attachment C)**
- Title Page**  
The Title Page shall include:
  - RFP title and number
  - Name of applicant
  - Applicant's full address
  - Applicant's phone number and email
  - Name and title of the applicant's designated contact person
  - Bid due date and time
- Table of Contents**  
The Table of Contents shall include a clear and complete identification of information presented by section and page number.
- Statement of Work**  
Using the instructions provided in Attachment B, Appendix A, prepare a Work Plan. The work plan shall describe, in clear specific terms, the key goals, objectives, activities and results necessary to create and manage the Early Learning Provider Engagement Initiative. Specific completion dates for the various tasks must be included. The work plan should include specific objectives, activities, strategies and resources.
- Qualifications and Experience**
  - Provide information about the experience and expertise of the organization and its staff to carry out the Early Learning Provider Engagement Initiative, including its programmatic as well as financial stability and economic capability to perform the program and contract requirements.

- Identify the specific individuals who will work on the Early Learning Provider Engagement Initiative, along with the nature and extent of their involvement. Provide the resumes of these individuals.
- If conducting this project will require hiring individuals who are not currently employed by the bidding organization, applications shall provide detailed job descriptions, including qualifications and experience required.
- Include the organizational chart of the applicant.
  
- Budget**  
Using the forms and instructions found in attachment B, Appendix B, please prepare a budget with narrative for the period of January 1, 2014 through December 31, 2014, as well as a budget with narrative for the period January 1, 2015 through December 31, 2015. A total of \$90,000 is available for Calendar Year 2014 and \$90,000 for Calendar Year 2015. 100% of the funds for this initiative are derived from the federal Early Learning Challenge.
  
- Additional Required Documents**
  - Proof of Delaware Business License, or a statement that the applicant will secure a Delaware Business License prior to beginning the project.
  - Articles of incorporation.
  - IRS certification of tax-exempt status if applicable.
  - Proof of Professional Liability Insurance in the amount of \$1,000,000.00.
  - List of all contracts awarded. Bidder shall include a list of all contracts awarded to its or its predecessor firm(s) by the State of Delaware, during the last three (3) years. This list must include the State Department, Division, Contact Person (name, address, email and phone number), period of performance and amount. The review committee may contact any of the references and/or sources of prior contracts when considering the bid. Failure to list any contract as required may be grounds for immediate rejection of the bid.
  - Names and phone numbers of at least three (3) organizations for whom the vendor has carried out similar projects must be included. If no similar project has been conducted, others requiring comparable skills can be used.
  - Completed Early Learning Challenge Form, see Attachment C.

All properly sealed and marked proposals are to be sent to DDOE and received no later than **3:00 p.m. local time** on September 27, 2013. The outside of the proposal package must be clearly labeled "**RFP # DOE – 2013-\* - Early Learning Provider Engagement Initiative**". The Proposals may be delivered by Express Delivery (e.g. FedEx, UPS, etc.), US Mail or by hand to:

**Kim Wheatley, Director  
Financial Reform Resources  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639**

Any proposal submitted by US Mail, shall be sent by either certified or registered mail. Proposals must be received at the above address no later than **3:00 p.m. local time on September 27, 2013**. Any proposal received after this date shall not be considered and shall be returned unopened. The proposing vendor bears the risk of delays in delivery. The contents of any proposal shall not be disclosed as to be made available to competing entities during the negotiations process.

Upon receipt of vendor proposals, each vendor shall be presumed to be thoroughly familiar with all specifications and requirements of this RFP. The failure or omission to examine any form, instrument or document shall in no way relieve vendors from any obligation in respect to this RFP.

### **3. Proposal Modifications**

Any changes, amendments or modifications to a proposal must be made in writing, submitted in the same manner as the original response and conspicuously labeled as a change, amendment or modification to a previously submitted proposal. Changes, amendments or modifications to proposals shall not be accepted or considered after the hour and date specified as the deadline for submission of proposals.

### **4. Proposal Costs and Expenses**

The DDOE will not pay any costs incurred by any vendor associated with any aspect of responding to this solicitation, including proposal preparation, printing or delivery, system demonstrations or negotiation process.

### **5. Proposal Expiration Date**

Prices quoted in the proposal shall remain fixed and binding on the bidder at least through December 15, 2013. The DDOE reserves the right to ask for an extension of time if needed.

### **6. Late Proposals**

Proposals received after the specified date and time will not be accepted or considered. To guard against premature opening, sealed proposals shall be submitted, plainly marked with the proposal title, vendor name, and time and date of the proposal opening. Evaluation of the proposals is expected to begin shortly after the proposal due date. To document compliance with the deadline, the proposal will be date and time stamped upon receipt.

### **7. Proposal Opening**

DDOE will receive proposals until the date and time shown in this RFP. Proposals will be opened only in the presence of DDOE personnel. Any unopened proposals will be returned to Vendor. There will be no public opening of proposals but a public log will be kept of the names of all vendor

organizations that submitted proposals. The contents of any proposal shall not be disclosed to competing vendors prior to contract award.

#### **8. Non-Conforming Proposals**

Non-conforming proposals will not be considered. Non-conforming proposals are defined as those that do not meet the requirements of this RFP. The determination of whether an RFP requirement is substantive or a mere formality shall reside solely within DDOE.

#### **9. Concise Proposals**

DDOE discourages overly lengthy and costly proposals. It is the desire that proposals be prepared in a straightforward and concise manner. Unnecessarily elaborate brochures or other promotional materials beyond those sufficient to present a complete and effective proposal are not desired. DDOE's interest is in the quality and responsiveness of the proposal.

#### **10. Realistic Proposals**

It is the expectation of DDOE that vendors can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.

DDOE shall bear no responsibility or increase obligation for a vendor's failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

#### **11. Confidentiality of Documents**

All documents submitted as part of the vendor's proposal will be deemed confidential during the evaluation process. Vendor proposals will not be available for review by anyone other than DDOE/Proposal Evaluation Team or its designated agents. There shall be no disclosure of any vendor's information to a competing vendor prior to award of the contract.

DDOE is a public agency as defined by state law, and as such, it is subject to the Delaware Freedom of Information Act, 29 *Del. C.* Ch. 100. Under the law, all DDOE's records are public records (unless otherwise declared by law to be confidential) and are subject to inspection and copying by any person. Vendor(s) are advised that once a proposal is received by DDOE and a decision on contract award is made, its contents will become public record and nothing contained in the proposal will be deemed to be confidential except proprietary information.

Vendor(s) shall not include any information in their proposal that is proprietary in nature or that they would not want to be released to the public. Proposals must contain sufficient information to be evaluated and a contract written without reference to any proprietary information. If a vendor feels that they cannot submit their proposal without including proprietary information, they must adhere to the following procedure or their proposal may be deemed unresponsive and will not be recommended for selection. Vendor(s) must submit such information in a separate, sealed envelope labeled "Proprietary Information" with the RFP number. The envelope must contain a letter from the Vendor's legal counsel describing the documents in the envelope, representing in good faith that the information in each document is not "public record" as defined by 29 *Del. C.* § 10002(d), and briefly stating the reasons that each document meets the said definitions.

Upon receipt of a proposal accompanied by such a separate, sealed envelope, DDOE will open the envelope to determine whether the procedure described above has been followed.

## 12. Multi-Vendor Solutions (Joint Ventures)

Multi-vendor solutions (joint ventures) will be allowed only if one of the venture partners is designated as the “**prime contractor**”. The “**prime contractor**” must be the joint venture’s contact point for DDOE and be responsible for the joint venture’s performance under the contract, including all project management, legal and financial responsibility for the implementation of all vendors’ systems. If a joint venture is proposed, a copy of the joint venture agreement clearly describing the responsibilities of the partners must be submitted with the proposal. Services specified in the proposal shall not be subcontracted without prior written approval by DDOE, and approval of a request to subcontract shall not in any way relieve Vendor of responsibility for the professional and technical accuracy and adequacy of the work. Further, vendor shall be and remain liable for all damages to DDOE caused by negligent performance or non-performance of work by its subcontractor or its sub-subcontractor.

Multi-vendor proposals must be a consolidated response with all cost included in the cost summary. Where necessary, RFP response pages are to be duplicated for each vendor.

- a. **Primary Vendor.** DDOE expects to negotiate and contract with only one “prime vendor”. DDOE will not accept any proposals that reflect an equal teaming arrangement or from vendors who are co-bidding on this RFP. The prime vendor will be responsible for the management of all subcontractors.

Any contract that may result from this RFP shall specify that the prime vendor is solely responsible for fulfillment of any contract with the State as a result of this procurement. The State will make contract payments only to the awarded vendor. Payments to any-subcontractors are the sole responsibility of the prime vendor (awarded vendor).

Nothing in this section shall prohibit DDOE from the full exercise of its options under Section IV.B.16 regarding multiple source contracting.

- b. **Sub-Contracting.** The vendor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and major subcontractors must be identified by name. **The prime vendor shall be wholly responsible for the entire contract performance whether or not subcontractors are used.** Any sub-contractors must be approved by DDOE.

- c. **Multiple Proposals.** A primary vendor may not participate in more than one proposal in any form. Sub-contracting vendors may participate in multiple joint venture proposals.

## 13. Sub-Contracting

The vendor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however,

vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and subcontractors must be identified by name. Any sub-contractors must be approved by DDOE.

#### **14. Discrepancies and Omissions**

Vendor is fully responsible for the completeness and accuracy of their proposal, and for examining this RFP and all addenda. Failure to do so will be at the sole risk of vendor. Should vendor find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any questions arise concerning this RFP, vendor shall notify DDOE's Designated Contact, in writing, of such findings at least ten (10) days before the proposal opening. This will allow issuance of any necessary addenda. It will also help prevent the opening of a defective proposal and exposure of vendor's proposal upon which award could not be made. All unresolved issues should be addressed in the proposal.

Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Designated Contact, in writing, no later than ten (10) calendar days prior to the time set for opening of the proposals.

##### **a. RFP Question and Answer Process**

DDOE will allow written requests for clarification of the RFP. All questions will be consolidated into a single set of responses and posted on DDOE's website at <http://www.doe.k12.de.us/rfplisting/> by 12:00 p.m. on September 16, 2013. Vendors' names will be removed from questions in the responses released. Questions should be submitted in the following format, deviations from this format will not be accepted:

Section number

Paragraph number

Page number

Text of passage being questioned

Question

Questions not submitted electronically shall be accompanied by a CD and no questions shall be formatted in Microsoft Word. Questions must be filed no later than on midnight on September 16, 2013. Questions received after that time will not be considered. A copy of the questions and answers will be posted on <http://bids.delaware.gov>

#### **15. State's Right to Reject Proposals**

DDOE reserves the right to accept or reject any or all proposals or any part of any proposal, to waive defects, technicalities or any specifications (whether they be in DDOE's specifications or vendor's response), to sit and act as sole judge of the merit and

qualifications of each product offered, or to solicit new proposals on the same project or on a modified project which may include portions of the originally proposed project as DDOE may deem necessary in the best interest of the State of Delaware.

#### **16. State's Right to Cancel Solicitation**

DDOE reserves the right to cancel this solicitation at any time during the procurement process, for any reason or for no reason. DDOE makes no commitments expressed or implied, that this process will result in a business transaction with any vendor.

This RFP does not constitute an offer by DDOE. Vendor's participation in this process may result in DDOE selecting your organization to engage in further discussions and negotiations toward execution of a contract. The commencement of such negotiations does not, however, signify a commitment by DDOE to execute a contract nor to continue negotiations. DDOE may terminate negotiations at any time and for any reason, or for no reason.

#### **17. State's Right to Award Multiple Source Contracting**

Pursuant to 29 *Del. C.* § 6986, DDOE may award a contract for a particular professional service to two or more vendors if the agency head makes a determination that such an award is in the best interest of DDOE.

#### **18. Notification of Withdrawal of Proposal**

Vendor may modify or withdraw its proposal by written request, provided that both proposal and request is received by DDOE prior to the proposal due date. Proposals may be re-submitted in accordance with the proposal due date in order to be considered further.

Proposals become the property of DDOE at the proposal submission deadline. All proposals received are considered firm offers at that time.

#### **19. Revisions to the RFP**

If it becomes necessary to revise any part of the RFP, an addendum will be posted on DDOE's website at <http://www.doe.k12.de.us/rfplisting/> and <http://bids.delaware.gov> DDOE is not bound by any statement related to this RFP made by any State of Delaware employee, contractor or its agents.

#### **20. Exceptions to the RFP**

Any exceptions to the RFP, or DDOE's terms and conditions, must be highlighted and included in writing in the proposal. Acceptance of exceptions is within the sole discretion of the evaluation committee.

#### **21. Award of Contract**

The final award of a contract is subject to approval by DDOE. DDOE has the sole right to select the successful vendor(s) for award, to reject any proposal as unsatisfactory or non-responsive, to award a contract to other than the lowest priced proposal, to award multiple contracts, or not to award a contract, as a result of this RFP.

Notice in writing to a vendor of the acceptance of its proposal by DDOE and the subsequent full execution of a written contract will constitute a contract, and no vendor will acquire any legal or equitable rights or privileges until the occurrence of both such events.

**a. RFP Award Notifications**

After reviews of the evaluation committee report and its recommendation, and once the contract terms and conditions have been finalized, DDOE will award the contract.

The contract shall be awarded to the vendor whose proposal is most advantageous, taking into consideration the evaluation factors set forth in the RFP.

It should be explicitly noted that DDOE is not obligated to award the contract to the vendor who submits the lowest bid or the vendor who receives the highest total point score, rather the contract will be awarded to the vendor whose proposal is the most advantageous to DDOE. The award is subject to the appropriate State of Delaware approvals.

After a final selection is made, the winning vendor will be invited to negotiate a contract with DDOE; remaining vendors will be notified in writing of their selection status.

**C. RFP Evaluation Process**

An evaluation team composed of representatives of DDOE will evaluate proposals on a variety of quantitative criteria. Neither the lowest price nor highest scoring proposal will necessarily be selected.

DDOE reserves full discretion to determine the competence and responsibility, professionally and/or financially, of vendors. Vendors are to provide in timely manner any and all information that DDOE may deem necessary to make a decision.

**1. Proposal Evaluation Team**

The Proposal Evaluation Team shall include representatives of DDOE. The Team shall determine which vendors meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in 29 *Del. C.* §§ 6981 and 6982. The Team may negotiate with one or more vendors during the same period and may, at its discretion, terminate negotiations with any or all vendors. The Team shall make a recommendation regarding the award to Delaware Secretary of Education, who shall have final authority, subject to the provisions of this RFP and 29 *Del. C.* § 6982, to award a contract to the successful vendor in the best interests of the State of Delaware.

**2. Proposal Selection Criteria**

The Proposal Evaluation Team shall assign up to the maximum number of points for each evaluation item to each of the proposing vendor's proposals. All assignments of points shall be at the sole discretion of the Proposal Evaluation Team.

The proposals all contain the essential information on which the award decision shall be made. The information required to be submitted in response to this RFP has

been determined by DDOE to be essential for use by the Team in the bid evaluation and award process.

Therefore, all instructions contained in this RFP shall be met in order to qualify as a responsive and responsible contractor and participate in the Proposal Evaluation Team's consideration for award.

Proposals which do not meet or comply with the instructions of this RFP may be considered non-conforming and deemed non-responsive and subject to disqualification at the sole discretion of the Team.

The Team reserves the right to:

- Select for contract or for negotiations a proposal other than that with lowest costs.
- Reject any and all proposals or portions of proposals received in response to this RFP or to make no award or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all vendors during the contract review and negotiation.
- Negotiate any aspect of the proposal with any vendor and negotiate with more than one vendor at the same time.
- Select more than one vendor pursuant to 29 Del. C. §6986.

**a. Criteria Weight**

Proposals will be evaluated using the following criteria and scoring process:

<b>Criteria</b>	<b>Weight</b>
Conformity in form and format to instructions contained in the RFP	<b>5 points</b>
Completeness of information requested, including all required attachments	<b>15 points</b>
<b>Criteria</b>	<b>Weight</b>
Relevance, clarity, feasibility and timeliness of proposed goals, objectives, timeline and activities to the stated purpose and scope of the RFP	<b>30 points</b>
Demonstrated expertise and experience to successfully undertake the Infrastructure Fund	<b>20 points</b>
Demonstrated capacity to meet the requirements of the Infrastructure	<b>15 points</b>
Budget clearly and economically relates to the proposed work	<b>15 points</b>
<b>Total</b>	<b>100 points</b>

### **3. Proposal Clarification**

The Evaluation Team may contact any vendor in order to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Proposals may not be modified as a result of any such clarification request.

### **4. References**

The Evaluation Team may contact any customer of the vendor, whether or not included in the vendor's reference list, and use such information in the evaluation process. Additionally, DDOE may choose to visit existing installations of comparable systems, which may or may not include vendor personnel. If the vendor is involved in such site visits, DDOE will pay travel costs only for State of Delaware personnel for these visits.

### **5. Oral Presentations**

Selected vendors may be invited to make oral presentations to the Evaluation Team. The vendor representative(s) attending the oral presentation shall be technically qualified to respond to questions related to the proposed system and its components.

All of the vendor's costs associated with participation in oral discussions and system demonstrations conducted for DDOE are the vendor's responsibility.

## **D. Contract Terms and Conditions**

### **1. General Information**

- a. The term of the contract between the successful bidder and DDOE shall be through December 31, 2015, with the possibility of renewal for up to two (2) additional calendar years contingent on funding and satisfactory performance. Note that the contractor will be monitored and evaluated, through written reporting, face to face meetings, and on-site on a regular basis. Failure of the contractor to cooperate with this process or to resolve any problems identified in the monitoring and evaluation process may be cause to terminate the contract.
- b. The selected vendor will be required to enter into a written agreement with DDOE. DDOE reserves the right to incorporate standard State contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. Any proposed modifications to the terms and conditions of the standard contract are subject to review and approval by DDOE. Vendors will be required to sign the contract for all services, and may be required to sign additional agreements.
- c. The selected vendor or vendors will be expected to enter negotiations with DDOE, which will result in a formal contract between parties. Procurement will be in accordance with subsequent contracted agreement. This RFP and the selected vendor's response to this RFP will be incorporated as part of any formal contract.
- d. DDOE's standard contract will most likely be supplemented with the vendor's software license, support/maintenance, source code escrow agreements, and any other applicable agreements. The terms and conditions of these agreements will be negotiated with the finalist during actual contract negotiations.
- e. The successful vendor shall promptly execute a contract incorporating the terms of this RFP. No vendor is to begin any service prior to receipt a

State of Delaware purchase order signed by two authorized representatives of the agency requesting service, properly processed through the State of Delaware Accounting Office and the Department of Finance. The purchase order shall serve as the authorization to proceed in accordance with the bid specifications and the special instructions, once it is received by the successful vendor.

f. If the vendor to whom the award is made fails to enter into the agreement as herein provided, the award will be annulled, and an award may be made to another vendor. Such vendor shall fulfill every stipulation embraced herein as if they were the party to whom the first award was made.

## **2. Collusion or Fraud**

Any evidence of agreement or collusion among vendor(s) and prospective vendor(s) acting to illegally restrain freedom from competition by agreement to offer a fixed price, or otherwise, will render the offers of such vendor(s) void.

By responding, the vendor shall be deemed to have represented and warranted that its proposal is not made in connection with any competing vendor submitting a separate response to this RFP, and is in all respects fair and without collusion or fraud; that the vendor did not participate in the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance; and that no employee or official of the State of Delaware participated directly or indirectly in the vendor's proposal preparation.

Advance knowledge of information which gives any particular vendor advantages over any other interested vendor(s), in advance of the opening of proposals, whether in response to advertising or an employee or representative thereof, will potentially void that particular proposal.

## **3. Lobbying and Gratuities**

Lobbying or providing gratuities shall be strictly prohibited. Vendors found to be lobbying, providing gratuities to, or in any way attempting to influence a State of Delaware employee or agent of the State of Delaware concerning this RFP or the award of a contract resulting from this RFP shall have their proposal immediately rejected and shall be barred from further participation in this RFP.

The selected vendor will warrant that no person or selling agency has been employed or retained to solicit or secure a contract resulting from this RFP upon agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation of this warranty, DDOE shall have the right to annul any contract resulting from this RFP without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

All contact with State of Delaware employees, contractors or agents of the State of Delaware concerning this RFP shall be conducted in strict accordance with the manner, forum and conditions set forth in this RFP.

## **4. Solicitation of State Employees**

Until contract award, vendors shall not, directly or indirectly, solicit any employee of the State of Delaware to leave the State of Delaware's employ in order to accept employment

with the vendor, its affiliates, actual or prospective contractors, or any person acting in concert with vendor, without prior written approval of the State of Delaware's contracting officer. Solicitation of State of Delaware employees by a vendor may result in rejection of the vendor's proposal.

This paragraph does not prevent the employment by a vendor of a State of Delaware employee who has initiated contact with the vendor. However, State of Delaware employees may be legally prohibited from accepting employment with the contractor or subcontractor under certain circumstances. Vendors may not knowingly employ a person who cannot legally accept employment under state or federal law. If a vendor discovers that they have done so, they must terminate that employment immediately.

## **5. General Contract Terms**

### **a. Independent contractors**

The parties to the contract shall be independent contractors to one another, and nothing herein shall be deemed to cause this agreement to create an agency, partnership, joint venture or employment relationship between parties. Each party shall be responsible for compliance with all applicable workers compensation, unemployment, disability insurance, social security withholding and all other similar matters. Neither party shall be liable for any debts, accounts, obligations or other liability whatsoever of the other party, or any other obligation of the other party to pay on the behalf of its employees or to withhold from any compensation paid to such employees any social benefits, workers compensation insurance premiums or any income or other similar taxes.

It may be at DDOE's discretion as to the location of work for the contractual support personnel during the project period. DDOE shall provide working space and sufficient supplies and material to augment the Contractor's services.

### **b. Non-Appropriation**

In the event the General Assembly fails to appropriate the specific funds necessary to enter into or continue the contractual agreement, in whole or part, the agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available at the end of the last fiscal year for which no appropriation is available or upon the exhaustion of funds.

### **c. Licenses and Permits**

In performance of the contract, the vendor will be required to comply with all applicable federal, state and local laws, ordinances, codes, and regulations. The cost of permits and other relevant costs required in the performance of the contract shall be borne by the successful vendor. The vendor shall be properly licensed and authorized to transact business in the State of Delaware as provided in 30 *Del. C.* § 2301.

Prior to receiving an award, the successful vendor shall either furnish DDOE with proof of State of Delaware Business Licensure or initiate the process of application where required. An application may be requested in writing to: Division of Revenue, Carvel State Building, P.O. Box 8750, 820 N. French Street, Wilmington, DE 19899 or by telephone to one of the following numbers: (302) 577-8200—Public Service, (302) 577-8205—Licensing Department.

Information regarding the award of the contract will be given to the Division of Revenue. Failure to comply with the State of Delaware licensing requirements may subject vendor to applicable fines and/or interest penalties.

**d. Notice**

Any notice to DDOE required under the contract shall be sent by registered mail to:

**Jason Gardner  
 Manager, Finance and Administration  
 Office of Early Learning  
 Carvel State Office Building  
 820 North French Street, 5<sup>th</sup> Floor  
 Wilmington, DE 19801**

**e. Indemnification**

**1) General Indemnification.**

By submitting a proposal, the proposing vendor agrees that in the event it is awarded a contract, it will indemnify and otherwise hold harmless the State of Delaware, DDOE, its agents and employees from any and all liability, suits, actions, or claims, together with all costs, expenses for attorney's fees, arising out of the vendor's its agents and employees' performance work or services in connection with the contract, regardless of whether such suits, actions, claims or liabilities are based upon acts or failures to act attributable, in whole or part, to the State, its employees or agents.

**2) Proprietary Rights Indemnification**

Vendor shall warrant that all elements of its solution, including all equipment, software, documentation, services and deliverables, do not and will not infringe upon or violate any patent, copyright, trade secret or other proprietary rights of any third party. In the event of any claim, suit or action by any third party against the State of Delaware or DDOE, the State of Delaware or DDOE shall promptly notify the vendor in writing and vendor shall defend such claim, suit or action at vendor's expense, and vendor shall indemnify the State of Delaware or DDOE against any loss, cost, damage, expense or liability arising out of such claim, suit or action (including, without limitation, litigation costs, lost employee time, and counsel fees) whether or not such claim, suit or action is successful.

If any equipment, software, services (including methods) products or other intellectual property used or furnished by the vendor (collectively "Products") is or in vendor's reasonable judgment is likely to be, held to constitute an infringing product, vendor shall at its expense and option either:

- (a)** Procure the right for DDOE to continue using the Product(s);
- (b)** Replace the product with a non-infringing equivalent that satisfies all the requirements of the contract; or
- (c)** Modify the Product(s) to make it or them non-infringing, provided that the modification does not materially alter the functionality or efficacy of the product or cause the Product(s) or any part of the work to fail to conform to the requirements of the Contract, or only alters the Product(s) to a degree that DDOE agrees to and accepts in writing.

**f. Insurance**

- 1) Vendor recognizes that it is operating as an independent contractor and that it is liable for any and all losses, penalties, damages, expenses,

attorney’s fees, judgments, and/or settlements incurred by reason of injury to or death of any and all persons, or injury to any and all property, of any nature, arising out of the vendor’s negligent performance under this contract, and particularly without limiting the foregoing, caused by, resulting from, or arising out of any act of omission on the part of the vendor in their negligent performance under this contract.

2) The vendor shall maintain such insurance as will protect against claims under Worker’s Compensation Act and from any other claims for damages for personal injury, including death, which may arise from operations under this contract. The vendor is an independent contractor and is not an employee of the State of Delaware.

3) During the term of this contract, the vendor shall, at its own expense, carry insurance minimum limits as follows:

a.	Comprehensive General Liability	\$1,000,000
b.	Professional Liability/Misc. Error & Omissions/Product Liability	\$1,000,000/\$3,000,000

If the contractual service requires the transportation of departmental clients or staff, the vendor shall, in addition to the above coverages, secure at its own expense the following coverage:

a.	Automotive Liability (Bodily Injury)	\$100,000/\$300,000
b.	Automotive Property Damage (to others)	\$ 25,000

4) The vendor shall provide a certificate of insurance as proof that the vendor has the required insurance.

**g. Performance Requirements**

The selected Vendor will warrant that its possesses, or has arranged through subcontractors, all capital and other equipment, labor, materials, and licenses necessary to carry out and complete the work hereunder in compliance with any and all Federal and State laws, and County and local ordinances, regulations and codes.

**h. Warranty**

The Vendor will provide a warranty that the deliverables provided pursuant to the contract will function as designed for a period of no less than one (1) year from the date of system acceptance. The warranty shall require the Vendor correct, at its own expense, the setup, configuration, customizations or modifications so that it functions according to the State’s requirements.

**i. Costs and Payment Schedules**

All contract costs must be as detailed specifically in the Vendor’s cost proposal. No charges other than as specified in the proposal shall be allowed without written consent of DDOE. The proposal costs shall include full compensation for all taxes that the selected vendor is required to pay.

DDOE will require a payment schedule based on defined and measurable milestones. Payments for services will not be made in advance of work performed. DDOE may

require holdback of contract monies until acceptable performance is demonstrated (as much as 25%).

**j. Penalties**

DDOE may include in the final contract penalty provisions for non-performance, such as liquidated damages.

**k. Termination for Cause**

If for any reasons, or through any cause, the Vendor fails to fulfill in timely and proper manner his obligations under the contract, or if the Vendor violates any of the covenants, agreements or stipulations of the contract, DDOE shall thereupon have the right to terminate the contract by giving written notice to the Vendor of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs and reports or other material prepared by the Vendor under the contract shall, at the option of DDOE, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents and other materials which is useable to DDOE.

**l. Termination for Convenience**

DDOE may terminate the contract at any time by giving written notice of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs and reports or other material prepared by the Vendor under the contract shall, at the option of DDOE, become its property, and the Vendor shall be entitled to compensation for any satisfactory work completed on such documents and other materials which is useable to DDOE. If the contract is terminated by DDOE as so provided, the Vendor will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Vendor as covered by the contract, less payments of compensation previously made. Provided however, that if less than 60 percent of the services covered by the contract have been performed upon the effective date of termination, the Vendor shall be reimbursed (in addition to the above payment) for that portion of actual out of pocket expenses (not otherwise reimbursed under the contract) incurred by the Vendor during the contract period which are directly attributable to the uncompleted portion of the services covered by the contract.

**m. Non-discrimination**

In performing the services subject to this RFP the vendor will agree that it will not discriminate against any employee or applicant for employment because of race, creed, color, sex or national origin. The successful vendor shall comply with all federal and state laws, regulations and policies pertaining to the prevention of discriminatory employment practice. Failure to perform under this provision constitutes a material breach of contract.

**n. Covenant against Contingent Fees**

The successful vendor will warrant that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement of understanding for a commission or percentage, brokerage or contingent fee excepting bona-fide employees,

right to annul the contract without liability or at its discretion to deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

**o. Vendor Activity**

No activity is to be executed in an off shore facility, either by a subcontracted firm or a foreign office or division of the vendor. The vendor must attest to the fact that no activity will take place outside of the United States in its transmittal letter. Failure to adhere to this requirement is cause for elimination from future consideration.

**p. Work Product**

All materials and products developed under the executed contract by the vendor are the sole and exclusive property of the State. The vendor will seek written permission to use any product created under the contract.

**q. Contract Documents**

The RFP, the purchase order, the executed contract and any supplemental documents between DDOE and the successful vendor shall constitute the contract between DDOE and the vendor. In the event there is any discrepancy between any of these contract documents, the following order of documents governs so that the former prevails over the latter: contract, State of Delaware's RFP, Vendor's response to the RFP and purchase order. No other documents shall be considered. These documents will constitute the entire agreement between DDOE and the vendor.

**r. Applicable Law**

The laws of the State of Delaware shall apply, except where Federal Law has precedence. The successful vendor consents to jurisdiction and venue in the State of Delaware.

In submitting a proposal, Vendors certify that they comply with all federal, state and local laws applicable to its activities and obligations including:

- 1) the laws of the State of Delaware;
- 2) the applicable portion of the Federal Civil Rights Act of 1964;
- 3) the Equal Employment Opportunity Act and the regulations issued there under by the federal government;
- 4) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
- 5) that programs, services, and activities provided to the general public under resulting contract conform with the Americans with Disabilities Act of 1990, and the regulations issued there under by the federal government.

If any vendor fails to comply with (1) through (5) of this paragraph, DDOE reserves the right to disregard the proposal, terminate the contract, or consider the vendor in default.

The selected vendor shall keep itself fully informed of and shall observe and comply with all applicable existing Federal and State laws, and County and local ordinances, regulations and codes, and those laws, ordinances, regulations, and codes adopted during its performance of the work.

s. **Scope of Agreement**

If the scope of any provision of the contract is determined to be too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the contract shall not thereby fail, but the scope of such provisions shall be curtailed only to the extent necessary to conform to the law.

t. **Other General Conditions**

- 1) **Current Version** – “Packaged” application and system software shall be the most current version generally available as of the date of the physical installation of the software.
- 2) **Current Manufacture** – Equipment specified and/or furnished under this specification shall be standard products of manufacturers regularly engaged in the production of such equipment and shall be the manufacturer’s latest design. All material and equipment offered shall be new and unused.
- 3) **Volumes and Quantities** – Activity volume estimates and other quantities have been reviewed for accuracy; however, they may be subject to change prior or subsequent to award of the contract.
- 4) **Prior Use** – DDOE reserves the right to use equipment and material furnished under this proposal prior to final acceptance. Such use shall not constitute acceptance of the work or any part thereof by DDOE.
- 5) **Status Reporting** – The selected vendor will be required to lead and/or participate in status meetings and submit status reports covering such items as progress of work being performed, milestones attained, resources expended, problems encountered and corrective action taken, until final system acceptance.
- 6) **Regulations** – All equipment, software and services must meet all applicable local, State and Federal regulations in effect on the date of the contract.
- 7) **Changes** – No alterations in any terms, conditions, delivery, price, quality, or specifications of items ordered will be effective without the written consent of DDOE.
- 8) **Additional Terms and Conditions** – DDOE reserves the right to add terms and conditions during the contract negotiations.

u. **Technology Standards**

The selected vendor shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished by it, its subcontractors and its and their principals, officers, employees and agents under this Agreement. Vendor shall provide system diagrams in accordance with State Architecture requirements at <http://extranet.dti.state.de.us/information/arb/templates.shtml> In performing the

specified services, Vendor shall follow practices consistent with generally accepted professional and technical standards. Vendor shall be responsible for ensuring that all

Appendix F

services, products and deliverables furnished pursuant to this Agreement comply with the standards promulgated by the Department of Technology and Information ("DTI") published at <http://dti.delaware.gov/information/standards-policies.shtml>, and as modified from time to time by DTI during the term of this Agreement. Vendor will integrate all delivered services and systems with the DDOE Identity Management System and Single-Sign On system. If any service, product or deliverable furnished pursuant to this Agreement does not conform with DTI standards, Vendor shall, at its expense and option either (1) replace it with a conforming equivalent or (2) modify it to conform with DTI standards. Vendor shall be and remain liable in accordance with the terms of this Agreement and applicable law for all damages to DDOE caused by Vendor's failure to ensure compliance with DTI standards.

## **E. RFP MISCELLANEOUS INFORMATION**

### **1. No Press Releases or Public Disclosure**

Vendors may not release any information about this RFP. DDOE reserves the right to pre-approve any news or advertising releases concerning this RFP, the resulting contract, the work performed, or any reference to DDOE with regard to any project or contract performance. Any such news or advertising releases pertaining to this RFP or resulting contract shall require the prior express written permission of DDOE.

### **2. RFP Reference Library**

DDOE has made every attempt to provide the necessary information within this RFP. DDOE will make the reference library available only to the winning bidder.

### **3. Definitions of Requirements**

To prevent any confusion about identifying requirements in this RFP, the following definition is offered: The words *shall*, *will* and/or *must* are used to designate a mandatory requirement. Vendors must respond to all mandatory requirements presented in the RFP. Failure to respond to a mandatory requirement may cause the disqualification of the vendor's proposal.

### **4. Production Environment Requirements**

DDOE requires that all hardware, system software products, and application software products included in proposals be currently in use in a production environment by a least three other customers, have been in use for at least six months, and have been generally available from the manufacturers for a period of six months. Unreleased or beta test hardware, system software, or application software will not be acceptable.

### **5. Office of Minority and Women Business Enterprise**

<http://gss.omb.delaware.gov/omwbe/index.shtml>

**Attachment B: OEL Contract with Appendix A, B, C, D and E**

**CONTRACT**

**EARLY LEARNING PROVIDER ENGAGEMENT**

**RFP # DOE 2013-04 - Provider Engagement**

This Agreement ("Agreement") is effective only upon the execution of a State of Delaware Purchase Order and will end on insert end date, 20\_\_, by and between the State of Delaware, Department of Education, hereafter referred to as DDOE, and **Vendor Name**, hereafter referred to as

WHEREAS, DDOE desires to obtain certain services to insert description of services; and

WHEREAS, VENDOR NAME desires to provide such services to DDOE on the terms set forth below;

WHEREAS, DDOE and VENDOR NAME represent and warrant that each party has full right, power and authority to enter into and perform under this Agreement;

FOR AND IN CONSIDERATION OF the premises and mutual agreements herein, DDOE and VENDOR NAME agree as follows:

**1. Services.**

1.1 VENDOR NAME shall perform for DDOE the services specified in the Appendices to this Agreement, attached hereto and made a part hereof.

1.2 Any conflict or inconsistency between the provisions of the following documents shall be resolved by giving precedence to such documents in the following order: (a) this Agreement (including any amendments or modifications thereto); (b) DDOE's request for proposals, attached hereto as Appendix\_\_; and (c) VENDOR NAME's response to the request for proposals, attached here to as Appendix\_\_. The aforementioned documents are specifically incorporated into this Agreement and made a part hereof.

1.3 DDOE may, at any time, by written order, make changes in the scope of this Agreement and in the services or work to be performed. No services for which additional compensation may be charged by VENDOR NAME shall be furnished without the written authorization of DDOE. When DDOE desires any addition or deletion to the deliverables or a change in the Services to be provided under this Agreement, it shall notify VENDOR NAME, who shall then submit to DDOE a "Change Order" for approval authorizing said change. The Change Order shall state whether the change shall cause an alteration in the price or the time required by VENDOR NAME for any aspect of its performance under this Agreement. Pricing of changes shall be consistent with those established within this Agreement.

1.4 VENDOR NAME will not be required to make changes to its scope of work that result in VENDOR NAME's costs exceeding the current unencumbered budgeted appropriations for the services. Any claim of either party for an adjustment under Section 1 of this Agreement shall be asserted in the manner specified in the writing that authorizes the adjustment.

## **2. Payment for Services and Expenses.**

2.1 The term of the initial contract shall be from the execution of this agreement and a State of Delaware Purchase Order through \_\_\_\_\_, 20\_\_.

2.2 DDOE will pay VENDOR NAME for the performance of services described in Appendix A, Statement of Work. The fee will be paid in accordance with the payment schedule attached hereto as part of Appendix\_\_.

2.3 DDOE's obligation to pay VENDOR NAME for the performance of services described in Appendix A, Statement of Work will not exceed the fixed fee amount of \$\_\_\_\_\_. It is expressly understood that the work defined in the appendices to this Agreement must be completed by VENDOR NAME and it shall be VENDOR NAME's responsibility to ensure that hours and tasks are properly budgeted so that all services are completed for the agreed upon fixed fee. DDOE's total liability for all charges for services that may become due under this Agreement is limited to the total maximum expenditure(s) authorized in DDOE's purchase order(s) to VENDOR NAME.

2.4 VENDOR NAME shall submit monthly invoices to DDOE in sufficient detail to support the services provided during the previous month. DDOE agrees to pay those invoices within thirty (30) days of receipt. In the event DDOE disputes a portion of an invoice, DDOE agrees to pay the undisputed portion of the invoice within thirty (30) days of receipt and to provide VENDOR NAME a detailed statement of DDOE's position on the disputed portion of the invoice within thirty (30) days of receipt. DDOE's failure to pay any amount of an invoice that is not the subject of a good-faith dispute within thirty (30) days of receipt shall entitle VENDOR NAME to charge interest on the overdue portion at no more than 1.0% per month or 12% per annum. All payments should be sent to VENDOR NAME, VENDOR ADDRESS.

2.5 Unless provided otherwise in an Appendix, all expenses incurred in the performance of the services are to be paid by VENDOR NAME. If an Appendix specifically provides for expense reimbursement, VENDOR NAME shall be reimbursed only for reasonable expenses incurred by VENDOR NAME in the performance of the services, including, but not necessarily limited to, travel and lodging expenses, communications charges, and computer time and supplies.

2.6 DDOE is a sovereign entity, and shall not be liable for the payment of federal, state and local sales, use and excise taxes, including any interest and penalties from any related deficiency, which may become due and payable as a consequence of this Agreement.

2.7 DDOE shall subtract from any payment made to VENDOR NAME all damages, costs and expenses caused by VENDOR NAME's negligence, resulting from or arising out of errors or omissions in VENDOR NAME's work products, which have not been previously paid to VENDOR NAME.

2.8 Invoices shall be submitted to:

## **3. Responsibilities of VENDOR NAME.**

3.1 VENDOR NAME shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished by VENDOR NAME, its

subcontractors and its and their principals, officers, employees and agents under this Agreement. In performing the specified services, VENDOR NAME shall follow practices consistent with generally accepted professional and technical standards. VENDOR NAME shall be responsible for ensuring that all services, products and deliverables furnished pursuant to this Agreement comply with the standards promulgated by the Department of Technology and Information ("DTI") published at <http://dti.delaware.gov/>, and as modified from time to time by DTI during the term of this Agreement. If any service, product or deliverable furnished pursuant to this Agreement does not conform with DTI standards, VENDOR NAME shall, at its expense and option either (1) replace it with a conforming equivalent or (2) modify it to conform with DTI standards. VENDOR NAME shall be and remain liable in accordance with the terms of this Agreement and applicable law for all damages to DDOE caused by VENDOR NAME's failure to ensure compliance with DTI standards.

3.2 It shall be the duty of the VENDOR NAME to assure that all products of its effort are technically sound and in conformance with all pertinent Federal, State and Local statutes, codes, ordinances, resolutions and other regulations. VENDOR NAME will not produce a work product that violates or infringes on any copyright or patent rights. VENDOR NAME shall, without additional compensation, correct or revise any errors or omissions in its work products.

3.3 Permitted or required approval by DDOE of any products or services furnished by VENDOR NAME shall not in any way relieve VENDOR NAME of responsibility for the professional and technical accuracy and adequacy of its work. DDOE's review, approval, acceptance, or payment for any of VENDOR NAME's services herein shall not be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and VENDOR NAME shall be and remain liable in accordance with the terms of this Agreement and applicable law for all damages to DDOE caused by VENDOR NAME's performance or failure to perform under this Agreement.

3.4 VENDOR NAME shall appoint a Project Manager who will manage the performance of services. All of the services specified by this Agreement shall be performed by the Project Manager, or by VENDOR NAME's associates and employees under the personal supervision of the Project Manager. The positions anticipated include:

Project	Team	Title	% of Project Involvement
---------	------	-------	--------------------------

3.5 Designation of persons for each position is subject to review and approval by DDOE. Should the staff need to be diverted off the project for what are now unforeseeable circumstances, VENDOR NAME will notify DDOE immediately and work out a transition plan that is acceptable to both parties, as well as agree to an acceptable replacement plan to fill or complete the work assigned to this project staff position. Replacement staff persons are subject to review and approval by DDOE. If VENDOR NAME fails to make a required replacement within 30 days, DDOE may terminate this Agreement for default. Upon receipt of written notice from DDOE that an employee of VENDOR NAME is unsuitable to DDOE for good cause, VENDOR NAME shall remove such employee from the performance of services and substitute in his/her place a suitable employee.

3.6 VENDOR NAME shall furnish to DDOE's designated representative copies of all correspondence to regulatory agencies for review prior to mailing such correspondence.

3.7 VENDOR NAME agrees that its officers and employees will cooperate with DDOE in the performance of services under this Agreement and will be available for consultation with DDOE at such reasonable times with advance notice as to not conflict with their other responsibilities.

3.8 VENDOR NAME has or will retain such employees as it may need to perform the services required by this Agreement. Such employees shall not be employed by the State of Delaware or any other political subdivision of the State.

3.9 VENDOR NAME will not use DDOE's name, either express or implied, in any of its advertising or sales materials without DDOE's express written consent.

3.10 The rights and remedies of DDOE provided for in this Agreement are in addition to any other rights and remedies provided by law.

#### **4. Time Schedule.**

4.1 A project schedule is included in Appendix A.

4.2 Any delay of services or change in sequence of tasks must be approved in writing by DDOE.

4.3 In the event that VENDOR NAME fails to complete the project or any phase thereof within the time specified in the Contract, or with such additional time as may be granted in writing by DDOE, or fails to prosecute the work, or any separable part thereof, with such diligence as will insure its completion within the time specified in this Agreement or any extensions thereof, DDOE shall suspend the payments scheduled as set forth in Appendix A.

#### **5. State Responsibilities.**

5.1 In connection with VENDOR NAME's provision of the Services, DDOE shall perform those tasks and fulfill those responsibilities specified in the appropriate Appendices.

5.2 DDOE agrees that its officers and employees will cooperate with VENDOR NAME in the performance of services under this Agreement and will be available for consultation with VENDOR NAME at such reasonable times with advance notice as to not conflict with their other responsibilities.

5.3 The services performed by VENDOR NAME under this Agreement shall be subject to review for compliance with the terms of this Agreement by DDOE's designated representatives. DDOE representatives may delegate any or all responsibilities under the Agreement to appropriate staff members, and shall so inform VENDOR NAME by written notice before the effective date of each such delegation.

5.4 The review comments of DDOE's designated representatives may be reported in writing as needed to VENDOR NAME. It is understood that DDOE's representatives' review comments do not relieve VENDOR NAME from the responsibility for the professional and technical accuracy of all work delivered under this Agreement.

5.5 DDOE shall, without charge, furnish to or make available for examination or use by VENDOR NAME as it may request, any data which DDOE has available, including as examples only and not as a limitation:

- a. Copies of reports, surveys, records, and other pertinent documents;
- b. Copies of previously prepared reports, job specifications, surveys, records, ordinances, codes, regulations, other document, and information related to the services specified by this Agreement.

VENDOR NAME shall return any original data provided by DDOE.

5.6 DDOE shall assist VENDOR NAME in obtaining data on documents from public officers or agencies and from private citizens and business firms whenever such material is necessary for the completion of the services specified by this Agreement.

5.7 VENDOR NAME will not be responsible for accuracy of information or data supplied by DDOE or other sources to the extent such information or data would be relied upon by a reasonably prudent contractor.

5.8 DDOE agrees not to use VENDOR NAME's name, either express or implied, in any of its advertising or sales materials. VENDOR NAME reserves the right to reuse the nonproprietary data and the analysis of industry-related information in its continuing analysis of the industries covered.

## **6. Work Product.**

6.1 All materials, information, documents, and reports, whether finished, unfinished, or draft, developed, prepared, completed, or acquired by VENDOR NAME for DDOE relating to the services to be performed hereunder shall become the property of DDOE and shall be delivered to DDOE's designated representative upon completion or termination of this Agreement, whichever comes first. VENDOR NAME shall not be liable for damages, claims, and losses arising out of any reuse of any work products on any other project conducted by DDOE. DDOE shall have the right to reproduce all documentation supplied pursuant to this Agreement.

6.2 VENDOR NAME retains all title and interest to the data it furnished and/or generated pursuant to this Agreement. Retention of such title and interest does not conflict with DDOE's rights to the materials, information and documents developed in performing the project. Upon final payment, DDOE shall have a perpetual, nontransferable, non-exclusive paid-up right and license to use, copy, modify and prepare derivative works of all materials in which VENDOR NAME retains title, whether individually by VENDOR NAME or jointly with DDOE. Any and all source code developed in connection with the services provided will be provided to DDOE, and the aforementioned right and license shall apply to source code. The parties will cooperate with each other and execute such other documents as may be reasonably deemed necessary to achieve the objectives of this Section.

6.3 In no event shall VENDOR NAME be precluded from developing for itself, or for others, materials that are competitive with the Deliverables, irrespective of their similarity to the Deliverables. In addition, VENDOR NAME shall be free to use its general knowledge, skills and experience, and any ideas, concepts, know-how, and techniques within the scope of its consulting practice that are used in the course of providing the services.

6.4 Notwithstanding anything to the contrary contained herein or in any attachment hereto, any and all intellectual property or other proprietary data owned by VENDOR NAME prior to the effective date of this Agreement ("Preexisting Information") shall remain the exclusive property

of VENDOR NAME even if such Preexisting Information is embedded or otherwise incorporated into materials or products first produced as a result of this Agreement or used to develop such materials or products. DDOE's rights under this section shall not apply to any Preexisting Information or any component thereof regardless of form or media.

#### **7. Confidential Information.**

To the extent permissible under 29 *Del. C.* § 10001, et seq., the parties to this Agreement shall preserve in strict confidence any information, reports or documents obtained, assembled or prepared in connection with the performance of this Agreement.

#### **8. Warranty.**

8.1 VENDOR NAME warrants that its services will be performed in a good and workmanlike manner. VENDOR NAME agrees to re-perform any work not in compliance with this warranty brought to its attention within a reasonable time after that work is performed.

8.2 Third-party products within the scope of this Agreement are warranted solely under the terms and conditions of the licenses or other agreements by which such products are governed. With respect to all third-party products and services purchased by VENDOR NAME for DDOE in connection with the provision of the Services, VENDOR NAME shall pass through or assign to DDOE the rights VENDOR NAME obtains from the manufacturers and/or vendors of such products and services (including warranty and indemnification rights), all to the extent that such rights are assignable.

#### **9. Indemnification; Limitation of Liability.**

9.1 VENDOR NAME shall indemnify and hold harmless the State, its agents and employees, from any and all liability, suits, actions or claims, together with all reasonable costs and expenses (including attorneys' fees) directly arising out of (A) the negligence or other wrongful conduct of the VENDOR NAME, its agents or employees, or (B) VENDOR NAME's breach of any material provision of this Agreement not cured after due notice and opportunity to cure, provided as to (A) or (B) that (i) VENDOR NAME shall have been notified promptly in writing by DDOE of any notice of such claim; and (ii) VENDOR NAME shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise.

9.2 If DDOE promptly notifies VENDOR NAME in writing of a third party claim against DDOE that any Deliverable infringes a copyright or a trade secret of any third party, VENDOR NAME will defend such claim at its expense and will pay any costs or damages that may be finally awarded against DDOE. VENDOR NAME will not indemnify DDOE, however, if the claim of infringement is caused by (1) DDOE's misuse or modification of the Deliverable; (2) DDOE's failure to use corrections or enhancements made available by VENDOR NAME; (3) DDOE's use of the Deliverable in combination with any product or information not owned or developed by VENDOR NAME; (4) DDOE's distribution, marketing or use for the benefit of third parties of the Deliverable or (5) information, direction, specification or materials provided by Client or any third party. If any Deliverable is, or in VENDOR NAME's opinion is likely to be, held to be infringing, VENDOR NAME shall at its expense and option either (a) procure the right for DDOE to continue using it, (b) replace it with a non-infringing equivalent, (c) modify it to make it non-infringing. The foregoing remedies constitute DDOE's sole and exclusive remedies and VENDOR NAME's entire liability with respect to infringement.

9.3 DDOE agrees that VENDOR NAME' total liability to DDOE for any and all damages whatsoever arising out of or in any way related to this Agreement from any cause, including but not limited to contract liability or VENDOR NAME negligence, errors, omissions, strict liability, breach of contract or breach of warranty shall not, in the aggregate, exceed fees paid to VENDOR NAME.

In no event shall VENDOR NAME be liable for special, indirect, incidental, economic, consequential or punitive damages, including but not limited to lost revenue, lost profits, replacement goods, loss of technology rights or services, loss of data, or interruption or loss of use of software or any portion thereof regardless of the legal theory under which such damages are sought, and even if VENDOR NAME has been advised of the likelihood of such damages.

#### **10. Employees.**

10.1 VENDOR NAME has and shall retain the right to exercise full control over the employment, direction, compensation and discharge of all persons employed by VENDOR NAME in the performance of the services hereunder; provided, however, that it will, subject to scheduling and staffing considerations, attempt to honor DDOE's request for specific individuals.

10.2 Except as the other party expressly authorizes in writing in advance, neither party shall solicit, offer work to, employ, or contract with, whether as a partner, employee or independent contractor, directly or indirectly, any of the other party's Personnel during their participation in the services or during the twelve (12) months thereafter. For purposes of this Section 10.2, "Personnel" includes any individual or company a party employs as a partner, employee or independent contractor and with which a party comes into direct contact in the course of the services.

10.3 Possession of a Security Clearance, as issued by the Delaware Department of Public Safety, may be required of any employee of VENDOR NAME who will be assigned to this project.

#### **11. Independent Contractor.**

11.1 It is understood that in the performance of the services herein provided for, VENDOR NAME shall be, and is, an independent contractor, and is not an agent or employee of DDOE and shall furnish such services in its own manner and method except as required by this Agreement. VENDOR NAME shall be solely responsible for, and shall indemnify, defend and save DDOE harmless from all matters relating to the payment of its employees, including compliance with social security, withholding and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever.

11.2 VENDOR NAME acknowledges that VENDOR NAME and any subcontractors, agents or employees employed by VENDOR NAME shall not, under any circumstances, be considered employees of DDOE, and that they shall not be entitled to any of the benefits or rights afforded employees of DDOE, including, but not limited to, sick leave, vacation leave, holiday pay, Public Employees Retirement System benefits, or health, life, dental, long-term disability or workers' compensation insurance benefits. DDOE will not provide or pay for any liability or medical insurance, retirement contributions or any other benefits for or on behalf of DDOE or any of its officers, employees or other agents.

11.3 VENDOR NAME shall be responsible for providing liability insurance for its personnel.

11.4 As an independent contractor, VENDOR NAME has no authority to bind or commit DDOE. Nothing herein shall be deemed or construed to create a joint venture, partnership, fiduciary or agency relationship between the parties for any purpose.

## **12. Suspension.**

12.1 DDOE may suspend performance by VENDOR NAME under this Agreement for such period of time as DDOE, at its sole discretion, may prescribe by providing written notice to VENDOR NAME at least 30 working days prior to the date on which DDOE wishes to suspend. Upon such suspension, DDOE shall pay VENDOR NAME its compensation, based on the percentage of the project completed and earned until the effective date of suspension, less all previous payments. VENDOR NAME shall not perform further work under this Agreement after the effective date of suspension. VENDOR NAME shall not perform further work under this Agreement after the effective date of suspension until receipt of written notice from DDOE to resume performance.

12.2 In the event DDOE suspends performance by VENDOR NAME for any cause other than the error or omission of the VENDOR NAME, for an aggregate period in excess of 30 days, VENDOR NAME shall be entitled to an equitable adjustment of the compensation payable to VENDOR NAME under this Agreement to reimburse VENDOR NAME for additional costs occasioned as a result of such suspension of performance by DDOE based on appropriated funds and approval by DDOE.

## **13. Termination.**

13.1 This Agreement may be terminated in whole or in part by either party in the event of substantial failure of the other party to fulfill its obligations under this Agreement through no fault of the terminating party; but only after the other party is given:

- a. Not less than 30 calendar days written notice of intent to terminate; and
- b. An opportunity for consultation with the terminating party prior to termination.

13.2 This Agreement may be terminated in whole or in part by DDOE for its convenience, but only after VENDOR NAME is given:

- a. Not less than 30 calendar days written notice of intent to terminate;
- b. An opportunity for consultation with DDOE prior to termination.

13.3 If termination for default is effected by DDOE, DDOE will pay VENDOR NAME that portion of the compensation which has been earned as of the effective date of termination but:

- a. No amount shall be allowed for anticipated profit on performed or unperformed services or other work, and
- b. Any payment due to VENDOR NAME at the time of termination may be adjusted to the extent of any additional costs occasioned to DDOE by reason of VENDOR NAME's default.

c. Upon termination for default, DDOE may take over the work and prosecute the same to completion by agreement with another party or otherwise. In the event

VENDOR NAME shall cease conducting business, DDOE shall have the right to make an unsolicited offer of employment to any employees of VENDOR NAME assigned to the performance of the Agreement, notwithstanding the provisions of Section 10.2.

13.4 If after termination for failure of VENDOR NAME to fulfill contractual obligations it is determined that VENDOR NAME has not so failed, the termination shall be deemed to have been effected for the convenience of DDOE.

13.5 The rights and remedies of DDOE and VENDOR NAME provided in this section are in addition to any other rights and remedies provided by law or under this Agreement.

### 13.6 Gratuities

13.6.1 DDOE may, by written notice to VENDOR NAME, terminate this Agreement if it is found after notice and hearing by DDOE that gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by VENDOR NAME or any agent or representative of VENDOR NAME to any officer or employee of DDOE with a view toward securing a contract or securing favorable treatment with respect to the awarding or amending or making of any determinations with respect to the performance of this Agreement.

13.6.2 In the event this Agreement is terminated as provided in 13.6.1 hereof, DDOE shall be entitled to pursue the same remedies against VENDOR NAME it could pursue in the event of a breach of this Agreement by VENDOR NAME.

13.6.3 The rights and remedies of DDOE provided in Section 13.6 shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.

### **14. Severability.**

If any term or provision of this Agreement is found by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.

**15. Assignment; Subcontracts.**

15.1 Any attempt by VENDOR NAME to assign or otherwise transfer any interest in this Agreement without the prior written consent of DDOE shall be void. Such consent shall not be unreasonably withheld.

15.2 Services specified by this Agreement shall not be subcontracted by VENDOR NAME, without prior written approval of DDOE.

15.3 Approval by DDOE of VENDOR NAME's request to subcontract or acceptance of or payment for subcontracted work by DDOE shall not in any way relieve VENDOR NAME of

responsibility for the professional and technical accuracy and adequacy of the work. All subcontractors shall adhere to all applicable provisions of this Agreement.

15.4 VENDOR NAME shall be and remain liable for all damages to DDOE caused by negligent performance or non-performance of work under this Agreement by VENDOR NAME, its subcontractor or its sub-subcontractor.

15.5 The compensation due shall not be affected by DDOE's approval of the VENDOR NAME's request to subcontract.

**16. Force Majeure.**

Neither party shall be liable for any delays or failures in performance due to circumstances beyond its reasonable control.

**17. Non-Appropriation of Funds.**

17.1 Validity and enforcement of this Agreement is subject to appropriations by the General Assembly of the specific funds necessary for contract performance. Should such funds not be so appropriated DDOE may immediately terminate this Agreement, and absent such action this Agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available, at the end of the last fiscal year for which no appropriation is available or upon the exhaustion of funds.

17.2 Notwithstanding any other provisions of this Agreement, this Agreement shall terminate and DDOE's obligations under it shall be extinguished at the end of the fiscal year in which the State of Delaware fails to appropriate monies for the ensuing fiscal year sufficient for the payment of all amounts which will then become due.

**18. State of Delaware Business License.**

VENDOR NAME and all subcontractors represent that they are properly licensed and authorized to transact business in the State of Delaware as provided in 30 *Del. C. § 2301*.

**19. Complete Agreement.**

19.1 This agreement and its Appendices shall constitute the entire agreement between DDOE and VENDOR NAME with respect to the subject matter of this Agreement and shall not be modified or changed without the express written consent of the parties. The provisions of this agreement supersede all prior oral and written quotations, communications, agreements and understandings of the parties with respect to the subject matter of this Agreement.

19.2 If the scope of any provision of this Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the Agreement shall not thereby fail, but the scope of such provision shall be curtailed only to the extent necessary to conform to the law.

19.3 VENDOR NAME may not order any product requiring a purchase order prior to DDOE's issuance of such order. Each Appendix, except as its terms otherwise expressly provide, shall be a complete statement of its subject matter and shall supplement and modify the terms and conditions of this Agreement for the purposes of that engagement only. No other agreements, representations, warranties or other matters, whether oral or written, shall be deemed to bind the parties hereto with respect to the subject matter hereof.

**20. Miscellaneous Provisions.**

20.1 In performance of this Agreement, VENDOR NAME shall comply with all applicable federal, state and local laws, ordinances, codes and regulations. VENDOR NAME shall solely bear the costs of permits and other relevant costs required in the performance of this Agreement.

20.2 Neither this Agreement nor any appendix may be modified or amended except by the mutual written agreement of the parties. No waiver of any provision of this Agreement shall be effective unless it is in writing and signed by the party against which it is sought to be enforced.

20.3 The delay or failure by either party to exercise or enforce any of its rights under this Agreement shall not constitute or be deemed a waiver of that party's right thereafter to enforce those rights, nor shall any single or partial exercise of any such right preclude any other or further exercise thereof or the exercise of any other right.

20.4 VENDOR NAME covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. VENDOR NAME further covenants, to its knowledge and ability, that in the performance of said services no person having any such interest shall be employed.

20.5 VENDOR NAME acknowledges that DDOE has an obligation to ensure that public funds are not used to subsidize private discrimination. VENDOR NAME recognizes that if they refuse to hire or do business with an individual or company due to reasons of race, color, gender, ethnicity, disability, national origin, age, or any other protected status, DDOE may declare VENDOR NAME in breach of the Agreement, terminate the Agreement, and designate VENDOR NAME as non-responsible.

20.6 VENDOR NAME warrants that no person or selling agency has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation of this warranty, DDOE shall have the right to annul this contract without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

20.7 This Agreement was drafted with the joint participation of both parties and shall be construed neither against nor in favor of either, but rather in accordance with the fair meaning thereof.

20.8 VENDOR NAME shall maintain all public records, as defined by 29 *Del. C.* § 502(7), relating to this Agreement and its deliverables for the time and in the manner specified by the Delaware Division of Archives, pursuant to the Delaware Public Records Law, 29 *Del. C.* Ch. 5. During the term of this Agreement, authorized representatives of DDOE may inspect or audit VENDOR NAME's performance and records pertaining to this Agreement at the VENDOR NAME business office during normal business hours.

## **21. Insurance.**

21.1 VENDOR NAME shall maintain the following insurance during the term of this Agreement:

A. Worker's Compensation and Employer's Liability Insurance in accordance with applicable law, **and**

B. Comprehensive General Liability - \$1,000,000.00 per person/\$3,000,000 per occurrence, **and**

C. Medical/Professional Liability - \$1,000,000.00 per person/\$3,000,000 per occurrence; or

D. Miscellaneous Errors and Omissions - \$1,000,000.00 per person/\$3,000,000 per occurrence, or

E. Automotive Liability Insurance covering all automotive units used in the work with limits of not less than \$100,000 each person and \$300,000 each accident as to bodily injury and \$25,000 as to property damage to others.

21.2. VENDOR NAME shall provide forty-five (45) days written notice of cancellation or material change of any policies.

21.3. Before any work is done pursuant to this Agreement, the Certificate of Insurance and/or copies of the insurance policies, referencing the contract number stated herein, shall be filed with the State. The certificate holder is as follows:

Delaware Department of Education  
401 Federal Street, Suite 2  
Dover, DE 19901

21.4. In no event shall the State of Delaware be named as an additional insured on any policy required under this agreement.

**22. Assignment of Antitrust Claims.**

As consideration for the award and execution of this contract by the State, VENDOR NAME hereby grants, conveys, sells, assigns, and transfers to DDOE all of its right, title and interest in and to all known or unknown causes of action it presently has or may now or hereafter acquire under the antitrust laws of the United States and the State of Delaware, relating to the particular goods or services purchased or acquired by the State pursuant to this contract.

**23. Governing Law.**

This Agreement shall be governed by and construed in accordance with the laws of the State of Delaware, except where Federal Law has precedence. VENDOR NAME consents to jurisdiction venue in the State of Delaware.

**24. Notices.**

Any and all notices required by the provisions of this Agreement shall be in writing and shall be mailed, certified or registered mail, return receipt requested. All notices shall be sent to the following addresses:

CONTRACTOR: (Contractor Name and Address)

DDOE: Karen Field Rogers  
Associate Secretary, Financial Reform & Resource Mgmt.  
Delaware Department of Education  
John G. Townsend Building  
401 Federal Street, Suite 2  
Dover, DE 19901  
Phone No. (302) 735-4040  
Fax No. (302) 739-7768  
DOE Certificated Staff coordinating activity:

IN WITNESS THEREOF, the Parties hereto have caused this Agreement to be duly executed as of the date and year first above written.

(Name of Contractor)

Delaware Department of Education

\_\_\_\_\_  
(Official of Contractor)

\_\_\_\_\_  
Karen Field Rogers

Project Manager

Associate Secretary, Financial Reform &  
Resource Management

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Initial Finance Director

\_\_\_\_\_  
(Official of Contractor)

\_\_\_\_\_  
Branch Associate Secretary

Principal Investigator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Initial Work Group  
Director

**Appendix A**  
**Office of Early Learning**  
**Work Plan Format**  
**Insert name of contractor**  
**Insert beginning and end date of contract**

**Section I: Purpose (narrative statement- one or two paragraphs)**

**Section II: Goals (half page)**

Must include but is not limited to at least one of the Early Learning Challenge goals along with the corresponding strategy(ies) which are:

Goal 1: Expand comprehensive screening of young children and service referrals

Strategy 1: Conduct health provider outreach

Strategy 2: Expand opportunities to link families to services

Strategy 3: Strengthen young child mental health services

Goal 2: Expand number of Stars programs and high needs children in Stars

Strategy 1: Provide financial incentives for Stars programs serving high needs children

Strategy 2: Expand supports for Stars Programs

Strategy 3: Provide education and retention incentives for Stars educators

Goal 3: Develop an aligned early learning to K-12 perspective

Strategy 1: Implement Delaware Early Learner Survey

Strategy 2: Create Early Learning Teams in high needs communities to improve linkages

Strategy 3: Integrate curriculum for early childhood degrees and credentials offered by higher education

Goal 4: Sustain early learning system development and service improvements

Strategy 1: Use data to inform quality improvement and accountability

Strategy 2: Engage community leaders, including parents, as informed advocates for early learning

Strategy 3: Provide leadership for system development and sustainability

Use this language, inserting the effective date:

“The effective date of this contract is MONTH, DATE and YEAR through MONTH, DAY AND YEAR. ”

**Section IV: Narrative Summary of What You Are Proposing to Do and Accomplish (3 pages maximum)**

**Section V: Implementation Plan**

For each objective, indicate the goal(s) to which the objective is aligned. Complete a separate table for each of your objectives.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)

## Appendix B

### Budget Preparation Guidelines

#### Office of Early Learning

#### I. Introduction

Following are instructions for completing the required budget worksheet and budget narrative for all contracts associated with the Race to the Top – Early Learning Challenge grant. These guidelines are provided to assist in the development of the overall contract budget and the detailed budget narrative, which links the requested funding with specific elements of the proposed project.

#### II. Budget Worksheets

The budget worksheet template is an Excel workbook consisting of four tabs:

- Personnel & Fringe Detail
- Budget Details
- Budget Summary
- SAMPLE Personnel & Fringe Detail

##### A. Personnel & Fringe Detail Tab

The “Personnel & Fringe Detail” tab collects specific details for each position covered by the contract. To complete this worksheet the following fields are required for each position:

- **Position** – Enter the Title of the position, and if known, the name of the staff member occupying the position.
- **Base Annual Salary** – Enter the position’s base annual salary.
- **% of Time on Project** – Enter the percentage of time budgeted for this project.
- **Monthly Salary Cost** – Do not enter data in this field; the total will automatically calculate based on data entered in columns B & C.
- **# of Months** – Enter the total months of salary budgeted for this project.
- **Total Salaries** – Do not enter data in this field; the total will automatically calculate based on data entered in columns B-E.
- **Fringe Rate** – Enter the percentage used to calculate the fringe benefit costs.
- **Monthly Fringe Cost** - Do not enter data in this field; the total will automatically calculate based on data entered in columns B-G.
- **Total Fringe** – Do not enter data in this field; the total will automatically calculate based on data entered in columns B-G.
- **Total Salaries & Fringe** – Do not enter data in this field; the total will automatically calculate based on data entered in columns B-G.

##### B. Budget Details Tab

The “Budget Details” tab collects the projected monthly expenses included in the contract. Best judgment should be used when projecting anticipated expenses.

- **Header Details**
  - **Contractor Name** – Enter the legal name of your organization.
  - **Project/Contract Name** – Enter the Project/Contract's Name here. The name should reflect the purpose of the contract. (Examples: "Kindergarten Readiness Teams," "Physician Outreach Initiative," "Community Outreach and Engagement Activities.")
  - **Contract Period** – Enter the start and end dates of the contract. (Example: July 1, 2012 – June 30, 2013)
- **Personnel**
  - **Salaries** – Do not enter data in these fields; the monthly costs and total costs will automatically calculate based on data entered on the "Personnel & Fringe Detail" tab.
  - **Fringe Benefits** – Do not enter data in these fields; the monthly costs and total costs will automatically calculate based on data entered on the "Personnel & Fringe Detail" tab.
- **Travel**
  - For each of the subcategories, enter the following:
    - **Monthly Costs** – Enter the projected monthly costs in column B
    - **# of Months** – Enter the total months of travel budgeted for this project in column C.
    - **Total Contract Cost** – Do not enter data in these fields; the total costs will automatically calculate based on data entered in columns B & C.
  - If no amount is being requested for a particular line, you may leave it blank.
  - If amounts are requested for "Other Travel" you must provide additional details in the budget narrative justifying the requested amount.
- **Program/Operating**
  - For each of the subcategories, enter the following:
    - **Monthly Costs** – Enter the projected monthly costs in column B
    - **# of Months** – Enter the total months of travel budgeted for this project in column C.
    - **Total Contract Cost** – Do not enter data in these fields; the total costs will automatically calculate based on data entered in columns B & C.
  - If no amount is being requested for a particular line, you may leave it blank.
  - If amounts are requested for "Other Program/Operating" you must provide additional details in the budget narrative justifying the requested amount.
- **Equipment**
  - For each of the subcategories, enter the following:
    - **Monthly Costs** – Enter the projected monthly costs in column B
    - **# of Months** – Enter the total months of travel budgeted for this project in column C.
    - **Total Contract Cost** – Do not enter data in these fields; the total costs will automatically calculate based on data entered in columns B & C.
  - If no amount is being requested for a particular line, you may leave it blank.
  - If amounts are requested for "Other Equipment" you must provide additional details in the budget narrative justifying the requested amount.

### C. **Budget Summary Tab**

The “Budget Summary” tab summarizes the data entered on the “Personnel & Fringe Detail” tab and the “Budget Details” tab to provide a high-level view of the funding categories and requested amounts. No data entry is required on this tab.

### D. **SAMPLE Personnel & Fringe Detail Tab**

The “SAMPLE Personnel & Fringe Detail” tab provides a completed sample worksheet for your reference.

## III. **Budget Narrative**

The budget narrative is where detailed information is provided in a narrative format for each line item. Listed within each category is a description of the information required. The narrative should clearly link the requested funding with the specific elements of the project proposal.

### A. **Personnel**

In addition to the information required on the “Personnel & Fringe Detail” tab, include a detailed description of the activities and the percentage of time each position will be allocated to the project.

#### ***Examples:***

- **Project Director (100%)**  
The Project Director is responsible for planning, organizing and directing the implementation and operations of this project. Specific responsibilities include directing staff, orientation, training, counseling, evaluation and discipline in accordance with organization standards. Directs the implementation and operations, distributes work, directs and personally handles public relations, estimates costs of programs, develops the budget, oversees and negotiates contracts with subcontractors, monitors and assesses project performance and performs other related duties. The Project Director directly supervises the Program Manager, two Researchers, and one Administrative Assistant.
- **Administrative Assistant (50%)**  
The Administrative Assistant (AA) will support the Project Director and other project staff. The AA is responsible for scheduling project meetings, preparing meeting materials, and scheduling training sessions.
- **Part-time Field Agent (100%)**  
The Part-time Field Agent is responsible for interviewing clients, collecting data and preparing summary reports to be submitted to the Program Manager on a weekly basis.

Please note that the description of responsibilities should be directly related to specific program objectives.

If Fringe Benefits are included in the budget request, please indicate what benefits are provided and how the fringe rate is calculated. If different rates are used for different individuals, please provide an explanation. If the fringe benefit rate exceeds 35%, please provide a complete list of the benefits and percentages for each that are included in the budget.

## B. Travel

Provide a narrative justification describing the travel staff members will perform. When possible, list destination locations, number of trips planned, who will be making the trip and approximate dates (if known). If mileage is to be paid, provide the number of miles and cost per mile.

### *Examples:*

- The Project Director will be required to travel to a national conference in Washington, D.C. in December 20XX. Cost estimates for this trip were determined based on the factors known at the time of this submission:
  - Transportation – Amtrak – \$156 round trip (estimate based on currently published fares)
  - Lodging - \$750 for 3 night stay (estimate based on currently published hotel rates and GSA allowances)
  - Meals & Incidentals - \$245 for 4 days of travel (estimate based on current GSA allowances)
- The PT Field Agent will be required to travel to clients' homes. We estimate this will require 100 miles of reimbursable travel each month.  $100 \text{ miles/mo} \times 12 \text{ months} \times \$0.55/\text{mile} = \$660.00$ .

For any amounts budgeted under the "Other Travel" subcategory, please provide detailed information describing how these funds will be used and how the amounts were calculated.

## C. Program/Operating

Provide a narrative justification describing the amounts requested in each subcategory. The projected expenditures should be listed separately along with a description of how the estimates for each were determined.

### *Examples:*

- Cell Phones – We will provide cell phones to the Project Director and Program Manager. We estimate this will cost a total of \$60/month for both lines resulting in a total cost of \$720 over the course of the contract.
- Meeting Expenses – We will host 4 planning meetings per year. This will require renting a meeting room (\$150/meeting), renting audiovisual equipment (\$50/meeting), and producing handout materials (\$50/meeting). Total cost of one meeting is estimated to be \$250 for a total cost of \$1,000 over the course of the contract.
- Office Supplies – General office supplies (pens, pencils, paper, tape, etc.) will be required to support the ongoing project activities. We estimate the costs to be \$50/month for a total cost of \$600 over the course of the contract.
- Professional Development – Staff will attend at least one professional development event each year. Based on past costs, we estimate registration fees will average \$250/event. There will be

four staff attending each year resulting in a total cost of \$1,000 over the course of the contract.

For any amounts budgeted under the “Other Program/Operating” subcategory, please provide detailed information describing how these funds will be used and how the amounts were calculated.

#### **D. Equipment**

Provide a narrative justification describing the amounts requested in each subcategory. The projected expenditures should be listed separately along with a description of how the estimates for each were determined.

##### ***Examples:***

- Computers – We will need to purchase a laptop for the Field Agent which has been estimated to cost \$1,200. The laptop will enable the Field Agent to enter relevant data directly into the tracking software while completing fieldwork. Without a laptop, Field Agent would have to manually record data on paper and then transfer the data to the computer once in the office, which creates extra work, more room for errors, and increases the potential of lost/missing records.
- Printers/Copiers/Faxes – We will need to purchase a mobile printer for the Field Agent which has been estimated to cost \$350. The mobile printer will allow the Field Agent to print summary reports which can be provided to the clients on the spot. This will eliminate the need to mail a hard copy of the reports at a later time.

For any amounts budgeted under the “Other Equipment” subcategory, please provide detailed information describing how these funds will be used and how the amounts were calculated.

#### **IV. Glossary**

Budget narrative  
 Budget worksheets  
 Contract period  
 Equipment\*\*  
 Personnel\*\*  
 Program/Operating\*\*  
 Travel\*\*

\*\*includes subcategories

##### **Budget narrative**

The budget narrative is where detailed information is provided in a narrative format for each line item identified on the budget worksheets. It includes an explanation of how budgeted figures were derived.

##### **Budget worksheets**

The budget worksheets consist of an Excel workbook with four tabs: "Personnel & Fringe Detail," "Budget Details," "Budget Summary," and "SAMPLE Personnel & Fringe Detail." These worksheets are where the requested budget amounts are provided.

### **Contract period**

The start and end dates of the contract.

### **Equipment**

Tangible, non-expendable property having a useful life of more than one year. Equipment may be purchased or leased and must be directly related to the project.

\*\*The Equipment sub-categories are as follows:

- **Computers**  
Includes desktop or laptop computers, tablets, and other handheld computing devices.
- **Printers/Copiers/Faxes**  
Includes desktop and network printers, copiers, multi-function copiers, and fax machines.
- **Other Equipment**  
Any other office equipment that is non-expendable and has a useful life of more than one year and does not fall under one of the other subcategories listed above.

### **Personnel**

This category includes the salaries and fringe benefits associated with the personnel required to perform the project. Costs identified under Personnel are only for project staff employed by the contractor.

\*\*The Personnel sub-categories are as follows:

- **Salaries**  
Annual salary costs attributable to staff working directly on, or in support of, the project.
- **Fringe Benefits**  
Include all federal, state and local taxes as well as health insurance, and other benefits provided to employees.

### **Program/Operating**

This category includes non-personnel project-related costs.

\*\*The Program/Operating sub-categories are as follows:

- **Advertising/Marketing**  
Costs associated with increasing awareness and impact. Includes costs such as developing and printing brochures, newsletters, press kits, broadcast content and policy briefs. Also includes developing web content and social media strategies.
- **Cell Phone(s)**  
Cell phones provided to project staff. Includes initial cost of equipment (if any) and any ongoing monthly service plans.
- **Food**  
Costs associated with providing meals/refreshments at meetings, training events, conferences, community forums. (\*\*This is separate from meal expenses associated with Travel.)
- **Internet Service**  
Fees associated with obtaining internet service (i.e., dial up, cable, DSL, etc.). Includes rental costs of any equipment (i.e., modem) and ongoing monthly service plans.
- **Office Space**

Space costs required as a result of the project. Includes the prorated costs of the occupied space or the actual costs of the additional space requirements.

- **Office Supplies**  
Includes general office supplies (pens, pencils, paper, tape, file folders, binders, etc.) used by staff members to carry out daily activities of the program.
- **Postage/Freight**  
Postage or express delivery (UPS, FedEx) costs for mailing materials/correspondence associated with the project.
- **Printing/Copy Services**  
Printing/copying of miscellaneous documents (i.e., annual reports, general correspondence, manuals, etc.). (Do not include printing costs associated with “Advertising/Marketing” activities.)
- **Professional Development**  
Fees associated with attending professional development activities such as training and conferences. This would include registration fees, but would not include any travel expenses. Travel expenses associated with Professional Development should be included in the Travel budget.
- **Professional Services**  
Fees or honoraria paid to individuals for a specific service provided based on an agreed per diem rate or on a fixed price. Some examples are consultants, technical assistance, speaking engagements, or service on an advisory committee or board.
- **Software**  
Cost of commercially available software or customized software packages required in the administration of the project.
- **Telephone Services**  
Cost of local and long-distance telephone services.
- **Training Supplies**  
Cost of supplies or materials purchased to conduct training.
- **Other Program/Operating**  
Any other program or operating cost that does not fall under one of the other subcategories listed above.

### Travel

This category includes travel by project staff directly related to the project. Includes costs such as travel to meetings, travel to perform interviews or surveys, travel to professional development activities and/or conferences.

\*\*The Travel sub-categories are as follows:

- **Lodging**  
Cost of hotel/motel/inn including base rate and applicable taxes and fees.
- **Meals**  
Cost of meals including taxes and tips.
- **Mileage**  
Cost of mileage for using personal vehicle for business purposes.
- **Transportation**  
Cost of other means of transportation including air, rail, subway, taxis, shuttles, and rental cars.
- **Other Travel**  
Any other travel cost that does not fall under one of the other subcategories list above.

## Appendix C

### Program and Financial Reporting

#### Office of Early Learning

**Program Report:** A monthly narrative report is required, due on the 10<sup>th</sup> of the month for the previous month. Using the Work Plan outlined in Appendix A, and specifically the Implementation Plan, provide an update of progress, with an explanation of and plan to address any areas that are not on track.

In addition, provide a narrative responding to these questions.

1. What are your greatest points of progress to date?
2. What are the challenges you are experiencing? What are the strategies you are implementing to overcome these challenges?
3. What do you need to support your work from the Office of Early Learning?
4. Please provide a concrete case story that is appropriate for us to use in communicating about the work you are doing and its impact to date.

**Financial Report and Payment:** Financial report is due on the 10<sup>th</sup> of the month for the previous month.

**Payment is rendered based on submission of both the program and financial report and satisfactory progress on implementation.**

Submit the program and financial report electronically to:

- Jason A Gardner, Manager, Finance and Administration, at [Jason.Gardner@state.de.us](mailto:Jason.Gardner@state.de.us)

## Appendix D

### Contract Assurances

#### Office of Early Learning Race to the Top – Early Learning Challenge Grant

##### V. Use of Funds

###### a. Fiscal Control

The Contractor shall establish and maintain fiscal control in accordance with Generally Accepted Accounting Principles (GAAP). The Contractor must expend and account for grant funds in accordance with State laws and procedures and provide fiscal control and accounting procedures sufficient to permit the tracing of grant funds to a level of expenditures adequate to establish that such funds have been used for allowable costs. The Contractor must be able to provide sufficient evidence that all costs incurred are necessary and reasonable.

###### b. Fund Accounting

The Contractor shall establish and maintain fund accounting procedures in accordance with Generally Accepted Accounting Principles (GAAP). The Contractor will not commingle Grant funds with other funds under control of the Contractor, even if such other funds are used for similar purposes.

###### c. Laws and Regulations

Programs and projects funded in total or in part through this grant will operate in compliance with all applicable State and federal laws and regulations, including but not limited to the Code of Federal Regulations (CFR) and the Education Department General Administrative Regulations (EDGAR).

###### d. Programmatic Changes

The Contractor must receive prior written approval from the Office of Early Learning before implementing any programmatic changes with respect to the purposes for which the contract was awarded.

###### e. Supplantation

Funds made available under a RTTT-ELC grant must be used to supplement, not supplant, any Federal, State, or local funds that, in the absence of the funds awarded under this grant, would be available for increasing access to and improving the quality of Early Learning and Development Programs. The Contractor certifies that any Federal funds to be used under this Contract do not replace or supplant Federal, State of Delaware, or local funds for already-existing services. The Contractor warrants that any costs incurred pursuant to this Contract will not be allocable to or included as a cost of any other federally financed program in the current, a prior, or a subsequent period.

###### f. Construction/Renovation

The Contractor is prohibited from spending funds from the grant on construction, major renovations, or minor remodeling.

**g. Health Services**

The Contractor is prohibited from spending funds from the grant on the direct delivery of health services.

**h. Conferences and Meetings**

The Contractor may only use funds for conferences and meetings that are integral to the execution of the Contractor's goals and work plan. Funds cannot be used to pay for alcoholic beverages or entertainment, which includes costs for amusement, diversion and social activities. Costs for food for meetings and conferences must be necessary to accomplish a legitimate business purpose.

**VI. Reporting Requirements**

**a. Program Reports**

The Contractor shall submit narrative reports based on the approved Implementation Plan which provide an update of progress, and where applicable, an explanation and next steps for areas that are not on track. The Contractor may be asked to provide additional reports if such updates are needed to satisfy Federal reporting requirements or other immediate needs as determined by the Office of Early Learning. See Appendix C for additional information.

**b. Financial Reports**

The Contractor shall submit monthly financial reports that support the amounts billed on monthly invoices. The Contractor may be asked to provide additional reports or data as needed to satisfy Federal reporting requirements or other immediate needs as determined by the Office of Early Learning. See Appendix C for additional information.

**c. Grant-funded Salaries**

The Contractor shall submit a Personnel Activity Certification for Federally Funded Salaries for each employee in compliance with Federal OMB directives in accordance with Circular A-87 (see Attachment D-1). The Time/Effort Report shall be submitted with the monthly invoice request for payment as applicable for each employee.

**d. Federal Funding Accountability and Transparency Act (FFATA)**

The Contractor shall submit the FFATA Data Collection Form for Subcontractors / Vendors (see Attachment D-2) as part of the contract execution process.

**e. Lobbying**

No part of any funds under this contract shall be used to pay the salary or expenses of any contractor or agent acting for the contractor, to engage in any activity (lobbying) designed to influence legislation or appropriations pending before Congress. The Contractor shall submit the Certification Regarding Lobbying form (see Attachment D-3) as part of the contract execution process.

**f. Association of Community Organizations for Reform Now (ACORN)**

The Contractor shall notify the Office of Early Learning and provide a reasonable period of time for the Office to respond, before it can agree to provide any portion of the funding under this contract

to the Association of Community Organizations for Reform Now (ACORN) or its subsidiaries. This condition takes into account Division B, Title I, Section 1104, of the Department of Defense and Full-Year Continuing Appropriations Act, 2011 (P. Law No. 112-10), which incorporates the conditions specified in Division E, Section 511 of the Consolidated Appropriations Act, 2010 (P. Law. No. 111-117), and pending litigation on related matters.

## **VII. Records & Audits**

### **a. Audit Requirements**

Contractors receiving Federal funds must comply with all the requirements of the Federal Office of Management and Budget (OMB) Circular A-133, Audits of State, Local Governments, and Non-profit Organizations. Entities receiving \$500,000 or more federal funds are required to have an annual financial and compliance audit in accordance with OMB Circular A-133.

### **b. Maintenance**

The Contractor shall maintain books, records, documents, and other evidence pertaining to this Contract to the extent and in such detail as shall adequately document the provision of reimbursed services for purposes of programmatic or financial audit. The Contractor must maintain its financial and program records and agrees to preserve and, upon request, make available to the Office of Early Learning such records for a period of five (5) years from the date services were rendered by the Contractor. Records involving matters in litigation shall be retained for five years or one (1) year following the termination of such litigation (whichever is later).

### **c. Availability for Audits and Program Review**

The Contractor agrees to make such records available for inspection, audit, or reproduction to any official State of Delaware representative in the performance of his/her duties under this Contract. The Contractor agrees that an on-site program review, including, but not limited to, review of financial records including all related backup documentation, service records, service policy, and procedural issuances may be conducted at any reasonable time, with or without notice, by the Office of Early Learning when it is concerned with or about the services performed hereunder. Failure by the Contractor to accord the Office of Early Learning reasonable and timely access for on or off-site fiscal or program review or to necessary records for financial, programmatic, or organizational audit may, at the Office of Early Learning's discretion, be deemed a material breach of this Contract and good cause for immediate termination of the this Contract, and the Office of Early Learning shall not be liable for any services provided after the date of such termination.

### **d. Costs Owing**

The cost of any Contract audit disallowances resulting from the examination of the Contractor's financial records will be borne by the Contractor. Reimbursement to the Office of Early Learning for disallowances shall be drawn from the Contractor's own resources and not charged to the Contract costs or cost pools indirectly charging Contract costs.

### **e. Contract Termination**

The Contractor shall maintain program records for a period of five (5) years from the date services were rendered by the Contractor and shall make these records available on request by the Department, notwithstanding any termination of this Contract.

## **VIII. Participation in Federal Activities**

**a. Evaluations**

The Contractor must comply with the requirements of any evaluation sponsored by the U.S. Department of Education or the U.S. Department of Health and Human Services of any of the Contractor's activities carried out with the grant.

**b. Cross-state Initiatives**

In conjunction with the State of Delaware, the Contractor must comply with the requirements of any cross-State evaluation—as part of a consortium of States – of any of the State's proposed reforms, if that evaluation is coordinated or funded by the U.S. Department of Education or the U.S. Department of Health and Human Services, including by using common measures and data collection instruments and collecting data necessary to the evaluation.

**c. Work product**

Unless otherwise protected as proprietary information by Federal or State law or a specific written agreement, the Contractor must make any work (e.g., materials, tools, processes, systems) developed under the grant freely available to the public, including by posting the work on a website identified or sponsored by the U.S. Department of Education or the U.S. Department of Health and Human Services. Any websites developed under this grant must meet government or industry-recognized standards for accessibility.

**IX. Other Compliance Requirements**

**a. Eligibility**

If the amount of this contract exceeds \$25,000, the Contractor certifies that the Firm and/or its Principals, along with its subcontractors and assignees under this agreement, are not currently subject to either suspension or debarment from Procurement and Non-Procurement activities by the Federal Government.

**b. Conflicts of Interest**

The Contractor, including its parent company and its subsidiaries, and any subcontractor, including its parent company and subsidiaries, agree to comply with the provisions of 29 Del. Code, Chapter 58: "Laws Regulating the Conduct of Officers and Employees of the State," and in particular with Section 5805 (d): "Post Employment Restrictions."

**c. Anti-Discrimination**

**i. Equal Employment Opportunity Practices**

The Contractor agrees to comply with all the terms, provisions, and requirements of Title VII of the Civil Rights Act of 1964, Executive Order 11246, entitled "Equal Employment Opportunity," as amended by Executive Order 11375, and as supplemented in the U.S. Department of Labor regulations and any other applicable Federal, state, local, or other equal employment opportunity act, law, statute, regulation and policy, along with all amendments and revisions of these laws, in the performance of this Contract.

**ii. Non-Discrimination Provisions and Requirements**

The Contractor agrees to comply with all the terms, requirements, and provisions of the Civil Rights Act of 1964, the Rehabilitation Act of 1973, and any other applicable Federal, state, local or other anti-discriminatory act, law, statute, regulation, or policy, along with all amendments and revisions of these laws, in the performance of this Contract, and will not discriminate against any applicant, employee, or service recipient because of race, creed, religion, age, sex, color, national or ethnic origin, disability, status as a person in a marriage versus a person in a civil union, veteran's status or any other unlawful discriminatory basis or criteria.

**d. Privacy Laws**

The Contractor must comply with the requirements of all applicable Federal, State, and local privacy laws, including the requirements of the Family Educational Rights and Privacy Act (FERPA), the Health Insurance Portability Accountability Act (HIPAA), and the privacy requirements in the Individuals with Disabilities Education Act (IDEA), and their applicable regulations.

**X. Cooperation with Office of Early Learning**

**a. Overall**

The Contractor agrees to cooperate with the Office of Early Learning.

**b. Meetings and Communication**

The Contractor agrees to timely participation in regular and periodic meetings, conferences, phone calls, etc. organized by the Office of Early Learning to in support of monitoring and accountability, program development and implementation, and quality improvement. The Contractor agrees to be responsive to requests for additional written information beyond the reports required through this contract as part of the commitment to further the overall purpose of the contract.

**c. Branding**

The Contractor agrees to use branding materials and guidelines as provided by the Office of Early Learning in its identification and promotion of the work supported through this contract.

## Appendix E

### Office of Early Learning Logo Usage and Guidelines (May 2013)

For contracts funded, in full or in part, through the Early Learning Challenge grant, the Office of Early Learning has these expectations of contractors:

- 1) Where the contractor acknowledges funders and/or partners in any document that is public, specifically including websites, brochures, etc. promoting the service or program funded, it is expected that the Office of Early Learning will be acknowledged and that its logo will appear along with the names of other funders/partners and their logos.
- 2) The Office of Early Learning encourages recipients of Early Learning Challenge funding to promote the partnership between the organization funded and the Office of Early Learning and others who are participating in the State's effort to create a strong, high quality early childhood system of services and supports to improve the outcomes of children, better preparing them for school and life.



Contractors are expected to adhere to the following guidelines with regard to use of the Office of Early Learning logo:

Do:

- Always use the electronic or hard copy reproduction art provided to reproduce the Delaware Office of Early Learning logo.
- Keep all elements of the logo together.
- Always position the logo in a clear area free from other text and graphics.
- Use only the official colors when reproducing the logo in more than one color.
- Enlarge or reduce the full logo proportionately. For example, do not change the size of the type in relation to the start, or vice versa.
- Use the logo along with your own unique branding where the Office of Early Learning is a funder or implementation partner.
- Include the logo on your website if you are a partner or promoting the Delaware Office of Early Learning.
- Include the logo on promotional materials for your service program.

Do not:

- Alter the logo in any way.
- Add any new elements.
- Change the logo in any way.

Attachment C: Early Learning Challenge Form



## Early Learning Challenge Form

**Applicant Name:** \_\_\_\_\_

**Applicant Project Manager:**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Phone:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Certifications by Authorized Institutional Official:**

\_\_\_\_\_ **Initials**      The Applicant certifies that he/she has read the Office of Early Learning’s contract boilerplate and, if awarded, the organization agrees to execute a contract using language contained in the boilerplate without further modification.

\_\_\_\_\_ **Initials**      The Applicant certifies that he/she has read the Office of Early Learning’s contract Appendix A, B, C, and D and agrees to the terms and conditions contained therein.

The Applicant certifies that to the best of his/her knowledge the information in this proposal is correct, that the filing of this application is duly authorized by the governing body of the organization or institution, and that the applicant will comply with the terms, conditions, and assurances contained in the contract and appendices, if awarded.

\_\_\_\_\_ **Typed or Printed Name of Authorized Official**      \_\_\_\_\_ **Title**

\_\_\_\_\_ **Signature of Authorized Official**      \_\_\_\_\_ **Date**



2004 Folkl Road ■ Suite 6 ■ Wilmington, DE 19810 ■ [www.daeYC.org](http://www.daeYC.org)

September 23, 2013

Kim Wheatley, Director  
 Financial Reform Resources  
 Delaware Department of Education  
 401 Federal Street, Suite #2  
 Dover, DE 19901-3639

Dear Ms. Wheatley:

The Delaware Association for the Education of Young Children (DAEYC) proposes to implement and manage the Early Learning Provider Engagement Initiative described in RFP # DOE-2013-04. As Delaware's largest professional organization for early childhood professionals, DAEYC champions the early childhood profession and embraces the purpose and goals of the Initiative.

The Early Learning Provider Engagement Initiative will educate and engage early learning programs participating in "Delaware Stars for Early Success" (DE Stars) to effectively advocate for program needs and sustainability in the DE Stars system. Sustaining DE Stars will ensure access to high quality early childhood programs for all of Delaware's children. This project is designed to empower providers to engage in advocacy with the direct benefit of a high quality outcome.

The mission of DE Stars emphasizes the need to assist all of Delaware's children with a primary focus on children and families who are most in need. It is alarming that in the birth- to-five year old age group of Delaware children, four out of every ten children are from low income families. It is also troubling that almost seven out of every ten five-year olds come to school not kindergarten ready. These statistics raise profound concerns about the long term educational impact that such unprepared students have in Delaware classrooms. These concerns provide a focal point for intensive and dynamic early learning advocacy. Fortunately, the Intent of the Early Learning Provider Engagement Initiative, and the mission of DAEYC are in perfect alignment, thus ensuring that DAEYC will offer strong and enthusiastic leadership and commitment to the success of this vital endeavor.

Since it was formed in 1969, DAEYC has grown in its service to early childhood professionals. DAEYC initiated a statewide early childhood conference that served the diverse educational needs of the profession until recently, when we collaborated with the Delaware Head Start Association on the Making a Difference Conference. In October 2009, DAEYC was awarded the license for the T.E.A.C.H. Early Childhood® scholarship program for Delaware and became its



administrative home. Child Care Services Association in North Carolina created the Teacher Education and Compensation Helps (T.E.A.C.H.) Early Childhood® Project to address the issues of under-education, poor compensation and high turnover within the early childhood workforce. When DAEYC became the administrative home for T.E.A.C.H., the DAEYC Board made the decision to open an association office and move from an all-volunteer to a fully operational, staffed organization.

DAEYC has had an impressive board in its forty-four year history. The Board of Directors is comprised of representatives from higher education institutions, program administrators, non-profit administrators, family child care providers and owner/operators of privately owned child care centers reflecting a broad array of early childhood professionals. As the state affiliate of the National Association for the Education of Young Children (NAEYC), DAEYC is able to draw on the leadership, resources and knowledge of NAEYC to better serve Delaware. DAEYC represents hundreds of members statewide and supports efforts to improve teaching and learning, build community awareness of the needs of children and their families, provide professional development, support accreditation and promote excellence in early childhood.

DAEYC is not requesting any exceptions to the requirements of the RFP and affirms that no activity related to this proposal contract will take place outside of the United States.

DAEYC unconditionally supports the mission of the Early Learning Provider Engagement Initiative, and looks forward to collaborating with the Office of Early Learning to establish and implement this project for the benefit of Delaware's early childhood professionals, young children, and their families.

Sincerely,

*Original on File*

Kimberley Pridemore, President  
Delaware Association for the Education of Young Children



Attachment C: Early Learning Challenge Form



Early Learning Challenge Form

Applicant Name: Delaware Association for the Education of Young Children

Applicant Project Manager:

Name: Kimberley Pridemore

Title: President

Address: 2004 Faulk Rd, Suite 60 Wilmington, DE 19810

Phone: 302-764-1500

Email: kpridemo@dtcc.edu

Certifications by Authorized Institutional Official:

KP  
Initials

The Applicant certifies that he/she has read the Office of Early Learning's contract boilerplate and, if awarded, the organization agrees to execute a contract using language contained in the boilerplate without further modification.

KP  
Initials

The Applicant certifies that he/she has read the Office of Early Learning's contract Appendix A, B, C, and D and agrees to the terms and conditions contained therein.

The Applicant certifies that to the best of his/her knowledge the information in this proposal is correct, that the filing of this application is duly authorized by the governing body of the organization or Institution, and that the applicant will comply with the terms, conditions, and assurances contained in the contract and appendices, if awarded.

Kimberley Pridemore  
Typed or Printed Name of Authorized Official

DAEYC President  
Title

**Original on File**

Signature of Authorized Official

9/23/13  
Date

**RFP # DOE – 2013-04**  
**Early Learning Provider Engagement Initiative**



DELAWARE ASSOCIATION FOR THE  
EDUCATION OF YOUNG CHILDREN

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Proposal due date and time: September 27, 2013, 3:00 p.m.



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**January 1, 2014 through December 31, 2015**

**Section I: Purpose**

The Provider Engagement Initiative will be the mechanism to empower early learning programs participating in Delaware Stars for *Early Success* to effectively advocate for themselves and the Delaware Stars system. The Delaware Association for the Education of Young Children (DAEYC) will facilitate opportunities for Delaware Stars (DE Stars) programs to participate in advocacy trainings, build and practice their advocacy skills, reach out to the media, and network with elected officials. The purpose of these opportunities will be creating a pathway for sustaining Delaware Stars. DAEYC will provide opportunities for Delaware Stars staff to engage in this initiative as well. The successful collaboration of Delaware Stars programs and staff is critical to the success of sustaining the Delaware Stars system and the early learning of our children.

(DAEYC) will collaborate with the Office of Early Learning (OEL) to engage the state's early learning programs which participate in DE Stars in securing a plan for long term sustainability. By sustaining Delaware Stars early childhood professionals, Delaware's young children and their families will benefit from continued quality early learning opportunities.

**Section II: Goals**

The Provider Engagement Initiative is aligned with Early Learning Challenge *Goal 2: Expand Number of Stars Programs and High Needs Children in Stars* as well as *Goal 4: Sustain a Thriving Statewide Early Learning System*. As the number of early learning programs participating in DE Stars increases, the opportunity for them to advocate as "one voice" is invaluable. The Delaware Association for the Education of Young Children (DAEYC), the state's largest professional organization for early childhood professionals, has a long history of advocating for early childhood programs and services, as well as for the workforce. As an affiliate of the National Association for the Education of Young Children, DAEYC has access to the expertise of public policy experts at the national level.

In recent years Delaware has been the recipient of state and federal funding designated to create a model early learning system. Delaware has provided a vision of what is possible when there is an alignment of funding and commitment from early childhood professionals, young children and their families and stakeholders. In order to keep this momentum going, Delaware will need to sustain this model early learning system. DE Stars is a critical part of the system and its solid foundation consists of the participating early learning programs.

DAEYC supports the state's early learning system by providing the following programs; T.E.A.C.H. Early Childhood®, CORE, Career Advisement and the Making a Difference Conference, as well as administrative support to the Delaware Early Childhood Council's Provider Advisory Committee. The

organization's wide reach to early childhood professionals ensures the goal of the Provider Engagement Initiative; *to educate and engage Delaware Stars programs to effectively advocate for themselves and the Delaware Stars system*, is attainable.

DAEYC will fully engage early learning programs participating in DE Stars by way of outreach/marketing, advocacy training, networking with elected officials, evaluation of strategies and connecting to community and business stakeholders in order to sustain the system.

### **Section III: Effective Dates**

The effective date of this contract is January 1, 2014 through December 31, 2015.

### **Section IV: Narrative Summary of What You Are Proposing to Do and Accomplish**

The Delaware Association for the Education of Young Children (DAEYC) will build on the foundation and work it has already completed to date on the Provider Engagement Initiative. DAEYC has facilitated the Provider Engagement Initiative since June 2013. While gains have been made in outreach and marketing, creating a webpage on the DAEYC website, establishing a Provider Engagement Advisory Committee, writing articles and other printed materials, conducting onsite visits to Delaware Stars programs, presenting information to early childhood associations and networking with business and community partners, much remains to be done. There are still numerous opportunities available to solidify educating and engaging Delaware Stars programs to advocate for themselves and on behalf of the Delaware Stars system.

DAEYC currently has a Provider Engagement Coordinator in place that is responsible for the overall management of the initiative. In addition, our Office Manager provides administrative support and if our work is continued a part-time Field Agent will be added to support the work of the Provider Engagement Coordinator by collecting and reporting data on the effectiveness of the Initiative. This team is further supported by other DAEYC staff, such as coordinators for T.E.A.C.H. Early Childhood®, CORE, Career Advisement and Making a Difference Conference. DAEYC's staff compliment also includes a T.E.A.C.H. Early Childhood® Counselor and a CORE Administrative Assistant, both of whom are part-time positions. The collective expertise and years of early childhood experience of the DAEYC staff will be beneficial to the Provider Engagement Initiative team.

In 2014, DAEYC will continue its efforts to engage and educate Delaware Stars programs concerning the knowledge and skills necessary to successfully advocate for their programs and the DE Stars system. It is vitally important that DE Stars programs understand their roles in advocating for DE Stars. They must also "buy in" to the importance of sustaining a QRIS (Quality Rating Improvement System) and recognize the impact on DE Stars programs and the children and families they serve. DAEYC will collaborate with Delaware Stars Technical Assistants (TAs) to make certain this "message" flows down to administrators and center staff, family and large family providers. A concerted effort will be made to fully engage the DE Stars programs in school districts throughout the state.

In 2015, DAEYC will evaluate the engagement strategies being used to determine program effectiveness. The Field Agent will have gathered a significant amount of qualitative data to use in the assessment. DAEYC projects most DE Stars providers will take ownership and feel empowered to do early childhood advocacy as part of their short and long-term operational /business plans. DAEYC will continue to support DE Stars programs and TAs with advice and information relative to their engagement in the system.

*Create and Implement an outreach and marketing plan:*

DAEYC has had success in the outreach and marketing of programs such as T.E.A.C.H. Early Childhood®, CORE, Career Advisement and Making a Difference Conference. In addition to the early learning programs participating in DE Stars and the above programs, DAEYC has access to over 200 members who are available for outreach and marketing. This broad base of early childhood professionals will allow DAEYC to “hit the ground running” in outreach and marketing for the Provider Engagement Initiative.

DAEYC will consult the Office of Early Learning (OEL) as materials are developed and distributed. DAEYC’s advocacy page will be expanded to become an even more valued resource to Delaware Stars programs and TAs. Social media will be more fully engaged as an integral part of the outreach and marketing plan.

The Provider Engagement Coordinator will continue to do presentations to early childhood associations, school district early learning staff and other stakeholders, while continuing on-site DE Star site visits. These personal contacts, along with the use of communication technology, should produce effective outreach and marketing strategies.

*Develop articles ( print and online) to support early learning programs participating in Delaware Stars:*

The Provider Engagement Coordinator will continue to write relevant articles for both print and online distribution. A collection of articles will be compiled for easy access as requested by early childhood organizations for newsletters/websites and media venues. Articles will reflect best practices in early childhood education leadership and advocacy and will be approved by the OEL.

In addition, DAEYC will collaborate with OEL and our IT consultants to develop a blog/chat room or newer communication technology to create a flow of information among DE Stars programs, TAs and the Provider Engagement Coordinator. The focus of this information network is to engage and empower the advocacy of DE Stars programs.

*Provide Advocacy Training:*

Professional development is at the core of educating DE Stars programs about advocacy. The Provider Engagement Coordinator will develop advocacy trainings which will be submitted to the Delaware Institute for Excellence in Early Childhood (DIEEC) for their quality assurance process. The Provider Engagement Coordinator has already submitted the documents required to become an approved trainer through DIEEC.

Professional development is only one part of the continuum of resources DAEYC is making available to educate DE Stars program staff on the importance of advocacy. There are also webinars and other resources available, at levels appropriate to match the advocacy skills of DE Stars program staff at the various levels of their own professional development.

DAEYC will research national advocacy organizations for possible online training options. Through DAEYC's collaboration with its national office, NAEYC and Child Care Aware® of America's Action Center, further advocacy training will be made available.

*Create and maintain an outreach calendar:*

DAEYC will expand the existing outreach calendar located on the DAEYC website/Advocacy page. The outreach calendar will link to other websites such as Delaware Early Childhood Council, OEL's Great Starts, Office of Child Care Licensing, and DIEEC/DE Stars. These linkages will ensure current information is easily accessible to all DE Stars programs.

*Coordinate opportunities for outreach to elected officials:*

Networking with elected officials is crucial to the sustainability of DE Stars. DAEYC will build on current advocacy efforts such as their coordination of the annual Early Childhood Advocacy Day and the knowledge of the DAEYC Board of Directors Public Policy Committee. There is a collective expertise among DAEYC staff and Board members on how to network with elected officials. In addition, the Provider Engagement Advisory Committee will also contribute. This expertise will be advantageous in planning activities/events that bring elected officials and DE Stars programs together.

Some of these networking activities/events will include: statewide legislative breakfasts, brown bag lunches, participation in the annual Early Childhood Advocacy Day, preparing for Joint Finance, Kids Caucus and other committee meetings. Social media will also be used to communicate with elected officials. DAEYC will include key legislative events in the outreach calendar.

It is essential that DE Stars programs be "comfortable" in the networking process. The Provider Engagement Coordinator will nurture DE Stars programs in acquiring the knowledge and skills needed to achieve this goal.

*Provide Media Opportunities:*

The Provider Engagement Coordinator will assist DE Stars programs in how to use the media to showcase their programs. A media contact list, press release template and FAQ's about accessing the media will be made available in print and online.

The Provider Engagement Coordinator will reach out to local and state media staff to explore the possibility of having media information sessions for providers. These sessions will build a relationship between DE Stars programs and the media and confidence to access the media for coverage of their programs.

*Work with OEL and other engagement contractors to build relationships and distribute materials:*

There are many potential engagement contractors/partners who can distribute materials related to DE Stars. They include DE Stars leadership /TA's, Office of Child Care Licensing, Purchase of Care, DAEYC Board and members, DEL Teams, Delaware Early Childhood Council, DE Head Start Association, Director and Family Child Care Provider Associations, K-12 LEAs, DE State PTA and Delaware Early Childhood Council Provider Advisory Committee.. DAEYC will explore the idea of creating PETs , Provider Engagement Teams, in each county as a provider point of contact for engagement activities. DAEYC will collaborate with engagement contractors to supplement materials that are distributed. DAEYC will act as the single point of contact, in consultation with OEL, for distributing materials.

*Evaluate strategies and revise as needed:*

In administering its other programs, DAEYC has experience in evaluating services such as T.E.A.C.H. Early Childhood®. This expertise will be helpful in designing and implementing an evaluation of the Provider Engagement Initiative. Multiple mechanisms will be employed in the evaluation process including surveys and focus groups. The Field Agent position will allow a focused effort on collecting data (quantitative/ qualitative/anecdotal) in order to provide information on many levels. It is anticipated the evaluation will examine how effective are the engagement strategies, how user-friendly is the technology, and how many DE Stars programs are participating in advocacy trainings.

DAEYC, in consultation with OEL, will use the data to report outcomes and make revisions to engagement strategies as needed. This information will be shared with all essential stakeholders.

*Work with early learning programs and other stakeholders to support sustainability for Delaware Stars:*

DAEYC will continue to identify stakeholders who support the sustainability of DE Stars. The Delaware Early Childhood Council (DECC) Sustainable System Improvement Committee is a partner in creating strategies to sustain DE Stars. Strategies will be used to convey the importance and impact of DE Stars to early learning programs and stakeholders.

DAEYC will educate, inform, advise, and facilitate DE Stars programs connecting with other stakeholders in a joint effort to ensure the sustainability of DE Stars. DAEYC will provide opportunities such as DE Stars recognition events and a DE Stars summit in 2015 to build awareness of the importance of DE Stars to our early learning/K-12/business and community.

### Section V: Implementation Plan for Grant Year 2014

For each objective, indicate the goal(s) to which the objective is aligned. Complete a separate table for each of your objectives.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>1. Create and implement an outreach and marketing plan.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Expand current outreach and marketing implementation plan to routinely reach all DE Stars programs	Provider Engagement Coordinator	Continuous throughout the grant	Use social media and other resources to quarterly contact all DE Stars programs with marketing materials. Provider Engagement Coordinator will meet with OEL, DE Stars Leadership and Technical Assistants (TAs) to coordinate outreach and marketing.
Explore other opportunities such as DAEYC and T.E.A.C.H. Early Childhood® newsletters and Career Advisement communications to submit articles that will engage providers to participate in DE Stars.	Provider Engagement Coordinator (with OEL approval)	January 2014	Provider Engagement Coordinator submits article for T.E.A.C.H. Early Childhood® newsletter. Also collaborates with Career Advisement Coordinator to gain access to Career Advisement applicants who are participating in DE Stars.
Continue to do on-site visits to DE Stars programs across the state and attend director, family child	Provider Engagement Coordinator	2014 grant year	Provider Engagement Coordinator will increase number of statewide DE Stars program visits and early

care and other relevant association meetings.			learning association meetings by 30% in 2014.
Coordinate outreach and marketing with appropriate state and community partners.	Provider Engagement Coordinator	Continuous throughout the grant.	DAEYC will coordinate with state and community partners including the Office of Child Care Licensing (OCCL), Purchase of Care (POC), OEL, DE Early Childhood Council (DECC), United Way (UW), CACFP programs.
Review outreach and marketing plan for effectiveness. Revise as needed.	Provider Engagement Coordinator	Continuous throughout the grant.	Secure a variety of outreach and marketing resources to determine what is most effective.

**(List the goal to which the objective is aligned)**

**Goal 2: Expand Number of Stars Programs and High Needs Children in Stars**

**Objective: A measurable outcome (What you will accomplish)**

**2. Develop articles ( print and online) to support early learning programs participating in DE Stars.**

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Expand the current outreach which includes articles in Provider Pursuits , DE Institute for Excellence in Early Childhood(DIEEC),training manual to quarterly articles related to engagement of DE Stars programs.	<i>Provider Engagement Coordinator (with OEL approval)</i>	Quarterly starting in Jan. 2014	Include articles in Provider Pursuits which is distributed to all licensed early learning programs. Along with DE Stars program visits, the DAEYC will use a survey to determine if the information is effective and useful. Articles may be used on DE Stars program's websites, social media

			venues and to share with parents and other community partners.
Explore other opportunities such as DAEYC and T.E.A.C.H. Early Childhood® newsletters and Career Advisement communications to submit articles for DE Stars programs.	Provider Engagement Coordinator	January 2014-DAEYC and T.E.A.C.H. Early Childhood® newsletters Career Advisement communications	DAEYC quarterly newsletter is distributed to all DAEYC members. DAEYC members may be affiliated with DE Stars programs. T.E.A.C.H. Early Childhood® newsletter and Career Advisement communications are ongoing and can regularly feature information about DE Stars.
Continue to research best practices in leadership/advocacy by identifying key resources such as NAEYC, Child Care Aware® of America and other reputable early learning advocacy organizations.	Provider Engagement Coordinator	Continuous throughout the grant. Information on best practices and strategies to be presented to Provider Engagement Advisory Committee in March 2014.	Strategies and best practices information will assist in developing a plan to educate DE Stars programs in advocacy skills.

**Goal: (List the goal to which the objective is aligned)**

**Goal 4: Sustain early learning system development and service improvements**

**Objective: A measurable outcome (What you will accomplish)**

**3. Provide Advocacy Training**

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you
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	responsible for the deliverables.		know you will be successful)
Develop evidence-based quality assured professional development.	Provider Engagement Coordinator in consultation with OEL	January 2014- training (quality assured professional development) is developed	Evidence-based advocacy training is developed and submitted to DIEEC for approval
Deliver quality assured professional development ( training)	Provider Engagement Coordinator	March 2014-Training is advertised in Provider Pursuits April 2014- Training is offered at MADC (Making a Difference Conference) Continuous throughout the grant training is available upon request	Using the DIEEC registration process DAEYC will track the number of participants taking the advocacy training.
Explore on-line, webinar and other advocacy trainings available through quality assured organizations such as NAEYC and Child Care Aware® of America.	Provider Engagement Coordinator	Continuous throughout the grant.	Additional resources (on-line trainings, webinars, etc.) can be used to supplement the quality assured professional development and will be shared with DE Stars programs.
Continue to explore creating an advocacy Action Center in collaboration with Child Care Aware® of America.	Provider Engagement Coordinator in consultation with OEL	In progress	Next step is to arrange a webinar with Child Care Aware® of America , Provider Engagement Coordinator and OEL to explore options for an Action Center housed at DAEYC. An Action Center would provide the capability to use social media to reach all DE Stars programs and elected officials with alerts and information related to advocating for DE Stars.

<b>Goal: (List the goal to which the objective is aligned)</b> <b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>  <b>4. Create and maintain an outreach calendar.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Expand the current electronic calendar to include additional information.	Provider Engagement Coordinator	Continuous throughout the grant.	Include early learning activities and events such as professional development, open houses, community/legislative/business events.
Provide capability to link calendar to other website calendars such as DE Early Childhood Council: <a href="http://decc.delaware.gov/">http://decc.delaware.gov/</a>	Provider Engagement Coordinator in coordination with DAEYC IT consultant	January 2014	Create a user-friendly calendar that will provide a variety of information for DE Stars participants.

<b>Goal: (List the goal to which the objective is aligned)</b> <b>Goal 4: Sustain early learning system development and service improvements</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>  <b>5. Coordinate opportunities for outreach to elected official.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Continue to provide information on elected officials by district to DE Stars programs/ constituents.	Provider Engagement Coordinator	Continuous throughout the grant.	Providing information to DE Stars programs constituents may empower them to advocate for DE Stars.
Inform elected officials	Provider Engagement	February 2014	Outreach materials are

of DE Stars and why it is important to support the Quality Rating and Improvement System(QRIS)	Coordinator		created to use with elected officials in educating them about DE Stars.
Arrange statewide visits to DE Stars programs by elected officials.  Coordinate media to provide press coverage of visits.	DE Stars Programs Provider Engagement Coordinator	Grant Year 2014- invitations are sent to all elected officials (legislators) to invite them to the legislative breakfasts, brown bag lunches, meet and greets, and to do on-site visits of DE Stars programs in their districts.	Elected officials are contacted and visits are arranged to DE Stars programs. DE Stars programs and elected officials availability is considered when scheduling visits so visits may occur "outside of the regular business day."  Visits may include legislative breakfasts, brown bag lunches, meet and greets .
DE Stars programs are engaged in the annual Early Learning Advocacy Day.	DE Stars Programs Provider Engagement Coordinator Provider Engagement Advisory Committee	May 2014	DE Stars programs participate in planning and attending Early Learning Advocacy Day.
Plan DE Stars recognition events to provide the opportunity for elected officials to network with DE Stars staff.	Provider Engagement Coordinator in consultation with OEL	September 2014	Plan one DE Stars recognition event in 2014

<b>Goal: (List the goal to which the objective is aligned)</b> <b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish).</b>  <b>Provide media opportunities.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)

Establish a relationship with key media staff such as News Journal, Delaware State News, WDDE (local NPR station) and Community Newspapers to facilitate media coverage of DE Stars.	Provider Engagement Coordinator	June 2014 meetings are arranged with state/local media staff to discuss DE Stars	The media such as News Journal, Delaware State News, WDDE (local NPR station) and Community Newspapers will become knowledgeable about DE Stars .
Inform DE Stars directors on how to access the media to showcase their programs.	Provider Engagement Coordinator	March 2014- information (tip sheet) distributed to directors via email which provides contact names and resources for local and state media outlets.	In addition to email sent to directors, DAEYC advocacy webpage has FAQ's on how to use the media to support their programs.
Provide sample press release for DE Stars programs to use.	Provider Engagement Coordinator	March 2014	Sample press release is added to DAEYC advocacy webpage.

**Goal: (List the goal to which the objective is aligned)**

**Goal 4: Sustain early learning system development and service improvements**

**Objective: A measurable outcome (What you will accomplish)**

**7. Work with OEL and other engagement contractors to build relationships and distribute materials.**

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Monthly OEL meetings to discuss coordination of activities involving DAEYC/community and business leaders/media.	Provider Engagement Coordinator	Continuous throughout the grant.	Ideas will be shared in monthly meetings related to building relationships with other engagement contractors.
Expand the available materials to be distributed.	Provider Engagement Coordinator in consultation with OEL	Continuous throughout the grant.	Review materials already created and revise/update as needed. Explore other

			relevant materials and distribute.
Collaborate with other engagement contractors to build relationships and distribute materials.	Provider Engagement Coordinator in consultation with OEL	Continuous throughout the grant.	Identify other engagement contractors such as DE Stars leadership /TA's, OCCL, POC, DAEYC Board and members, DEL Teams, DECC, DE Head Start Association, Director and Family Child Care Provider Associations, K-12 LEAs, DE State PTA and coordinate distribution of materials.

**Goal: (List the goal to which the objective is aligned)**

**Goal 2: Expand Number of Stars Programs and High Needs Children in Stars**

**Objective: A measurable outcome (What you will accomplish)**

**8. Evaluate strategies and revise as needed.**

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Expansion of DE Stars program staff being contacted to elicit information regarding successes and challenges in their engagement work.	Provider Engagement Coordinator  Field Agent	May 2014-Initial evaluation is done	Survey monkey (online)/phone/mail surveys are conducted as preliminary evaluation tools.
Research most efficient and user-friendly evaluation tools to facilitate successful response rates.	Provider Engagement Coordinator in consultation with OEL and DAEYC IT consultant	June-July 2014	Information obtained regarding evaluation tools will be presented to OEL for approval.
Create database to track evaluation responses.	Provider Engagement Coordinator in coordination with DAEYC IT consultant	September 2014  Data entry of evaluation responses -continuous throughout the grant.	Database is created and evaluation responses are entered into database to use to report results.

	Field Agent		
Review evaluation responses for revision of engagement strategies as needed.	Provider Engagement Coordinator in consultation with OEL.	Continuous throughout the grant.	Regularly scheduled meetings between DAEYC and OEL will include review of evaluation responses.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 4: Sustain early learning system development and service improvements</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>9. Work with early learning programs and other stakeholders to support sustainability for DE Stars.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Continue to identify stakeholders for the sustainability of DE Stars.	Provider Engagement Coordinator in consultation with OEL.	Continuous throughout the grant.	Stakeholders are informed of the need to sustain DE Stars and strategies are discussed.
The DE Early Childhood Council ( DECC) Sustainable System Improvement Committee is a partner in creating strategies to sustain DE Stars.	Provider Engagement Coordinator in collaboration with the DECC Sustainable System Improvement Committee.	Regularly scheduled meetings of DECC Sustainable System Improvement Committee are used to address this issue.	Strategies are identified/ implemented and evaluated for successful outcomes in sustaining DE Stars.
Educate DE Stars program staff and DE Stars TAs in how to engage stakeholders to support sustainability of DE Stars.	Provider Engagement Coordinator in consultation with OEL.	Continuous throughout the grant.	DE Stars program staff builds relationships with stakeholders. DE Stars TAs assist DE Stars programs in how to engage stakeholders.

**Appendix A**  
**Office of Early Learning**  
**Work Plan Format**  
**Delaware Association for the Education of Young Children**  
**January 1, 2014 through December 31, 2015**

**Section V: Implementation Plan for Grant Year 2015**

For each objective, indicate the goal(s) to which the objective is aligned. Complete a separate table for each of your objectives.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>1. Create and implement an outreach and marketing plan.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Continue to work with all DE Stars programs to provide outreach and marketing related to their needs .	Provider Engagement Coordinator in consultation with Office of Early Learning ( OEL)	Continuous throughout the grant	Identify specific DE Stars program needs and provide materials accordingly. For example: new programs will have different outreach and marketing needs than programs that are at different Star levels.
Continue to advise DE Stars programs how to use outreach and marketing materials to enhance their business/program.	Provider Engagement Coordinator in consultation with OEL	2015 Grant Year- 3 business information sessions	Provider Engagement Coordinator collaborates with community/business organizations to provide information sessions for DE Stars programs. These sessions (3 in 2015) will focus on the owning a successful business.

Continue to do statewide on-site visits to DE Stars programs and attend director, family child care and other relevant association meetings.	Provider Engagement Coordinator	Continuous throughout the grant	Provider Engagement Coordinator will increase number of statewide DE Stars program visits and early learning association meetings by 60% in 2015.
Collaborate with DE Stars program directors through the Leadership Initiative.	Provider Engagement Coordinator in consultation with OEL	June 2015	Make certain DE Stars directors participating in the Leadership Initiative are engaged in outreach and marketing.
Evaluate outreach and marketing plan to determine effectiveness.	Provider Engagement Coordinator in consultation with OEL  Field Agent	Continuous throughout the grant.	Survey monkey, phone calls, etc. will be used to obtain feedback from DE Stars programs on the effectiveness of the outreach and marketing plan. Separate survey will be used for DE Stars TAs to obtain input from their perspective. Responses will be entered into a database.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>2. Develop articles (print and online) to support early learning programs participating in Delaware Stars.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)

Prepare a collection of articles to be used in all appropriate media venues. Continue to revise and update articles.	Provider Engagement Coordinator (with OEL approval)	January 2015-Resource file of initial articles available. Compiling articles is continuous throughout the grant.	Access articles as needed by topic and audience for submission to all appropriate media venues.
Explore other opportunities to submit articles (print and online).	Provider Engagement Coordinator (with OEL approval)	Continuous throughout the grant	All Early Learning media venues, Community Newspapers, State and local newspapers, K-12 LEA newsletters , Higher Education media venues are explored as possible opportunities to submit articles (print and online)
Monitor and update the online blog/chat room used by DE Stars programs.	Provider Engagement Coordinator in coordination with DAEYC IT consultant and OEL.  Field Agent	Monitoring will occur weekly	Usage of the blog/chat room is monitored for usefulness in providing an option for DE Stars programs to connect with each other.  This venue is helpful in sharing ideas and providing information.

<b>Goal: (List the goal to which the objective is aligned)</b>			
Goal 4: Sustain early learning system development and service improvements			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>3. Provide Advocacy Training</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)

Expand options for evidence-based quality assured professional development to comply with DE Institute for Excellence in Early Childhood (DIEEC) training categories.	Provider Engagement Coordinator in consultation with OEL	Increase trainings offered by 50% in 2015.	Needs assessment is done in collaboration with DIEEC to determine advocacy training needs.
Explore developing an online evidence-based advocacy training for DE Stars programs.	Provider Engagement Coordinator in consultation with OEL	January 2015	Present information on online evidence –based advocacy trainings to OEL.
Continue to deliver quality assured professional development ( training)	Provider Engagement Coordinator	Trainings are delivered quarterly and upon request , statewide and at varying times to accommodate DE Stars programs. Trainings are presented at conferences such as Making a Difference Conference and Office of Child Care Licensing-Business Conference.	Using the DIEEC registration process DAEYC will continue to track the number of participants taking the advocacy training.
A variety of on-line, webinar and other advocacy trainings is available through quality assured organizations such as NAEYC and Child Care Aware® of America is created as a resource.	Provider Engagement Coordinator	List of resources is compiled and updated throughout the grant.	Additional resources (on-line trainings, webinars, etc.)will be shared with DE Stars programs and can be used to supplement the quality assured professional development.

**Goal: (List the goal to which the objective is aligned)**  
**Goal 2: Expand Number of Stars Programs and High Needs Children in Stars**

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**Objective: A measurable outcome (What you will accomplish)**  
**4. Create and maintain an outreach calendar.**

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Outreach calendar can be linked to the Action Center for action alerts and other updated information.	Provider Engagement Coordinator in coordination with DAEYC IT consultant	March 2015	Outreach calendar links to social media to provide immediate access to information.
Evaluate effectiveness of outreach calendar in engaging DE Stars programs in advocacy.	Provider Engagement Coordinator Field Agent	Continuous throughout the grant.	Evaluation will include survey results from DE Stars programs and TAs to determine effectiveness. Revisions will be made accordingly. Outreach calendar usage information will be included in monthly reports.

**Goal: (List the goal to which the objective is aligned)**  
 Goal 4: Sustain early learning system development and service improvements

**Objective: A measurable outcome (What you will accomplish)**  
 5. Coordinate opportunities for outreach to elected official.

<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Use the outreach calendar and other tools to increase awareness of opportunities for DE Stars programs to interact with elected officials.	Provider Engagement Coordinator	Continuous throughout the grant.	DE Stars programs will become aware of the timeline/schedule of legislative activities such as Joint Finance hearings, Kids Caucus meetings, etc.

DE Stars programs become proactive in coordinating opportunities for outreach to elected officials.	DE Stars programs with assistance from Provider Engagement Coordinator	Continuous throughout the grant.	DE Stars programs schedule brown bag lunches, legislative breakfasts, use social media to build relationships with elected officials.
DE Stars programs take leadership in planning the annual Early Learning Advocacy Day.	DE Stars programs with assistance from Provider Engagement Coordinator	May 2015	Coordination of DE Stars programs to plan Early Learning Advocacy Day.
DE Stars Summit is planned to provide community/business/early learning community the opportunity to showcase DE Stars.	Provider Engagement Coordinator in consultation with OEL Early Learning Stakeholders	October 2015	The DE Stars Summit highlights the accomplishments of DE Stars and builds support from business and community partners.
Child Care Aware® of America Action Center in collaboration with DAEYC is operational.	Provider Engagement Coordinator in consultation with OEL	February 2015	Child Care Aware® of America supports the Action Center which will use social media and other ways to communicate with elected officials.

<b>Goal: (List the goal to which the objective is aligned)</b>			
<b>Goal 2: Expand Number of Stars Programs and High Needs Children in Stars</b>			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>6. Provide media opportunities.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)

Maintain relationship with key media staff to facilitate media coverage of DE Stars.	Provider Engagement Coordinator	Continuous throughout the grant.	Coverage of DE Stars programs will be routinely featured in the media.
Continue to educate DE Stars directors on how to access the media to showcase their programs.	Provider Engagement Coordinator	Coordinate 2 media information sessions in 2015	Provider Engagement Coordinator will partner with local media staff to provide media information sessions for DE Stars programs.
Expand media opportunities for coverage of DE Stars.	Provider Engagement Coordinator	Continuous throughout the grant.	Discuss media strategies with other organizations such as DE Alliance for Nonprofit Advancement to expand media opportunities.

<b>Goal: (List the goal to which the objective is aligned)</b>			
Goal 4: Sustain early learning system development and service improvements			
<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>7. Work with OEL and other engagement contractors to build relationships and distribute materials.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Maintain relationships with other engagement contractors to coordinate distribution of materials.	Provider Engagement Coordinator in consultation with OEL.	Continue monthly meetings with OEL throughout the grant.	Continue to identify and build relationships with other engagement contractors.
Explore the concept of Provider Engagement Teams (PETs ) as key contacts in each county .	Provider Engagement Coordinator	August 2015- pilot phase of PETs	PETs will allow DE Stars programs to have a provider point of contact in each county.

Evaluate materials and revise as needed.	Provider Engagement Coordinator in consultation with OEL	Continuous throughout the grant.	Request feedback from other engagement contractors regarding materials. Other engagement contractors include DE Stars leadership and TAs, OEL, OCCL, DOE
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<b>Goal: (List the goal to which the objective is aligned)</b> Goal 2: Expand Number of Stars Programs and High Needs Children in Stars			
<b>Objective: A measurable outcome (What you will accomplish)</b> 8. Evaluate strategies and revise as needed.			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
Develop multiple evaluation tools to survey DE Stars programs for successes and challenges.	Provider Engagement Coordinator Field Agent	Continuous throughout the grant.	Data is collected using evaluation tool. Data is used for reporting and revising the process as needed.
Create DE Stars focus groups to discuss outreach and engagement.	Provider Engagement Coordinator Field Agent	April-June 2015 1 focus group in each county	Feedback from focus groups will be recorded and used to evaluate engagement strategies.
Use database to track evaluation responses.	Provider Engagement Coordinator in coordination with DAEYC IT consultant Field Agent	Continuous throughout the grant.	Evaluation responses will impact changes to engagement strategies.

<b>Goal: (List the goal to which the objective is aligned)</b> Goal 4: Sustain early learning system development and service improvements
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<b>Objective: A measurable outcome (What you will accomplish)</b>			
<b>9. Work with early learning programs and other stakeholders to support sustainability for DE Stars.</b>			
<b>Deliverables:</b> Specific activities and strategies to meet the objective (What you will do)	<b>Staff/ Staff:</b> Lead staff, staff from partner organizations. Note who is responsible for the deliverables.	<b>Timeline:</b> Date for completing the work (When deliverables will be met)	<b>Intended Results:</b> Evidence that shows progress to meet the objective (How you know you will be successful)
DAEYC will participate in the DE ECC Sustainable System Improvement Committee to provide data, representing DE Stars programs and to recognize stakeholders for their commitment to DE Stars.	Provider Engagement Coordinator in consultation with OEL.	Continuous throughout the grant.  DE Stars Recognition Events and DE Stars Summit	DAEYC will list stakeholders on the Provider Engagement Advocacy webpage, at Early Learning Advocacy Day and the DE Stars Summit.
DAEYC in collaboration with The DE ECC Sustainable System Improvement Committee creates strategies to sustain DE Stars.	Provider Engagement Coordinator in collaboration with the DECC Sustainable System Improvement Committee	Continuous throughout the grant.	DAEYC will facilitate other engagement stakeholders such as DE Stars program staff, and DE Stars TAs, in strategies to sustain DE Stars.
Resource materials outlining sustainability of DE Stars strategies are created.	Provider Engagement Coordinator in consultation with OEL and DECC Sustainable System Improvement Committee	Continuous throughout the grant.	Distribution of strategies to sustain DE Stars is coordinated for distribution to DE Stars programs and TAs, other stakeholders.

### **Qualifications and Experience**

#### **Provide information about the experience and expertise of the organization and its staff and to carry out the Early Learning Provider Engagement Initiative.**

The Delaware Association for the Education of Young Children (DAEYC) has successfully administered the T.E.A.C.H Early Childhood\* Delaware program since 2009. Grants have been provided through the Delaware Department of Education and Delaware Health and Social Services organizations. IN FY13 these two grants totaled \$ 500,000. DAEYC is currently implementing the CORE (Compensation, Education and Retentions Awards) project. This program is realized via a collaboration with the Office of Early Learning. It is anticipated that up to \$ 4,000,000 in cash awards will be distributed to over 2000 early childhood educators during the present calendar year.

Internally, DAEYC will align Early Learning Provider Engagement with CORE, T.E.A.C.H, and the existing career advisement services with the goal of creating a seamless service system for early childhood professionals. DAEYC will collaborate with the Office of Early Learning to develop an advocacy model that will assist providers participating in Delaware Stars for Early Success (DE Stars) with their goals related to the Quality Rating Improvement Scale (QRIS). Furthermore, DAEYC will develop recommendations related to resource sustainability for DE Stars project initiatives after the expiration of the Early Learning Provider Engagement Grant dollars in 2015.

The DAEYC staff is comprised of career educators and advocates with expertise in the area of early childhood education. Some members of the management team possess graduate degrees along with individual service histories of over 20 years.

DAEYC has chosen qualified professionals who provide specific services that support organizational needs. Derek Neff's company, The Right Answer, provides financial expertise inclusive of professional accounting services and budget planning, as well as offering guidance to the DAEYC Board on budget management. Carson Dempsey, owner of SPRINT Quality Printing, has a relationship spanning decades with DAEYC. His Delaware based company is sensitive to our non-profit mission. Mr. Dempsey's organization not only provides exceptional marketing materials for DAEYC projects, but he also prices at a very competitive rate. Finally, Matt Albert functions as the webmaster for DAEYC. His company, Tricon provides high quality support for both hardware and software needs. They also specialize in supporting Filemaker Pro, which is a program used by both the T.E.A.C.H. and CORE programs. Letters of endorsement are provided as evidence of the value of these suppliers in supporting DAEYC.

#### **Provide information about the experience and expertise of the staff to carry out the Early Learning Provider Engagement Initiative.**

Two current members of the DAEYC will be directly engaged on this task. James Kane (Provider Engagement Coordinator/Administrator) and Amy Lane (Office Manager) will work on the project. James Kane has just recently joined DAEYC. His background is highlighted by extensive experience in education, educational administration and advocacy. Amy Lane has worked for DAEYC for several years. Amy is a talented professional who has substantial experience in project support, invoicing, procurement, and other matters related to effective grant administration. The resumes of James Kane and Amy Lane are attached.

**If conducting this project will require hiring individuals who are not currently employed by DAEYC, provide detailed job descriptions.**

The position of Field Agent will either be filled internally with an existing part-time staff member, or DAEYC will hire a part-time individual for this role. The Field Agent Job description is provided below.

**Position:**

Field Agent; Early Learning Provider Engagement Initiative

**Posting:**

Part-time position with the Delaware Association for the Education of Young Children (DAEYC). The DAEYC Administrator hires the Field Agent with advice from the Board of Directors.

**Job Description:**

The Field Agent will travel to Delaware Early Childhood provider sites, conduct staff interviews and gather project data. Visits will be documented using a needs assessment tool to ascertain provider needs related to DE Stars quality initiatives.

The Field Agent is responsible for the following areas:

- Implements appointment schedule provided by the Administrator
- Conducts comprehensive Early Childhood staff interviews
- Collects other pertinent site data
- Documents site visits by following established protocol and procedure
- Files daily activity report for administrative review and analysis
- Uses privately owned vehicle (pov) to drive to site visits throughout the State of Delaware
- Maintains accurate record of pov travel following mileage reimbursement protocol

The Field Agent reports directly to the DAEYC Administrator

**Minimum Qualifications:**

- Associate's degree required
- Knowledge of Early Childhood, highly desirable
- Excellent written and communication skills
- Proficiency in Microsoft Office, Valid State driver's license, current registration and proof of insurance

**James S. Kane**

55 Skyline Drive, Glen Mills, PA 19342

Home: 484-574-8663    Mobile: 484-469-1034

E-mail: [jkane@daeyc.org](mailto:jkane@daeyc.org)**Career Profile:**

A highly talented leader with a unique skill package in supervision, sales and advocacy. Seeking a leadership position which will both utilize and challenge my diverse strengths. Prepared to offer a skill set that will support organizational objectives and goals.

**Professional Experience:**

**Delaware Association for the  
Education of Young Children  
ADMINISTRATOR**

**Wilmington, DE  
(2013)**

- Manage organizational team that implements grant projects that assist programs that benefit Delaware's youngest learners, birth- to 8 years.
- Facilitate effort in developing advocacy related initiatives that benefit DE Stars.

**The American College  
VA CERTIFYING COUNSELOR**

**Bryn Mawr, PA  
(2012-2013)**

- Manage Veterans' benefits related to their matriculation at The American College. Duties included interfacing with the VA database, compiling data for transcript Analysis, and supporting student course study plans leading to financial designations.
- Providing in-depth counseling support via telephone and web related applications related to student online study on Blackboard.

**Strayer University  
ASSOCIATE CAMPUS DEAN**

**Springfield, PA  
(2005-2011)**

- Managed incoming student course schedules while also designing tutorial platforms in mathematics for students who are academically challenged. Support student registration where a two-hundred per cent growth has taken place in the last four years.
- Taught Sociology courses at five university campuses in the Philadelphia region. Consistently rated as an elite professor in the top ten percent of University faculty.

**Learn-It Systems**  
EDUCATIONAL AREA ANALYST

**Baltimore, MD**  
(2007-2009)

- Established and managed multiple contracts with school districts that provided curriculum enrichment for students attending after school programs in eight school districts in southern New Jersey.
- Performed all supervisory duties to ensure client satisfaction while optimizing program enrollment at over twenty-five schools in the districts serviced. Sales revenue increased at an annual twelve per cent growth rate.

**Children’s Hospital of Philadelphia**  
SCHOOL PROGRAM MANAGER &  
FAMILY ADVOCATE

**Philadelphia, PA**  
(1994-2007)

- Managed and implemented an annual 800 student accounts package which included both hospitalization and post-hospitalization academic planning and execution.
- Designed and implemented advocacy protocols related to patient needs in a hospital environment. Provided in-service programming for hundreds of hospital employees related to Family Centered Care standards.

**Archdiocese of Philadelphia**  
PRINCIPAL

**Philadelphia, PA**  
(1989-2002)

- Directed all aspects of program operations in a Special Education School with two separate campus locations, forty-five direct reports, and a 1.8 million dollar budget. Responsible for grant writing and donations targeted to be ten percent of annual operational budget.
- Performed all school leadership and administration duties in a K-8 school setting while increasing building enrollment and successfully renewing Middle States accreditation.
- Responsible for classroom planning and instruction of students in accordance with specific curriculum guidelines in numerous subjects at various grade levels.

**Education:**

**Villanova University**  
M.A., Educational Leadership

**St. Joseph University**  
B.S., Sociology

**Affiliations:**

Villanova University, Kappa Delta Pi Honors Fraternity

St. Joseph's University, Cross Keys Service Fraternity

Amy Lane  
 13 Perkins Avenue, Wilmington, DE 19809  
 (302) 798-3120 alane@daeyc.org

**SUMMARY OF QUALIFICATIONS:**

- *Able to manage increasing levels of responsibility*
- *Ethical, reliable, organized, and hard-working*
- *Strong people skills and relationship building*
- *Excellent Ability to communicate*

**PROFESSIONAL EXPERIENCE:**

2010-PRESENT

**DELAWARE ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN** – Wilmington, DE

**POSITION:** OFFICE MANAGER

- *Contract management - all aspects including creating & following budgets, invoicing, grant reporting*
- *Communicate & inform - DAEYC board, DAEYC members, NAEYC, funders, staff, financial mgr., web contractors, IT, suppliers, misc. calls & e-mails*
- *Provide assistance & referral regarding early ed & childcare requests*
- *Perform HR and other office duties*
- *Maintain Constant Contact account*
- *Support staff for DECC meetings, DECC Provider Advisory Committee, & Making a Difference – state conference*

1989 – 2011

**2LANE PRODUCTIONS** – Hendersonville, TN / Wilmington, DE

**POSITIONS:** BUSINESS MANAGER, PHOTOGRAPHER, PRODUCER

**CLIENTS INCLUDE:**

ANHEUSER BUSCH    BIG BROTHERS/BIG SISTER OF AMERICA    HEIL QUAKER    WCAY-FOX TV  
 KYLE LEHNING (VP ARISTA RECORDS)    PROCTOR & GAMBLE    DAN SEALS (MUSICIAN)    WRLT

2008 – 2011

**KOHL'S DEPARTMENT STORE** - Wilmington, DE

**POSITION:** POINT OF SALE SUPERVISOR

- *Reconciliation of registers*
- *Management of floor personnel*
- *Customer service*
- *Conflict resolution*

2003 – 2008

**ST. MARK'S LUTHERAN CHURCH** – Wilmington, DE

**POSITION:** DIRECTOR OF OUTREACH AND EDUCATION

- *Developed & implemented special events*
- *Marketing & public relations*
- *Recruited & trained group leaders*
- *Maintained expense reports & database*

**CONTINUED**

Amy Lane  
13 Perkins Avenue, Wilmington, DE 19809  
(302) 798-3120 alane@daeyc.org

**PROFESSIONAL EXPERIENCE CONTINUED:**

1991 – 1995

**TIGERT COMMUNICATIONS** – Nashville, TN

**POSITIONS:** OFFICE MANAGER, PRODUCER, ASSISTANT DIRECTOR & PHOTOGRAPHER

EXPERIENCE IN VIDEO/FILM/RADIO/PRINT PRODUCTION & ADVERTISING

- *Client relations, fee negotiations, billing & scheduling*
- *Marketing & copy writing*
- *Directing, producing & editing*
- *Location scout, propping, voice-over, wardrobe, make-up & set design*

1989 – 1991

**SUMNER ACADEMY** – Gallatin, TN

**POSITIONS:** HEAD OF ART DEPARTMENT & ART INSTRUCTOR (Pre-K through grade 8)

- *Create & manage art dept. budget*
- *Design lesson plans & teach*
- *Class scheduling*
- *Conferencing*

1984 – 1989

**DEVAULT PHOTOGRAPHY STUDIO** - Nashville, TN

**POSITIONS:** STUDIO MANAGER, PHOTOGRAPHER & PHOTO ASSISTANT

EXPERIENCE IN ALL ASPECTS OF PHOTOGRAPHY, PRINT PRODUCTION & ADVERTISING

- *Responsibilities the same as at Tigert Communications*

1979 - 1983

**MEADOWWOODS COUNTRY CLUB** – Centralia, IL

**POSITIONS:** POOL MANAGER & LIFEGUARD

**EDUCATION:**

FALL 1979 – SPRING 1983

**ILLINOIS COLLEGE** – Jacksonville, IL

**BACHELOR OF ARTS DEGREE**

**DOUBLE MAJOR: BUSINESS & ART**

REFERENCES AVAILABLE UPON REQUEST

**THE RIGHT ANSWER, INC.**  
**102 SOUTH ROAD**  
**WILMINGTON, DE 19809**

September 23, 2013

James Kane, Administrator  
Delaware Association for the Education  
of Young Children  
2004 Foulk Road, Suite 6  
Wilmington, DE 19810

Re: The Right Answer, Inc.

Dear Jim,

Please find below a brief description of The Right Answer.

The Right Answer provides outsourced accounting solutions to small businesses and nonprofits, furnishing affordable, value-added bookkeeping, controller and managerial accounting services. Services can be purchased separately or combined in our core Controller-Bookkeeping suite, a customer focused, organized set of managerial accounting and finance functions, designed specifically for the needs of smaller organizations. Add one of our tax partners, and The Right Answer provides small businesses one-stop, seamless access to a complete package of professionally managed accounting services and staff, until now, available only to larger organizations.

Sincerely,

***Original on File***

Derek A. Nett  
President

DAEYC

page 1035



DAEYC  
Mr. Jim Kane  
2004 Foulk Road, Suite 6  
Wilmington DE 19810

September 23, 2013

Dear Jim,

Sprint Quality Printing, Inc., a Delaware corporation, in business since 1981, has been providing print, graphic & related support services for the Delaware Association for the Education of Young Children since 1997. We value the long-term relationship and take great pride in being involved in many of the activities that the leaders of DAEYC have undertaken in their efforts to fulfill the DAEYC mission. We have worked with the organization as it has expanded and grown from the dedicated group of volunteers into the organization of today. DAEYC has partnered with us many times for help in providing efficient, cost effective services in communicating the mission and activities of the organization whether it be creating logos, newsletters, stationery, program brochures and documentation, conference materials or mailings to name some. We have used our expertise to provide high quality, targeted, cost effective approaches and have offered many options for consideration through a consultative, experienced approach. Our mailings services provide DAEYC with the lowest available postage rates & almost completely eliminates mailings resulting from bad data sources.

We extend nonprofit discounts on all of our services to DAEYC. We understand budget limitations that the organization works under and apply that recognition through our consultations and by collaborating to develop effective yet cost efficient solutions. As we continue to be a supplier of products and services to DAEYC in future programs, we will continue to provide the pricing and reliable services that DAEYC has experienced and depends upon. We look forward to providing products and services to DAEYC as it continues its programs that enhance young children's lives. With a degree in Education myself, and a spouse who has made a lifetime career specializing in elementary education with an emphasis in reading, the educating & improving of children's lives has always been important to us.

Sincerely,

*Original on File*

Carson Dempsey  
President



1051 Green Glen Drive • Garnet Valley, PA, 19060  
Ph (610) 459-9848 / Fax (610) 459-9849  
www.thetricongroup.com

DAEYC  
Mr. Jim Kane  
2004 Foulk Road; Suite 6  
Wilmington, DE 19810

September 25, 2013

Dear Jim,

The TRICON Group, Inc., a Pennsylvania corporation established in 1996, provides custom database development for companies requiring job tracking, scheduling and resource allocation solutions across various industries. The TRICON Group also provides custom web development for publishing or collecting data via the Internet as well as a range of technical support services for our valued clients.

Our relationship with DAEYC is a new one having worked with them for the past five months. We believe in the goals of the organization and it's importance to the children and families of Delaware and look forward to a strong, long-lasting partnership. Our clients range from large corporations (Bank of America, The Limited, Express), to private and public educational facilities (University of DE, Villanova, Rutgers, Temple), to small businesses and nonprofits (AIDS Delaware). While each client may differ in size, they all receive the same dedicated service and support that is the cornerstone of TRICON's reputation.

We offer nonprofit discount pricing for all of our services to DAEYC. We value our new partnership with DAEYC and will do everything we can to assist with the success of their mission.

Sincerely,

***Original on File***

Chris O'Connor, President  
The TRICON Group, Inc.

DAEYC

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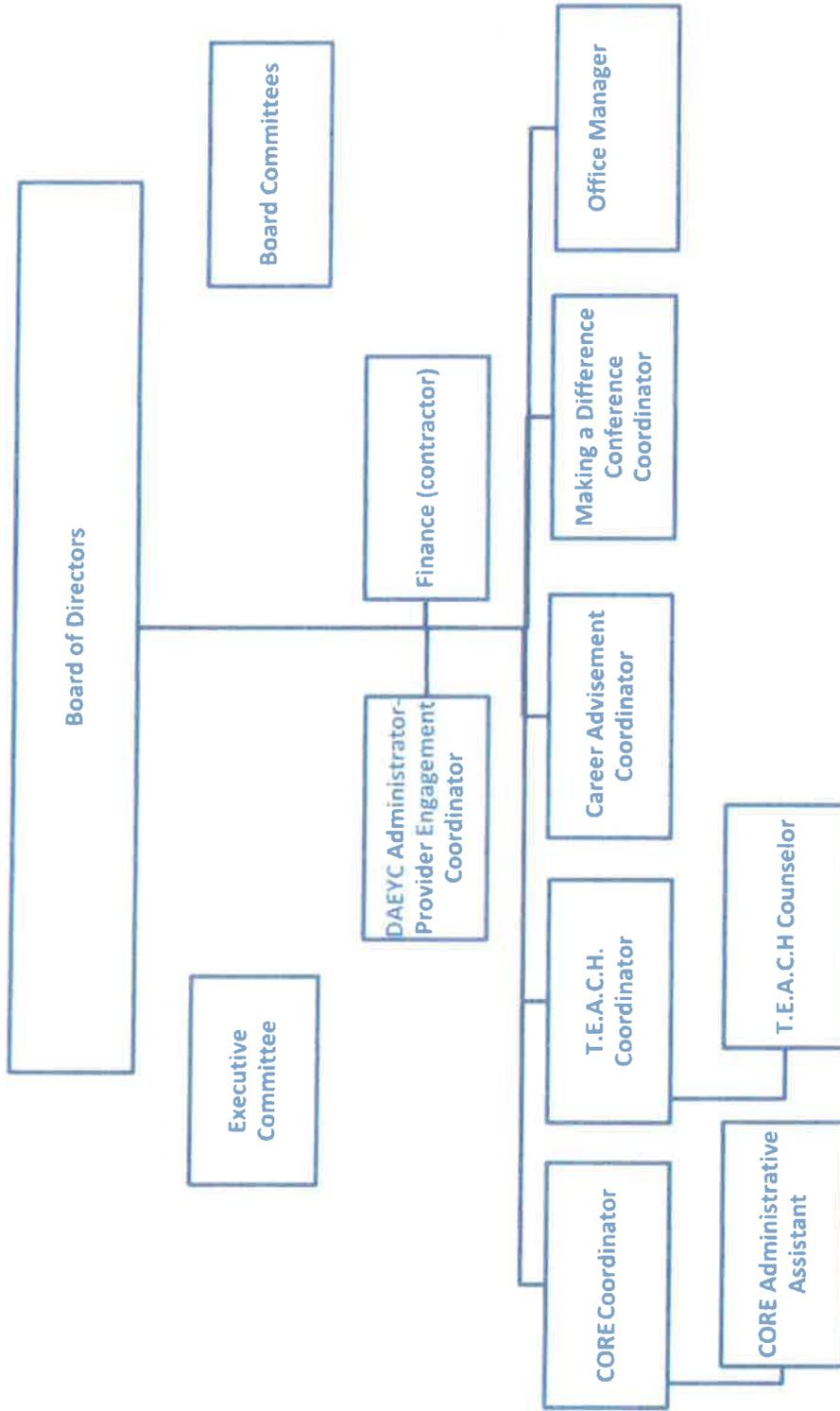
Delaware Association for the Education of Young Children  
Board of Directors 2013-14

Last Name	First Name	Email Address	City	State	Zip
Berkel	Kier	berkluver@gmail.com	Wilmington	DE	19805
Camp	Rachael	rcamp1@dtcc.edu			
Carter	Janet	janeticarter@comcast.net	Dover	DE	19904
Dipres	Carlos	carlos.dipresramirez@state.de.us	Bear	DE	19701
Edwards	Tina	tedwards97@verizon.net	Dover	DE	19904
Fisher-Klein	John	jklein@newarkdaynursery.org	Wilmington	DE	19802
Friedman	Linda	linda.friedman@state.de.us	Media	PA	19063
Gallagher	Carmen	cgallagher@doe.k12.de.us	Frederica	DE	19946
Jones	Mary Neal	mnjones@nemours.org	Elkton	MD	21921
Keating	Andria	avkeating@verizon.net	Middletown	DE	19709
Lawton	Michael	michael.lawton@state.de.us	Camden	DE	19934
Maloney	Caitlyn	cmalone2@dtcc.edu	Middletown	DE	19709
Prettyman	Andrea	adpretty@aol.com	Milford	DE	19963
Pridemore	Kim	kpridemore@dtcc.edu	Smyrna	DE	19977
Ritchie	Elizabeth	eritchie@dtcc.edu	Wilmington	DE	19809
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Sargeni	Martha	msargeni@standrews-de.org	Middletown	DE	19709
Shellenberger	Brigitte	brigitte.shellenberger@cffde.org	Wilmington	DE	19808
Taylor	Debbie	debbie.taylor@naccrra.org	Newark	DE	19711
Weir	Pam	pam.weir@state.de.us	Newark	DE	19702

DAE Y2

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Delaware Association for the Education of Young Children  
Organizational Chart





Delaware AEYC  
Provider Engagement - Budget Details  
January 01, 2014-December 31, 2014

	Monthly Costs	Number of Months	Total Contract Cost
<b>I. PERSONNEL</b>			
Salaries	\$ 3,840.83	12	\$ 46,089.96
Fringe Benefits	\$ 691.35	12	\$ 8,296.20
<b>TOTAL PERSONNEL</b>	<b>\$ 4,532.18</b>	<b>12</b>	<b>\$ 54,386.16</b>
<b>II. TRAVEL</b>			
Lodging	\$ -	12	\$ -
Meals	\$ -	12	\$ -
Mileage	\$ -	12	\$ -
Transportation	\$ 400.00	12	\$ 4,800.00
Other Travel**	\$ -	12	\$ -
<b>TOTAL TRAVEL</b>	<b>\$ 400.00</b>	<b>12</b>	<b>\$ 4,800.00</b>
<b>III. PROGRAM/OPERATING</b>			
Advertising/Marketing	\$ 500.00	12	\$ 6,000.00
Cell Phone(s)	\$ -	12	\$ -
Food	\$ -	12	\$ -
Internet Service	\$ 50.00	12	\$ 600.00
Meeting Expenses	\$ 250.00	12	\$ 3,000.00
Office Space	\$ 340.00	12	\$ 4,080.00
Office Supplies	\$ 50.00	12	\$ 600.00
Postage/Freight	\$ 100.00	12	\$ 1,200.00
Printing/Copy Services	\$ -	12	\$ -
Professional Development	\$ 122.25	12	\$ 1,467.00
Professional Services	\$ -	12	\$ -
Software	\$ -	12	\$ -
Telephone Services	\$ 60.00	12	\$ 720.00
Training Supplies	\$ 22.08	12	\$ 264.96
Other Program/Operating**	\$ 487.50	12	\$ 5,850.00
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ 1,981.83</b>	<b>12</b>	<b>\$ 23,781.96</b>
<b>IV. EQUIPMENT</b>			
Computers	\$ -	12	\$ -
Printers/Copiers/Faxes	\$ 50.00	12	\$ 600.00
Other Equipment**	\$ -	12	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ 50.00</b>	<b>12</b>	<b>\$ 600.00</b>
<b>TOTAL BUDGET</b>	<b>\$ 6,964.01</b>	<b>12</b>	<b>\$ 83,568.12</b>

\*\*Additional Information is required in the budget narrative

**Delaware AEYC  
Provider Engagement - Budget Summary  
January 01, 2014-December 31, 2014**

**Appendix B**  
Appendix C

Budget Categories	TOTALS	
Personnel	\$	\$ 46,089.96
Fringe Benefits	\$	\$ 8,296.20
Travel	\$	\$ 4,800.00
Operating	\$	\$ 23,781.96
Equipment	\$	\$ 600.00
<b>TOTAL Contract Costs</b>	<b>\$</b>	<b>\$ 83,568.12</b>

Delaware AEYC  
PERSONNEL FRINGE BENEFITS WORKSHEET 2014 - Sample

Position	Base Annual Salary	% of Time on Project	Monthly Salary Cost	# of Months	Total Salaries	Fringe Rate	Monthly Fringe Cost	Total Fringe	Appendix B	
									Total Salaries & Fringe	Total Salaries & Fringe
Director	\$ 90,000.00	25%	\$ 1,875.00	12	\$ 22,500.00	26.35%	\$ 494.06	\$ 5,928.75	\$ 28,428.75	\$ 28,428.75
Program Mng	\$ 75,000.00	100%	\$ 6,250.00	12	\$ 75,000.00	26.35%	\$ 1,646.88	\$ 19,762.50	\$ 94,762.50	\$ 94,762.50
Researcher 1	\$ 60,000.00	75%	\$ 3,750.00	12	\$ 45,000.00	26.35%	\$ 988.13	\$ 11,857.50	\$ 56,857.50	\$ 56,857.50
Researcher 2	\$ 60,000.00	75%	\$ 3,750.00	12	\$ 45,000.00	26.35%	\$ 988.13	\$ 11,857.50	\$ 56,857.50	\$ 56,857.50
Admin Asst.	\$ 40,000.00	50%	\$ 1,666.67	12	\$ 20,000.00	26.35%	\$ 439.17	\$ 5,270.00	\$ 25,270.00	\$ 25,270.00
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
	\$			0		0.00%				
<b>TOTALS</b>			<b>\$ 17,291.67</b>		<b>\$207,500.00</b>		<b>\$ 4,556.35</b>	<b>\$ 54,676.25</b>	<b>\$ 262,176.25</b>	

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TOTAL

Delaware AEYC  
 Provider Engagement  
 Budget Narrative: January 1, 2014 – December 31, 2014

Personnel

- **Provider Engagement Coordinator/DAEYC Administrator (60%)** – The Provider Engagement Coordinator/DAEYC Administrator is responsible for the overall management of the Provider Engagement program including policy development, staff supervision, creating seamless educator services, directing provider training (development and implementation), networking with stakeholders, and managing collaboration with the Office of Early Learning.
- **Office Manager (10%)** – The Office Manager will support Provider Engagement by responding to queries from the provider community, scheduling meetings/trainings, and providing clerical support, filing, etc.
- **Field Agent (20%)**- The Field Agent will travel to provider sites to gather project data by conducting staff interviews, The Field Agent will document visits using a needs assessment tool to document provider needs related to advocacy.

Travel

We anticipate members of the staff will travel 800 miles each month and will reimburse them \$0.50 for each mile traveled. Travel will be across the entire state. Staff members will travel to meetings and events for providers to assist with engagement activities.

Program/Operating

- **Advertising/Marketing** – We will market Provider Engagement in early childhood focused publications and statewide and local print media. We have budgeted \$500.00 per month for the Provider Engagement project for advertising and marketing.
- **Internet Service** – We estimate internet service will cost \$ 50.00 per month.
- **Meeting Expenses** – We will host several meetings across the state to promote Provider Engagement and provide Technical Assistance. We will hold initial meetings/workshops in each county, and other meetings as appropriate. Meeting locations will include college campuses, conference facilities and community centers.
- **Office Space** – We are allocating \$340.00/month for office space.
- **Postage/Freight** – We will mail brochures, postcards, and other information about Provider Engagement to providers across the state. Sprint Quality Printing will be the designated vendor for these functions.
- **Professional Development** – Staff members will be expected to seek and participate in appropriate professional development opportunities to ensure they are able to assist applicants.
- **Telephone Services** - \$60.00 per month is budgeted for telephone services.
- **Training Supplies**- Supplies will be procured to assist with training providers at meetings that are being conducted throughout the annual training cycle to support provider engagement initiatives.
- **Other Program/Operating** – 7% has been added for administrative overhead costs.

Equipment

- **Printer/Copiers/Faxes** - \$50 per month has been budgeted for a leased copier. The copier has the capability to process fax documentation both incoming and outgoing. Furthermore, the copier functions as a network printer with color capacity.



**Delaware AEYC  
Provider Engagement - Budget Details  
January 01, 2015- December 31, 2015**

	Monthly Costs	Number of Months	Total Contract Cost
<b>I. PERSONNEL</b>			
Salaries	\$ 3,840.83	12	\$ 46,089.96
Fringe Benefits	\$ 691.35	12	\$ 8,296.20
<b>TOTAL PERSONNEL</b>	<b>\$ 4,532.18</b>		<b>\$ 54,386.16</b>
<b>II. TRAVEL</b>			
Lodging	\$		\$
Meals	\$		\$
Mileage	\$		\$
Transportation	\$ 400.00	12	\$ 4,800.00
<b>TOTAL TRAVEL</b>	<b>\$ 400.00</b>		<b>\$ 4,800.00</b>
<b>III. PROGRAM/OPERATING</b>			
Advertising/Marketing Cell Phone(s)	\$ 600.00	12	\$ 7,200.00
Food			
Internet Service	\$ 50.00	12	\$ 600.00
Meeting Expenses	\$ 350.00	12	\$ 4,200.00
Office Space	\$ 340.00	12	\$ 4,080.00
Office Supplies	\$ 58.33	12	\$ 699.96
Postage/Freight	\$ 125.00	12	\$ 1,500.00
Printing	\$		\$
Professional Development	\$ 162.00	12	\$ 1,944.00
Professional Services	\$		\$
Software	\$		\$
Telephone Services	\$ 60.00	12	\$ 720.00
Training Supplies	\$ 23.33	12	\$ 279.96
Other Program/Operating**	\$ 508.08	12	\$ 6,096.96
<b>TOTAL PROGRAM/OPERATING</b>	<b>\$ 2,276.74</b>		<b>\$ 27,320.88</b>
<b>IV. EQUIPMENT</b>			
Printers/Copiers/Faxes	\$ 50.00	12	\$ 600.00
Other Equipment	\$ -	0	\$ -
<b>TOTAL EQUIPMENT</b>	<b>\$ 50.00</b>	<b>12</b>	<b>\$ 600.00</b>
<b>TOTAL BUDGET</b>	<b>\$ 7,258.92</b>	<b>12</b>	<b>\$ 87,107.04</b>

\*\* Additional information is required in the budget narrative

**Delaware AEYC  
Provider Engagement - Budget Summary  
January 01, 2015- December 31, 2015**

Appendix G  
Appendix B

<b>Budget Categories</b>	<b>TOTALS</b>	
Personnel	\$	\$ 46,089.96
Fringe Benefits	\$	\$ 8,296.20
Travel	\$	\$ 4,800.00
Operating	\$	\$ 27,320.88
Equipment	\$	\$ 600.00
<b>TOTAL Contract Costs</b>	<b>\$</b>	<b>\$ 87,107.04</b>

**Delaware AEYC  
PERSONNEL AND FRINGE BENEFITS WORKSHEET 2015 - Sample**

**Appendix B**

Position	Base Annual Salary	% of Time on Project	Monthly Salary Cost	# of Months	Total Salaries	Fringe Rate	Monthly Fringe Cost	Total Fringe	Total Salaries & Fringe
Director	\$ 90,000.00	25%	\$ 1,875.00	12	\$ 22,500.00	26.35%	\$ 494.06	\$ 5,928.75	\$ 28,428.75
Program Mgr.	\$ 75,000.00	100%	\$ 6,250.00	12	\$ 75,000.00	26.35%	\$ 1,646.88	\$ 19,762.50	\$ 94,762.50
Researcher 1	\$ 60,000.00	75%	\$ 3,750.00	12	\$ 45,000.00	26.35%	\$ 988.13	\$ 11,857.50	\$ 56,857.50
Researcher 1	\$ 60,000.00	75%	\$ 3,750.00	12	\$ 45,000.00	26.35%	\$ 988.13	\$ 11,857.50	\$ 56,857.50
Admin Asst.	\$ 40,000.00	50%	\$ 1,666.67	12	\$ 20,000.00	26.35%	\$ 439.17	\$ 5,270.00	\$ 25,270.00
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
	\$			0		0.00%			
<b>TOTALS</b>			<b>\$ 17,291.67</b>		<b>\$ 207,500.00</b>		<b>\$ 4,556.35</b>	<b>\$ 54,676.25</b>	<b>\$ 262,176.25</b>

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DAEYC

Delaware AEYC  
 Provider Engagement  
 Budget Narrative: January 1, 2015 – December 31, 2015

Personnel

- **Provider Engagement Coordinator/DAEYC Administrator (60%)** – The Provider Engagement Coordinator/DAEYC Administrator is responsible for the overall management of the Provider Engagement program including policy development, staff supervision, creating seamless educator services, directing provider training (development and implementation), networking with stakeholders, and managing collaboration with the Office of Early Learning.
- **Office Manager (10%)** – The Office Manager will support Provider Engagement by responding to queries from the provider community, scheduling meetings/trainings, and providing clerical support, filing, etc.
- **Field Agent (20%)**- The Field Agent will travel to provider sites to gather project data by conducting staff interviews, The Field Agent will document visits using a needs assessment tool to document provider needs related to advocacy.

Travel

We anticipate members of the staff will travel 800 miles each month and will reimburse them \$0.50 for each mile traveled. Travel will be across the entire state. Staff members will travel to meetings and events for providers to assist with engagement activities.

Program/Operating

- **Advertising/Marketing** – We will market Provider Engagement in early childhood focused publications and statewide and local print media. We have budgeted \$600.00 per month for the Provider Engagement project for advertising and marketing. The increase in marketing expenses is directly related to the Advocacy Summit planned for this budget cycle.
- **Internet Service** – We estimate internet service will cost \$50.00 per month.
- **Meeting Expenses** – We will host several meetings across the state to promote Provider Engagement and provide Technical Assistance. Meeting locations will include college campuses, conference facilities, and community centers to include engagement with business and political stakeholders. Meeting fees related to the Advocacy Summit will be processed here as well.
- **Office Space** – We are allocating \$340.00/month for office space.
- **Postage/Freight** – We will mail brochures, postcards, and other information about Provider Engagement to providers across the state. Sprint Quality Printing will be the designated vendor for these functions.
- **Professional Development** – Staff members will be expected to seek and participate in appropriate professional development opportunities to ensure they are able to assist applicants.
- **Telephone Services** - \$60.00 per month is budgeted for telephone services.
- **Training Supplies**- Supplies will be procured to assist with training providers at meetings that are being conducted throughout the annual training cycle to support provider engagement initiatives.
- **Other Program/Operating** – 7% has been added for administrative overhead costs.

Equipment

- **Printer/Copiers/Faxes** - \$50.00 per month has been budgeted for a leased copier. The copier has the capability to process fax documentation both incoming and outgoing. Furthermore, the copier functions as a network printer with color capacity.



## NON-PROFIT CORPORATIONS

Any corporation granted an exemption by the IRS as a non-profit organization under Section 501(c) is exempt from Delaware Corporate Income Tax.

Additionally, Non-Profit Corporations are exempt from obtaining a Delaware business license and paying the accompanying gross receipts tax on the sales of most goods and services. (Some services such as leasing tangible personal property or providing accommodations are taxable regardless of the entity providing such services.)

Non-profits Corporations in Delaware are required 1) to register with The Division of Revenue and withhold Delaware State income taxes on employees performing services within Delaware, 2) to register with the Delaware Department of Labor and 3) if the non-profits activities are conducted in Delaware, to file a copy of Federal Form 990 PF with the Delaware Attorney General.

Non-profit organizations include, but are not limited to:

1. fraternal beneficiary societies,
2. orders or associations, cemetery corporations and corporations organized or trusts created for religious, charitable, scientific or educational purposes or for the prevention of cruelty to children or animals, home owner associations,
3. business leagues or organizations not organized for profit but operated exclusively for the promotion of social welfare, as well as clubs organized and operated exclusively for pleasure, recreation and other non-profit purposes.

The net profit of these organizations cannot benefit any private stockholder or member.

# State of Delaware



## Office of Secretary of State

I, MICHAEL HARKINS, SECRETARY OF STATE OF THE STATE OF DELAWARE DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF INCORPORATION OF DELAWARE ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN FILED IN THIS OFFICE ON THE TWENTY-SEVENTH DAY OF SEPTEMBER, A.D. 1989, AT 9 O'CLOCK A.M.

|||||



892580050

# Original on File

Michael Harkins, Secretary of State

AUTHENTICATION: 12352770

DATE: 09/27/1989

FILED

## CERTIFICATE OF INCORPORATION

SEP 27 1989

OF

DELAWARE ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN

FIRST: The name of this corporation is "Delaware Association For The Education Of Young Children".

SECOND: The principal office of this corporation is to be located at 805 Marine Midland Plaza, 824 Market Street Mall, P. O. Box 579, Wilmington, Delaware 19899, County of New Castle and State of Delaware, and the resident agent in charge thereof is Norman N. Aerenson, Esquire, at that address.

THIRD: The nature of the business and the objects and purposes to be transacted, promoted and carried on are to do any or all of the things herein mentioned as fully and to the same extent as natural persons might or could do, and in any part of the world, viz:

To supply to the members current and up-to-date information, announcements and reports regarding current events of interest to the said members.

To do all other such things and to conduct such other activities as are usual, customary, necessary or proper in the maintenance, operation or conduct of promoting the business of the corporation, and to do all other things of every nature incidental thereto.

In furtherance and not in limitation of the general powers conferred by the laws of the State of Delaware and the objects and purposes set forth herein, it is expressly provided that this corporation shall also have the following powers:

(a) To purchase, take, own, hold, deal in, mortgage or otherwise lien and to lease, sell, exchange, convey, transfer, or in any manner whatsoever dispose of real property within or without the State of Delaware.

(b) To purchase or otherwise acquire and to hold, own, mortgage or otherwise lien, pledge, lease, sell, exchange, transfer or in any manner dispose of, and to invest, deal and trade in and with goods, wares, merchandise and personal property of any and every class and description, within or without the State of Delaware.

(c) To draw, make, accept, endorse, discount, execute and issue promissory notes, drafts, bills of exchange, warrants, debentures and other negotiable or transferable instruments.

(d) To issue bonds, debentures or obligations and to secure the same by mortgage, pledge, deed of trust or otherwise.

(e) To have one or more offices and to conduct any or all of its operations and affairs and to promote its objects within or without the State of Delaware without restriction as to place or extent.

(f) To carry on any other lawful activities in connection therewith.

(g) To do any or all of the things herein set forth as principal, agent, contractor, trustee or otherwise, along or in company with others.

The objects specified herein shall, except where otherwise expressed, be in no way limited nor restricted by reference to or inference from the terms of any other clause or paragraph of this Certificate of Incorporation.

The foregoing shall be construed both as objects and powers and the enumeration thereof shall not be held to limit or restrict in any manner the general powers conferred on this corporation by the laws of the State of Delaware.

FOURTH: The corporation shall have all the general rights and powers conferred by the laws of the State of Delaware and shall have all necessary powers to carry out the objects and purposes of its existence.

FIFTH: This corporation shall have no capital stock.

SIXTH: The conditions and requirements for membership shall be determined by the By-Laws and any member of this corporation shall be subject to expulsion from membership as provided in the By-Laws.

SEVENTH: The business and affairs of this corporation shall be managed by its Board of Directors and by its Committees and Officers, which shall be constituted, and the personnel of which shall be chosen as is provided by the By-Laws of this corporation.

EIGHTH: The incorporator is Norman N. Aerenson, Esquire, whose mailing address is 805 Marine Midland Plaza, 824 Market Street Mall, P. O. Box 579, Wilmington, Delaware 19899, in New Castle County.

NINTH: The following are the names and mailing addresses of the persons who shall succeed to the powers of the incorporator upon the filing of the Certificate of Incorporation and who are to serve thereafter as Directors until their successors are elected and qualified:

Patricia Patton -	P. O. Box 7291, Wilmington, DE 19803
Kathy O'Grady -	P. O. Box 7291, Wilmington, DE 19803
Gail Lebo -	P. O. Box 7291, Wilmington, DE 19803
Kris DuBois -	P. O. Box 7291, Wilmington, DE 19803
Ruth Nicholls -	P. O. Box 7291, Wilmington, DE 19803
Marianne Espinoza -	P. O. Box 7291, Wilmington, DE 19803
Diane Sammelwitz -	P. O. Box 7291, Wilmington, DE 19803
Sandy Hicken Kohee	P. O. Box 7291, Wilmington, DE 19803
Faithe Koser -	P. O. Box 7291, Wilmington, DE 19803
Fam Bichner -	P. O. Box 7291, Wilmington, DE 19803

TENTH: The corporation is to have perpetual existence.

ELEVENTH: In furtherance and not in limitation of the powers conferred by the laws of the State of Delaware, the Board of Directors is expressly authorized.

1. To make, alter, amend and repeal the By-Laws;
2. To increase or limit the number of its members by amendment to the By-Laws;
3. To set apart out of any of the funds of the corporation available therefor, a reserve or reserves for any proper purpose and to alter or abolish any such reserve, and to authorize and cause to be executed mortgages and liens upon the property and franchises of this corporation.
4. To designate, by resolution passed by a majority of the whole Board, one or more committees, which committees, to the extent provided in such resolution or in the By-Laws of the corporation, shall have and may exercise any or all of the powers of the Board of Directors in the management of the activities and affairs of this corporation and have power to authorize the seal of this corporation to be affixed to all papers which may require it.

TWELFTH: This corporation reserves the right to amend, alter, change or repeal any provision contained in this Certificate of Incorporation in the manner now or hereafter prescribed by law and all rights conferred on officers and representatives herein are granted subject to this reservation.

I, the undersigned, being the incorporator for the purpose of forming a corporation under the laws of the State of Delaware, do make, file and record this Certificate of Incorporation, do certify that the facts herein stated are true and have, accordingly, hereto set my Hand and Seal at Wilmington, Delaware, this 14th day of September, 1989.

*Original on File*

*Norman N. Aerenson*  
 \_\_\_\_\_  
 Norman N. Aerenson

STATE OF DELAWARE :  
 : SS.  
 NEW CASTLE COUNTY :

BE IT REMEMBERED, That on this 14th day of September, 1989, personally came before me, the Subscriber, a Notary Public for the State and County aforesaid, NORMAN N. AERENSON, known to me personally to be such, and acknowledged the said Certificate of Incorporation to be his act and deed and that the facts therein stated and truly set forth.

GIVEN under my Hand and Seal of Office, the day and year aforesaid.

*Original on File*

*Notary Public*  
 \_\_\_\_\_  
 Notary Public

INTERNAL REVENUE SERVICE  
DISTRICT DIRECTOR  
31 HOPKINS PLAZA  
BALTIMORE, MD 21201

DEPARTMENT OF THE TREASURY

Date: FEB 13 1991

Employer Identification Number:

51-0315060

Contact Person:

MRS. S. PRATT

Contact Telephone Number:

(301) 962-4779

DELAWARE ASSOCIATION FOR THE  
EDUCATION OF YOUNG CHILDREN INC  
PO BOX 7291  
WILMINGTON, DE 19803

Accounting Period Endings:

June 30

Form 990 Required:

Yes

Addendum Applies:

Yes

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3).

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 509(a)(2).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. In the case of an amendment to your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, you should inform us of all changes in your name or address.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(2) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(2) organization.

*COPY*

Letter 947(00/00)



# CERTIFICATE OF LIABILITY INSURANCE

Appendix G

DATE (MM/DD/YYYY)

09/23/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>CS&amp;S/WILLIS OF DELAWARE, INC.</b> <b>PO BOX 946580</b> <b>MAITLAND, FL 32794-6580</b> <b>Phone - 800-854-9733</b> <b>Fax - 877-763-5122</b>	<b>CONTACT NAME:</b>	
	<b>PHONE (A/C, No, Ext):</b>	<b>FAX (A/C, No):</b>
<b>E-MAIL ADDRESS:</b>		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURER A:</b> Continental Casualty Company	<b>20443</b>	
<b>INSURER B:</b>		
<b>INSURER C:</b>		
<b>INSURER D:</b>		
<b>INSURER E:</b> Transportation Insurance Company	<b>20494</b>	
<b>INSURER F:</b>		

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVO	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC	N	N	4017750621	09/25/2013	09/25/2014	EACH OCCURRENCE <b>\$1,000,000</b>
	DAMAGE TO RENTED PREMISES (Ea occurrence) <b>\$300,000</b>						
	MED EXP (Any one person) <b>\$10,000</b>						
	PERSONAL & ADV INJURY <b>\$1,000,000</b>						
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS  <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	N	N	4017750621	09/25/2013	09/25/2014	COMBINED SINGLE LIMIT (Ea accident) <b>\$1,000,000</b>
	BODILY INJURY (Per person)						
	BODILY INJURY (Per accident)						
	PROPERTY DAMAGE (Per accident)						
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE  DED    RETENTION \$						EACH OCCURRENCE
	AGGREGATE						
E	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below	N	N	4017751056	09/25/2013	09/25/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	E.L. EACH ACCIDENT <b>\$100,000</b>						
	E.L. DISEASE - EA EMPLOYEE <b>\$100,000</b>						
	E.L. DISEASE - POLICY LIMIT <b>\$500,000</b>						

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

**Proof of Coverage only.**

**CERTIFICATE HOLDER**

DELAWARE ASSOC. FOR THE EDUCATION OF YOUNG CHILDREN  
 2004 Foulk Road Suite 6  
 Wilmington, DE 19810

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Scott Miller*

**List of State of Delaware Contracts awarded to the Delaware Association  
for the Education of Young Children 2010-2013**

<b>Department/Division</b>	<b>Contact</b>	<b>Period</b>	<b>Amount</b>
DE Department of Education (Making a Difference - Statewide Conference Coordination)	Kathy Wilson (302) 735-4240 401 Federal Street, Suite 2 Dover, DE 19901 kwilson@doe.k12.de.us	July 11, 2013 - June 30, 2014	\$49,968.00
DE Department of Education (T.E.A.C.H. Early Childhood®)	Kathy Wilson (302) 735-4240 401 Federal Street, Suite 2 Dover, DE 19901 kwilson@doe.k12.de.us	July 11, 2013 - June 30, 2014	\$250,000.00
De Department of Education (Career Advisement)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	July 11, 2013 - June 30, 2014	\$49,957.00
DOE - Office of Early Learning (Provider Engagement)	Evelyn Keating (302) 577-5243 820 North French St., 5th floor Wilmington, DE 19801 Evelyn.Keating@state.de.us	June 4, 2013 - December 31, 2013	\$49,800.00
DOE - Office of Early Learning (Compensation, Retention & Education Awards - CORE)	Evelyn Keating (302) 577-5243 820 North French St., 5th floor Wilmington, DE 19801 Evelyn.Keating@state.de.us	May 1, 2013 - December 31, 2013	\$179,425.33
DE Department of Health and Social Services, Division of Social Services (T.E.A.C.H. Early Childhood®)	Barbara McCaffery (302) 255-9611 1901 N. DuPont Hwy, Lewis Bld New Castle, DE 19720 BarbaraMcCaffery@state.de.us	October 1, 2012 - September 30, 2013	\$250,000.00
DE Department of Education (Provide meeting support for the DE Early Childhood Council and for the DE Early Childhood Council Provider Committee)	Carmen Gallagher (302) 735-4241 401 Federal Street, Suite 2 Dover, DE 19901 cgallagher@doe.k12.de.us	September 14, 2012 - June 30, 2013	\$11,988.00

**List of State of Delaware Contracts awarded to the Delaware  
Association for the education of Young Children 2010-2013**

<b>Department/Division</b>	<b>Contact</b>	<b>Period</b>	<b>Amount</b>
DE Department of Education (Workforce Compensation Enrollment)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	July 16, 2012 - June 30, 2013	\$49,900.00
DE Department of Education (Making a Difference - Statewide Conference Coordination)	Kathy Wilson (302) 735-4240 401 Federal Street, Suite 2 Dover, DE 19901 kwilson@doe.k12.de.us	July 12, 2012 - June 30, 2013	\$25,000.00
DE Department of Education (T.E.A.C.H. Early Childhood®)	Kathy Wilson (302) 735-4240 401 Federal Street, Suite 2 Dover, DE 19901 kwilson@doe.k12.de.us	July 12, 2012 - June 30, 2013	\$250,000.00
De Department of Education (Career Advisement)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	July 12, 2012 - June 30, 2013	\$49,500.00
DE Department of Education (Data System Meeting Support)	Tony Ruggiero (302) 735-4214 401 Federal Street, Suite 2 Dover, DE 19901 truggiero@doe.k12.de.us	June 5, 2012 - December 1, 2012	\$2,750.00
DE Department of Education (Revise and update early childhood workforce competencies)	Kathy Wilson (302) 735-4240 401 Federal Street, Suite 2 Dover, DE 19901 kwilson@doe.k12.de.us	May 7, 2012 - June 30, 2012	\$5,000.00
DE Department of Education (Professional Development Summit)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	April 15, 2012 - August 1, 2012	\$5,000.00

**List of State of Delaware Contracts awarded to the Delaware  
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<b>Department/Division</b>	<b>Contact</b>	<b>Period</b>	<b>Amount</b>
DE Department of Education (Update and develop the Family Readiness Calendar)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	April 3, 2012 June 30, 2012	\$12,000.00
DE Department of Education (Provide meeting support for the DE Early Childhood Council Provider Committee)	Carmen Gallagher (302) 735-4241 401 Federal Street, Suite 2 Dover, DE 19901 cgallagher@doe.k12.de.us	November 7, 2011 - June 30, 2012	\$8,010.00
DE Department of Health and Social Services, Division of Social Services (T.E.A.C.H. Early Childhood®)	Barbara McCaffery (302) 255-9611 1901 N. DuPont Hwy, Lewis Bld New Castle, DE 19720 BarbaraMcCaffery@state.de.us	October 1, 2011 - September 30, 2012	\$250,000.00
DE Institute for Excellence in Early Childhood (Childcare Development Fund Capacity Building Program)	Martha Buell (302) 831-6032 109 Alison Hall Newark, DE 19716 mjbuell@udel.edu	October 1, 2011 - April 30, 2012	\$7,114.01
DE Department of Education (Making a Difference - Statewide Conference Coordination)	Kathy Wilson (302) 735-4240 401 Federal Street, Suite 2 Dover, DE 19901 kwilson@doe.k12.de.us	May 3, 2011 - May 31, 2012	\$18,000.00
DE Department of Education (Career Advisement)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	May 3, 2011 - May 31, 2012	\$48,000.00
(Professional Development Summit)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	April 30, 2011 - August 1, 2011	\$4,000.00

**List of State of Delaware Contracts awarded to the Delaware  
Association for the education of Young Children 2010-2013**

<b>Department/Division</b>	<b>Contact</b>	<b>Period</b>	<b>Amount</b>
DE Department of Education (Develop the Family Activities Book)	Jim Lesko (302) 735-4295 401 Federal Street, Suite 2 Dover, DE 19901 jlesko@doe.k12.de.us	February 8, 2011 - September 12, 2012	\$30,000.00
DE Department of Health and Social Services, Division of Social Services (T.E.A.C.H. Early Childhood®)	Barbara McCaffery (302) 255-9611 1901 N. DuPont Hwy, Lewis Bld New Castle, DE 19720 BarbaraMcCaffery@state.de.us	October 1, 2010 - September 30, 2011	\$286,403.23
DE Institute for Excellence in Early Childhood (Childcare Development Fund Capacity Building Program)	Martha Buell (302) 831-6032 109 Alison Hall Newark, DE 19716 mjbuell@udel.edu	October 1, 2010 - September 30, 2011	\$70,959.00
DE Department of Education (Provide meeting support for the DE Early Childhood Council meetings)	Janet Carter (302) 735-4241 401 Federal Street, Suite 2 Dover, DE 19901 jcarter@doe.k12.de.us	June 1, 2010 - September 30, 2012	\$5,000.00

**Delaware Association for the Education of Young Children**

**Bidder References**

- 1) Ms. Heidi Beck  
Director  
Delaware Head Start Association  
321 South College Avenue  
Newark, DE 19716  
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hlbeck@udel.edu
  
- 2) Ms. Barbara McCaffrey  
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Delaware Health and Social Services  
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302-255-9611  
barbara.mccaffery@state.de.us
  
- 3) Ms. Verna Thompson  
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Early Learning & Development Resources  
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