

From: Christina Bune
To: Werlein, Ann
Date: 6/22/2009 3:23 PM
Subject: Grant Application
Attachments: Program Narrative.pdf; Budget Detail Worksheet.pdf; Budget Narrative and Supporting Documents.pdf

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Ann,

Here is some information regarding the grant that I am helping Judge Pope apply for. Apparently, they have been participating in this program since 2005. In the past, however, the organization Zero To Three applied for, received, and managed the grant funds on behalf of the County. This year they were told (with a 48 hour deadline) that the County had to be the applicant and direct recipient of the grant funds, not Zero To Three. Ed confirmed that we can contract with ZTT to continue their work with our program, so we approached the application accordingly. They will bill us, we will pay them and then we will get reimbursed through the grant.

The application was submitted this morning (they were originally pushing for Friday, but they allowed us a little more time since everything had to be re-routed). If I understood correctly, Ed stated that you will be adding this to the agenda for the first court date in July.

Would you be able to facilitate the contract process between Fort Bend County and Zero To Three? I'm not sure what information you will need, but if I can be of any help please let me know.

Let me know if you have any questions!

Thanks,

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I. PROJECT ABSTRACT

The Fort Bend County, Texas Court Team for Maltreated Infants and Toddlers, formed in April 2005, proposes to continue its efforts on behalf of the youngest victims of child abuse and neglect. This Court Team is the first of 10 demonstration sites recruited by ZERO TO THREE to participate in the Court Teams for Maltreated Infants and Toddlers Project. The goal of each Court Team is to increase the knowledge and skills of community stakeholders so that their communities better meet the needs of maltreated infants and toddlers and their families involved in the child welfare system. The Fort Bend County Court Team is led by Judge Ronald Pope, and includes all the disciplines that touch the lives of children in foster care. Fort Bend County will subcontract with ZERO TO THREE to provide local staff, training, technical assistance, and administrative and topical expertise. A project database allows staff to record the types of services received by parents and children, the number of reunifications, the frequency of parent-child contact, and length of time until permanency. Ultimately the project hopes to reduce the recurrence of child maltreatment among the families served.

II. STATEMENT OF THE PROBLEM

a) The Vulnerability of Very Young Children

One in 50 infants experiences non-fatal abuse or neglect during their first year. One-third of that maltreatment occurs during the first week of life.¹ More than three-quarters of all child abuse deaths involve infants and toddlers.² Infants and toddlers represent one-third of all children in the United States removed from a home where they experience abuse or neglect.³ No community is exempt from this problem.

A recent explosion of scientific research has provided new understanding of the complex social, emotional, and intellectual development that unfolds in the earliest years. Virtually every

aspect of early human development, from the brain's evolving circuitry to the child's capacity for empathy, is affected by the environments and experiences a baby encounters, beginning early in the prenatal period and extending throughout the early childhood years.⁴ Infants and toddlers are the most vulnerable to the effects of maltreatment, and its impact on all aspects of their development can have life-long implications if not properly addressed.^{5, 6} Research shows that young children who have experienced physical abuse have deficits in IQ scores, language ability, and school performance, even when the effects of social class are controlled.⁷ Physical abuse extracts a toll on young children's social adjustment, as seen in increased aggression apparent even in toddlers.⁸ Long-term negative outcomes can include school failure, juvenile delinquency, substance abuse, and the continuation of the cycle of maltreatment into new generations.⁹

B) Unmet Needs

Despite their vulnerability, too many young children seen in court on child abuse or neglect cases or other dependency matters do not receive services that can address and ameliorate these risks. A significant percentage of children in foster care do not even receive basic health care, such as immunizations, dental services, hearing and vision screening, and testing for exposure to lead and communicable diseases.¹⁰

In 1997, the Adoption and Safe Families Act (ASFA) made states accountable for providing services to address the "safety, permanency and well-being of children and families."¹¹ For the first time, states were required to ensure that: "families have enhanced capacity to provide for their child's needs; children receive appropriate services to meet their educational needs; and children receive adequate services to meet their physical and mental health needs."¹²

In 2003, Congress amended the Child Abuse Prevention and Treatment Act (CAPTA) to

require that local child protective services agencies have “provisions and procedures for referral of a child under the age of 3 who is involved in a substantiated case of child abuse or neglect to early intervention services funded under Part C of the Individuals with Disabilities Education Act [§106(b) (2) (A) (xxi)].” This offers the promise that the most vulnerable of child maltreatment victims can access needed services early in their lives.

Despite the clear legal mandates of ASFA and CAPTA, child welfare systems are not meeting the needs of the children who rely on public intervention to protect them. Referral mechanisms are just now being created. Most lawyers and judges are unaware of the CAPTA provision mandating Part C referrals and often lack an understanding of Part C of IDEA itself (or of IDEA provisions related to very young children).

The federal government, through Child and Family Services Reviews (CFSR), monitors the states’ performance on seven measures addressing safety, permanency, and the children’s well-being, and seven outcomes focused on system readiness (e.g. statewide information systems, case review systems, and training). After completing the first round of state reviews between 2001 and 2004, the Children’s Bureau reported¹³ that no state was in substantial compliance with several key ASFA areas: permanency and stability in children’s living arrangements and enhanced capacity of families to meet children’s needs. In specifically looking at children five and under, the Children’s Bureau found that only just over half these children had permanency and stability in their living arrangements.

c) The Situation in Fort Bend County

According to the latest data from the U.S. Department of Health and Human Services, there were 25,717 substantiated cases of child maltreatment in the state of Texas in 2006.¹⁴ Each of these cases represented children under the age of 4. In 2008, Texas infants and toddlers represented 24.1% of all confirmed child maltreatment victims in the state (more than 27,000 children).¹⁵ In Fort Bend County alone, 404 children were victims of abuse or neglect.¹⁶ According to the Texas Child and Family Services Review, Texas had a long way to go to adequately address the needs of children in foster care. After the first review was completed in 2002, and again after the second round in 2008, Texas was found to be in compliance with only one of the seven child well-being outcomes.^{17,18} An estimated penalty of \$3,450,000 was assessed against the state for failing to meet federal requirements.

d) The Importance of Judicial Leadership and Collaboration

Juvenile and family court judges, attorneys, Guardians *ad litem*, Court Appointed Special Advocates and other legal system professionals have a special opportunity to act as leaders on behalf of the children who come before them and to see that the children's needs are met.¹⁹

Judges can play a singular role in the community in marshaling services and assistance on behalf of the children and families at risk. A judge has a unique ability to convene, to engage, and to encourage other judges, attorneys, social workers, treatment providers, volunteers, and other community members to act. The National Council of Juvenile and Family Court Judges stated:

*It is urgent that the juvenile court judge serve as the catalyst to lead the multidisciplinary community effort to focus on the needs of maltreated infants and toddlers and to encourage development of early childhood initiatives to intervene earlier so that children in the child welfare system can be diverted from that pathogenic path.*²⁰

The child welfare system struggles to deliver the right services to children and families. Although ideally caseworkers should be responsible for 12 to 15 cases,²¹ they often carry caseloads in excess of 20, reducing their ability to appropriately monitor and assist the families under their watch. Because the work is very stressful, the turnover of individual caseworkers is high. For the families this instability is compounded by the range of different providers they relate to within the system. Different workers are assigned to cases when the child is at home, in foster care, or moving toward adoption. Research has shown that every change in caseworker reduces the chance that children will achieve permanency within a year by 52%.²² When the staff turnover is considered in relation to this fact, the detrimental effect on individual families comes into focus.

The Fort Bend County Court Team, and ZERO TO THREE's Court Teams for Maltreated Infants and Toddlers Project, were conceived of as a way to bring together all the disciplines that touch the lives of young children in foster care. By involving a multidisciplinary team in these cases, individual children and families are receiving targeted and expedited services from a team of professionals who remain consistent over the life of the case. The collaborative approach utilized in Fort Bend County and three other demonstration sites (Forrest County, MS; Polk County, IA; and New Orleans, LA) gathered between October 2005 and December 2008 showed strong positive outcomes, including:

- *A significant increase in the services provided to eligible children and their parents, particularly in the area of health care (100% of the children had at least one pediatric visit) and developmental (Part C) screening for early intervention services (96% of the children received screening and at least 20% of those who had been screened had begun receiving services).*

- *Reductions in the number of out-of-home placements.* Because young children experience the world through the eyes of their closest caregivers, forming an attachment to a primary caregiver is critical to their healthy development. More than one-third of the children (39%) remained in one foster home throughout the year and the average number of placements for all children was two.
- *An increase in parent-child visits.* Very young children need to see their parents multiple times each week to develop a trusting relationship that can lead to reunification. Prior to the Court Teams Project, visits between parents and their young children in foster care occurred less than once a week. With the advent of the Court Teams Project, visits have increased; parents and their young children have spent time together twice each week or more frequently.
- *An increase in relative/kinship placements.* Across all sites there is increased emphasis on finding relative placements for these infants and toddlers. These placements facilitate frequent visitation with parents and provide consistency in a child's life. Relatives have been a key factor in placement stability and supporting families as they complete services. Approximately 36% of all placements were with relatives. Reunification plans often include relatives as an additional support for the child.

III. IMPACT/OUTCOMES AND EVALUATION

The overall goals of the Court Teams for Maltreated Infants and Toddlers Project are to:

- Increase knowledge about the negative impact of abuse and neglect on very young children.
- Change local systems to improve outcomes and prevent future court involvement in the lives of very young children.

1. Judicial Leadership: Local judges in Court Team communities are the catalysts for change because of their unique position of authority in the processing of child welfare cases. When beginning a Court Team, a local judge and his/her counterpart at the public child welfare agency convene an initial informational meeting with representatives of community stakeholders. The purpose of the meeting is to explain the need to focus on infants and toddlers and to begin to outline how the many organizations who touch the lives of these children can work together on their behalf.
2. Local Community Coordinator: In each Court Team community, a local Community Coordinator provides child development expertise to the judge and the Court Team. The Community Coordinator, hired and supervised by ZERO TO THREE, coordinates services and resources for infants and toddlers.
3. Active Court Team Focused on the Big Picture: The Court Team is made up of key community stakeholders who commit to working to restructure the way the community responds to the needs of maltreated infants and toddlers. The Court Team meets monthly to learn about the services available in the community, to identify gaps in services, and to discuss issues raised by the cases that members of the Court Team are monitoring. Membership in the Court Team is by open invitation to professionals and agencies.
4. Targeting Infants and Toddlers in Out-of-Home Care: The Court Team focuses on foster care cases involving children younger than 36 months.
5. Placement and Concurrent Planning: Every change in placement requires a young child to make a difficult adjustment that cumulatively diminish his/her capacity to trust other people. Changes in placement are minimized by reaching out to extended family members prior to removal from the parents' care and by quickly identifying caregivers (kin and non-related foster

parents) who might be willing to become the child's permanent family if reunification becomes impossible. It is important for all members of the family's team to understand concurrent planning and to make sure that parents understand it as an important legal strategy in ensuring their child reaches a permanent home as quickly as possible.

6. Family Team Meetings Monthly to Review All Open Cases: Each month, the Community Coordinator and the team of service providers, attorneys, and child welfare agency staff working with individual families meet together to review the family's progress. These staffings help track the referrals made, services received, and barriers encountered. This monitoring process in and of itself can help prevent very young children from falling through the cracks and ensure that the services they are receiving are addressing identified needs.

7. Child-Focused Services: Comprehensive developmental, medical and mental health services are incorporated into the case plan document to ensure that the children's well being is given primary consideration in the resolution of the case. Because maltreated children are so likely to experience developmental delays and medical problems, it is critical to find them a medical home with consistent primary care by a pediatrician who comes to know the child and family. Services provided by the pediatrician should include a screening for symptoms of developmental delay at each visit. This screening should focus on all domains of development (cognitive, language, gross and fine motor, social, and emotional). In addition all children should receive a screening for developmental delays conducted by the local agency responsible for complying with Part C of the Individuals with Disabilities Education Act. This "Part C" screening should be repeated if the pediatrician notices the onset of developmental problems since delays are often not apparent in the first months of life. A complete listing of the services should be included in the family's case plan and available to the judge through inclusion in the

judicial orders directly or incorporated when the judge accepts the child welfare agency's case plan.

8. Parent-Child Contact (visitation): Frequent and consistent contact is essential if young children are to develop and maintain strong secure relationships with their parents. Research has shown that frequent visitation (e.g. multiple times each week) increases the likelihood of reunification, reduces the time in out-of-home care, and promotes healthy attachment.²³ The Court Team focuses on increasing the time children and parents spend together by expanding the opportunities (e.g. doctor's appointments, Part C screenings, other health services) and the locations (e.g. the foster home, the birth parents' home) where contact can take place. Because parents who abuse or neglect their children often lack positive parenting models, the Court Team should identify strategies such as visit coaching to improve parents' ability to appropriately respond to their children's needs.

9. Continuum of Mental Health Services: Children who have been traumatized by their parents' care may need mental health services. Parents who are maltreating their children need some level of intervention to help them overcome the reasons for their neglectful or abusive behavior. The first step, typically initiated by the Community Coordinator, is to undertake a series of meetings with service providers to learn more about what is currently available in the community and to describe the goals of the Court Team to them. Ideally providers will be invited to present information about their services at Court Team meetings and will continue to participate as active members. Once these partnerships are established, the Court Team, with help from ZERO TO THREE, can devise a plan to develop a full continuum of infant mental health services accessible to infants and toddlers in foster care.

Specific interventions should be matched to specific needs of the parent and child.

Because young children experience the world from within the circle of their parents' arms, the ideal way to evaluate the child's social and emotional well being is by assessing them in the context of their primary relationships (e.g. with birth parents and foster or kinship care providers). The clinician will make recommendations to the court about the types of interventions that will work best for the parent and child. These can include:

- a) *Parenting education classes*: Standard parenting education classes have not been proven to be effective in improving parents' ability to care for their children. Many adults do not learn well in a traditional classroom where the teacher lectures and expects students to read hand outs to fully understand the content. It is expected that each Court Team will develop the capacity to refer parents and children to parenting programs that have been documented to improve the parenting skills of its graduates. Such programs include observations of the parents with their children prior to starting the education program and following completion of the curriculum. The curricula include multiple opportunities for parents to practice what they are learning with their children in a structured and supportive environment.
- b) *Visit coaching*: Visit coaches can come from a range of professions including child welfare case workers, in-home service providers, and CASA volunteers. They work closely with the parents to make each visit a good experience. They do this by:
 - Playing an active supportive role before, during, and after visits.
 - Helping parents prepare activities for visits that will meet their children's needs.
 - Assisting parents during the visit with reminders about what they had planned and suggestions as the parents respond to events and emotions.

- Helping parents recognize and cope with the emotions they are experiencing (e.g. sadness and anger at the end of the visit).²⁴
- c) *Psychoeducational parenting intervention*: This intervention involves the parent and his or her child with a Master's qualified clinician or Registered Nurse who works with a parent and his or her child in a home setting. Sessions revolve around the parent receiving instruction in how to care for the baby. During weekly home visits, the clinician teaches the mother about child development, successful parenting techniques, and strategies for coping with stress. The clinician also helps the parent develop positive social supports.²⁵
- d) *Child-parent psychotherapy (CPP)*: In this intervention, the clinician seeks to heal the relationship between the child and the parent by helping the parent develop a realistic assessment of the child's needs and abilities. Through the course of treatment, the therapist helps the parent address the trauma in the parent's past that is clouding the parent's view of the child. CPP has been demonstrated to help maltreating parents achieve a healthy relationship with their young children while they address the underlying reasons for their parenting deficits.²⁶

10. Training and Technical Assistance: ZERO TO THREE staff and consultants provide training and technical assistance to the Court Team community on topics such as: infant and toddler development; parenting interventions; services available to foster children in the community; children and trauma; and parental substance abuse, domestic violence, mental illness, and poverty. Through weekly team meetings and individual supervisory calls, the Director and Assistant Director provide support and direction to each of the Community Coordinators. By participating in ZERO TO THREE's Scientific Meeting and National Training Institute and the Court Teams annual all-sites meeting, the Community Coordinators, judges, and

key members of the Court Teams are integrated into the larger framework of ZERO TO THREE's efforts on behalf of infants and toddlers.

11. Evaluation: Each Court Team evaluates its work. Information is collected about:

- Knowledge enhancement among professionals working in or with the child welfare system.
- Collaboration among providers working with the child welfare system (systems change).
- Services for children and families.

The following charts summarize Fort Bend County-specific objectives, performance measures and performance data in relation to the project's goals.

Goal 1: Increase knowledge about the negative impact of abuse and neglect on very young children.

Objective	Performance Measure	Data Grantee Provides
Provide training on selected topics related to the needs of maltreated infants and toddlers and their families.	Number of people attending training sessions. Training evaluation form.	Number of people attending. Report summarizing the responses.
Evaluate the community's ability to provide evidence-based services that support the healthy social-emotional development of infants and toddlers in foster care.	Number of programs evaluated.	Report on findings. .

Goal 2: Enhance local capacity to improve outcomes and prevent future court involvement in the lives of very young children.

Objective	Performance Measure	Data Grantee Provides
Engage multi-disciplinary partners in activities of the Fort Bend County Team.	Number of agencies on Court team.	Number of agencies.
	Number of agency presentations at Court Team meetings.	Number of presentations.
Improve and expedite services for children and families.	Percent of children seen by pediatric providers.	Number/percent of children.
	Percent of children screened for developmental delays.	Number/percent of children.
	Number of placement changes per child.	Average number of placements per child.
	Percent of children with concurrent plans in place within 60 days of case opening.	Number of concurrent plans in place in 60 days.
	Number/percent of children monitored by the Court Team who see their parents more than once per week.	Report on findings.
	Number of clinicians trained to provide child-parent psychotherapy. Number of parent-child dyads receiving assessment and/or treatment services.	Numbers trained in CPP. Number of dyads served.
Evaluate project outcomes.	Percent of project plan outcomes met.	Bi-annual progress reports.

Goal One: Increase knowledge about the negative impact of abuse and neglect on very young children.

1. Develop local commitment to Court Team core components.

- a. At least 50 judicial, legal, mental health, child welfare, and early childhood professionals will attend training offered by ZERO TO THREE and the Court Team.
- b. Seventy five percent of the participants will report an increased understanding of the importance of achieving the project's core components to adequately meet the needs of infants and toddlers in foster care.

2. Evaluate the community's ability to provide evidence-based services that support the healthy social-emotional development of infants and toddlers in foster care.

- a. Seventy five percent of the Court Team members increase their knowledge about evidence-based programs that enhance the social-emotional development of infants and toddlers in foster care.
- b. The Court Team issues a report documenting the presence of adequate resources or a plan to increase the community's capacity to implement evidence-based curricula.

3. Provide training on selected topics related to the needs of maltreated infants and toddlers and their families.

- a. Train at least 50 judicial, legal, mental health, child welfare, and early childhood professionals on the needs of maltreated infants and toddlers and the impact of parental substance abuse, particularly prenatal use of alcohol and its effects on the developing child (both before and after birth).
- b. Seventy five percent of training attendees report an increased understanding of the topic and its importance in the lives of maltreated infants and toddlers.

Goal Two: Change local systems to improve outcomes and prevent future court involvement in the lives of very young children.

1. Engage multi-disciplinary partners in the activities of the Court Team.

- a. The Court Team meets monthly to discuss and develop local resources for families.
- b. The Court Team invites three additional organizations to join because they provide services not previously included.

2. Improve/expedite services for children and families.

- a. All children monitored by the Court Team are screened for developmental delays and receive appropriate services as needed.
- b. No child experiences more than two changes in placement.
- c. All children monitored by the Court Team participate in two or more weekly supervised visits with their parents and one or more visits with siblings.
- d. Each case plan includes a concurrent plan for achieving permanency for the child and committed relatives or foster parents willing to assume a permanent role in the child's life within the first 60 days of the case.
- e. In 20% of the cases, the child and parents participate in a mental health assessment documenting strengths and weaknesses in their interactions and attachment to each other.

IV. PROGRAM DESIGN AND IMPLEMENTATION

A) Core Components

Led by Juvenile Court Judge Ron Pope, Dr. Ruby Shaw, the ZERO TO THREE Community Coordinator, and Dr. Connie Almeida, the Texas Training and Outreach Coordinator, the Fort Bend County Court Team began meeting in April of 2005. They began

monitoring the cases of individual children in October of 2005 and have worked with 87 children between October 2005 and March 2009.

The Fort Bend County Court Team utilizes the framework of the Project's Core Components (defined in Section II.) to develop its annual work plan.

Judicial Leadership: Judge Pope convened his first meeting in April of 2005. In Fort Bend County, the Court Team has been meeting monthly since that time and will continue to do so during this grant period.

Local Community Coordinator: Dr. Ruby Shaw has been in place in Fort Bend County since February 2009. Until that time Dr. Connie Almeida served as the Community Coordinator for the site. In keeping with Fort Bend County's five-year-plan of moving toward local sustainability, Dr. Almeida transitioned into a new role as Texas Training and Outreach Coordinator in February 2009, with limited involvement in the Fort Bend County Court Team activities. Because Dr. Shaw previously served as legal counsel to parents and children in Fort Bend County, Dr. Almeida continues to work with the families who were previously represented by Dr. Shaw in juvenile delinquency or dependency cases. Dr. Almeida is also taking the lead on two special projects:

1. Increasing the number of times during each week that children in foster care see their parents and siblings.
2. Expanding Fort Bend County's capacity to provide mental health services that are appropriate for very young children together with their parents.

In addition to monitoring every open case through case conferences, fielding questions from parents and substitute caregivers, organizing referrals for new services, and providing solutions to large and small problems that arise as the family moves through the system, Dr. Shaw is

responsible for reaching out to new service providers and developing formal memoranda of understanding with existing stakeholders to help the Fort Bend County Court Team move toward local sustainability.

Court Team: In Fort Bend County, these monthly meetings led to a focus on locating family members to provide care for infants and toddlers being removed from their parents' homes, efforts to increase the number of times young children in foster care see their parents each week, and gains in connecting substance addicted parents to treatment services early on in the life of the child maltreatment case.

Targeting Infants and Toddlers: Dr. Shaw works collaboratively with Child Protective Services (CPS) investigators, to identify infants and toddlers at removal. Judge Pope discusses Court Team involvement with the family during the removal hearing. After the hearing, Dr. Shaw reaches out to the parents directly or through the parents' attorneys to invite them to participate in Court Team case coordination.

Placement and Concurrent Planning: In Fort Bend County Judge Pope raises these issues at each court hearing and inquires about the status of both permanency plans.

Monthly Case Reviews: In Fort Bend County, Dr. Shaw or Dr. Almeida convene service review meetings on a monthly basis for each open case. At this meeting Dr. Shaw, Dr. Almeida, CPS, and the Court Appointed Special Advocate discuss the family's progress. Where barriers are identified the team works to provide alternatives. If there appears to be a problem with services, parental compliance, the child's well being or other issue, they will request a court hearing where Judge Pope will hear from all parties.

Child-Focused Services: The Court Team has been instrumental in ensuring that infants and toddlers receive pediatric care and developmental screening. Because infant mental health

services are limited in Fort Bend County, the Court Team is working to increase provider capacity through upcoming training and technical assistance activities. Where parents require substance abuse treatment, the Court Team is reaching out to treatment providers who offer in-patient services for the mother and her young children.

Parent-Child Contact (visitation): In Fort Bend County, transportation services for parents and infants and toddlers has been an ongoing challenge. However, the community (e.g. Court Team, CPS, CASA) has generated a core group of providers, volunteers and paraprofessionals interested in addressing this issue. They have been meeting regularly and are developing plans for a visitation center which will continue under this grant.

Mental Health Intervention: In Fort Bend County, mental health services are provided by DePelchin's Children's Center. Additional training is planned to enhance the skills of existing clinicians and to broaden the number of clinicians trained in parent-child relationship assessment. Dr. Sarah Hinshaw-Fuselier will conduct this training.

Parenting Education and Intervention: The Court Team will receive technical assistance from ZERO TO THREE on the task of identifying providers offering parenting education that is consistent with best practice guidelines.

Training and Technical Assistance: ZERO TO THREE staff and consultants will provide training and technical assistance to the Fort Bend County Court Team in response to the specific needs identified by the Court Team. Training will support the site in implementing the core components of the project and other topics such as: infant and toddler development; children and trauma; prenatal exposure to drugs and alcohol; parental substance abuse; and domestic violence.

Evaluation: ZERO TO THREE developed a database for the collection of information on the children and parents monitored by the Court Team. Located at a secure web site, Ruby Shaw is responsible for data entry.

ZERO TO THREE Support to Fort Bend County Court Team

ZERO TO THREE will provide two local staff members in Fort Bend County:

- Ruby Shaw, JD, PhD, will serve as the Court Team's full-time Community Coordinator. She provides guidance to the Fort Bend County Court Team to identify areas of concern, organize related training events, explore services currently available to Fort Bend County foster children and their families, and provide stewardship for the family teams that will come together around each of the families participating in the Court Team's work. The job description is included in the attachments.
- Connie Almeida, PhD will continue to assist Dr. Shaw in following the cases of families with pre-existing legal relationships with Dr. Shaw. In addition, she will take the lead on the Court Team's visitation and mental health activities. She will devote 30% of a full-time equivalent position to the activities of this grant.
- Judge Pope and Christina Bune from the Fort Bend County Auditor's Office will attend the three day grantee meeting sponsored by OJJDP in the fall of 2009.

The ZERO TO THREE national office will provide the following:

- The Assistant Director will supervise the Community Coordinator and Texas Training and Outreach Coordinator. This supervision will include 2 visits to Fort Bend County over the year for the purpose of meeting with Ms. Bune in the Auditor's Office, observing the Court Team in operation and conferring with the judge, the Community Coordinator, the Texas Training and Outreach Coordinator and other members of the Team.

- ZERO TO THREE will sponsor an “all sites” meeting to promote the sharing of best practices across the sites. Judge Pope, Ruby Shaw, Connie Almeida and a representative from CPS will attend.
- ZERO TO THREE’s National Training Institute in December 2009 is the pre-eminent source of information on cutting edge research about infant and toddler development, interventions, and policy making. Judge Pope, Ruby Shaw, Connie Almeida and a representative from CPS will attend this five day conference in Dallas, TX.
- ZERO TO THREE hosts a Scientific Meeting in Washington, DC. At this meeting scientists present their findings regarding research that they are currently conducting. Ruby Shaw and Connie Almeida will attend the May 2010 meeting.
- Fort Bend County’s work is reported at <http://zerotothree.org/courteams> , the Project’s web presence that links with national judicial, legal and child welfare organizations to support the Court Teams and disseminate materials.
- ZTT will assist Fort Bend County in identifying sources of financial and in-kind funding to support the Court Team’s sustainability efforts and outreach to neighboring Harris County and other communities throughout the State of Texas.

V. CAPABILITIES/COMPETENCIES

A) Project Staff

The following staff will be based in ZERO TO THREE’s Washington, DC office, and will provide support to the Fort Bend County Court Team:

Kimberly Diamond-Berry is the Assistant Director. She will supervise the work of Dr. Shaw and Dr. Almeida. Her resume and job description are included with other program attachments

The Director of the Court Teams for Maltreated Infants and Toddlers Project is Lucy Hudson. She will be responsible for the daily operation and oversight of all project activities. She will serve as ZERO TO THREE's liaison with the County Auditor's Office. Her resume and job description are included with other program attachments

A Project Associate will provide logistical support. He/she reports to the Project Director and will be responsible for tracking project activities; planning meetings; maintaining the web site; and producing the electronic newsletter listserv communications.

Linda Eggbeer, M.Ed is ZTT's Director of Professional Development and Supervisor of the Court Teams Project Director. She will monitor the performance of the project and ensure ZTT professional development resources are made available to support the project.

Tammy Mann, Ph.D. is ZTT's Deputy Executive Director. Dr. Mann serves as Officer-in-Charge of the Court Teams Project and will monitor scheduling, fiscal and staff performance, and technical conduct of the project to assure quality control.

Dr. Ruby Shaw is the Community Coordinator in Fort Bend County. She has assisted many families with infants and toddlers as Guardian *ad litem*. She also has a J.D. and a Ph.D. in Juvenile Justice, and this educational combination has served her well in the role of Juvenile Referee, Adjunct Professor of Paralegal Studies, and Juvenile Justice and Psychology. She has operated a private law practice since 1993. She provides on-site coordination and support for service integration for the Fort Bend County Court Team.

Dr. Connie Almeida is the Texas Training and Outreach Coordinator in Fort Bend County. She is a Licensed Psychologist and a Licensed Specialist in School Psychology. Her experience includes developing community-based alternatives for children with severe emotional

and behavioral problems. She also has extensive experience in the areas of systems development and integration of services.

Kimberly McCombs, M.P.P., is the Evaluation Consultant. She will provide expert guidance to the Director and Assistant Director as they oversee the evaluation plan and data collection. She will also assist with the production of reports. She has over 15 years of experience in program evaluation with substantive expertise in early childhood care and education, family homelessness, and pediatric HIV/AIDS, and was a member of the first class of Harris Fellows at the Irving B. Harris Graduate School for Public Policy Studies at the University of Chicago. She is pursuing her doctorate at the University of North Carolina.

Expert faculty will be utilized to provide on-site training and technical assistance to the Court Team. A list of potential expert faculty is included with other program attachments.

A national Advisory Committee provides expert guidance on the structure and function of the overall project. A list of Advisory Committee members is included with other program attachments.

B) Management Plan and Structure

Zero To Three's Assistant Director oversees the activities carried out by Ruby Shaw and Connie Almeida. The Project and Assistant Directors will convene weekly conference calls with all Court Teams staff and bi-weekly one-on-one supervisory calls with each Coordinator. Each week the Project Director will report on activities to her supervisor, the Director of Professional Development. The Project Director also participates in weekly meetings with all ZTT training and technical assistance program directors, who share information and provide peer guidance to one another.

Lucy Hudson will serve as ZTT's liaison with the Fort Bend County Auditor's Office.

Ms. Bune in the Fort Bend County Auditor's Office will serve as the liaison to the OJJDP Project Officer on fiscal matters. Ms. Hudson and Ms. Bune will meet regularly with OJJDP personnel to discuss progress on project activities. Should problems arise in the implementation of the project, Ms. Bune will notify the OJJDP Project Officer immediately, and will keep OJJDP apprised as problems are resolved.

c) Organizational Capacity

The mission of the county auditor is to independently oversee all county offices to ensure the compliance with state law and county policy. The county auditor aggressively administers a program of internal auditing to provide the county with a very high level of confidence that county assets are safeguarded to the highest reasonable degree. The county auditor, as the official keeper of accounts for the county, designs and administers the record keeping system for all the county and maintains the highest standard of care to ensure the integrity of all accounting records and reports.

ZERO TO THREE is a national, nonprofit organization founded in 1977 and is dedicated to supporting the health and development of infants and toddlers through activities that inform, train, and support important adults who impact their lives. Headquartered in Washington, DC, with an auxiliary office in Los Angeles, ZERO TO THREE has, since its inception, been at the forefront of translating new knowledge around early childhood development, and conveying this knowledge through a variety of resources and supports to professionals from a wide range of disciplines, policymakers, and parents. Promoting the health and development of very young children has been ZERO TO THREE's mission since our organization was founded 32 years ago.

As an organization, ZERO TO THREE has taken a national leadership role around critical issues affecting young children and their families. It has been instrumental in developing a number of materials useful in the field, including:

- 2007, *Helping Babies from the Bench; Using the Science of Early Childhood Development in Court* (DVD).
- 2007, *Infants in the Child Welfare System: A Developmental Framework for Policy and Practice* by Brenda Jones Harden. Published by the ZERO TO THREE PRESS.
- 2007, *Healing the Youngest Children: Model Court-Community Partnerships* by Lucy Hudson, Eva Klain, Margaret Smariga, and Victoria Youcha. Co-published by the ZERO TO THREE Policy Center and the American Bar Association Center on Children and the Law.
- 2007, *Visitation with Infants and Toddlers in Foster Care* by Margaret Smariga. Co-published by the ZERO TO THREE Policy Center and the American Bar Association Center on Children and the Law.
- 2006, *Congressional Briefing on Court Teams for Maltreated Infants and Toddlers*, including presentations by the Honorable Cindy Lederman, Ron Pope, Ernestine Gray, and Peggy Walker; and Dr. Joy Osofsky. Sponsored by ZERO TO THREE.
- 2004, *Ensuring the Healthy Development of Infants in Foster Care: A guide for judges, advocates and child welfare professionals*. Co-published with the Permanent Judicial Commission on Justice for Children.

¹ Administration for Children and Families, Centers for Disease Control and Prevention (April 4, 2008). Nonfatal Maltreatment of Infants—United States, October 2005-September 2006. *Morbidity and Mortality Weekly Report*, Vol. 57, No. 13. Washington, DC: U.S. Department of Health and Human Services. Pages 336-339. Retrieved from <http://www.cdc.gov/mmwr/PDF/wk/mm5713.pdf> on April 15, 2008.

² U.S. Department of Health and Human Services, Administration on Children, Youth and Families. (2008) Table 4-1: Age of Child Fatalities, 2006. *Child Maltreatment 2006*, Washington, DC: U.S. Government Printing Office. Table 4-1. Retrieved from http://www.acf.hhs.gov/programs/cb/pubs/cm06/figure4_1.htm on April 8, 2008.

³ Administration for Children & Families. (October 12, 2006) *The AFCARS Report: Preliminary FY 2005 Estimates as of September 2006 (10) What were the ages of the children who entered care during FY 2005?*, U.S. Department

of Health and Human Services, http://www.acf.hhs.gov/programs/cb/stats_research/afcars/tar/report13.htm, accessed February 5, 2008.

⁴ National Research Council and Institute of Medicine. *From Neurons to Neighborhood: The Science of Early Childhood Development*. J.P. Shonkoff and D.A. Phillips, eds. Washington, DC: National Academy Press, 2000.

⁵ Cicchetti, D., and V. Carlson, Eds. *Child Maltreatment: Theory and Research on the Causes and Consequences of Child Abuse and Neglect*. New York, Cambridge University Press, 1989; National Research Council. *Understanding Child Abuse and Neglect*. Panel on the Understanding and Control of Violent Behavior. A.J. Reiss, Jr., and J.A. Roth, eds. Commission on Behavioral and Social Sciences and Education. Washington, DC: National Academy Press (1993).

⁶ Kolko, D.J. "Child physical abuse." Pp. 21-50 in *The APSAC Handbook on Child Maltreatment*. J. Briere and L. Berliner, eds. Thousand Oaks, CA: Sage Publications, Inc. (1996).

⁷ Shonkoff, J., & Phillips, D. (Eds.). (2000) *From neurons to neighborhoods: The science of early childhood development*. Washington, DC: National Academy Press.

⁸ George, C., and M. Main (1995). "Social interactions of young abused children: Approach, avoidance, and aggression." *Child Development*, (50) 2, pp. 306-318.

⁹ Ibid.

¹⁰ Stahmer, A.C., Leslie, L.K., Hurlburt, M., Barth, R.P., Webb, M.B., Landsverk, J., and Zhang, J. (2005) *Developmental and Behavioral Needs and Service Use for Young Children in Child Welfare*. **Pediatrics**, vol. 116, no. 4. Grove Village, IL: American Academy of Pediatrics. Pages 891-900.

¹¹ 45C.F.R. Part 1357 §1355.33b (2)

¹² 45 C.F.R. Part 1357 §1355.34b (1)(iii)

¹³ The following data is drawn from a Children's Bureau Power Point presentation found on the internet at: <http://www.acf.dhhs.gov/programs/cb/cwrp/results/statefindings/statefindings.ppt>.

¹⁴ U.S. Department of Health and Human Services, Administration for Children and Families, Administration of Children, Youth and Families. Children's Bureau, *Child Maltreatment 2006*,

¹⁵ Texas Department of Family and Protective Services, *2008 Data Book*, retrieved from: http://www.dfps.state.tx.us/documents/about/Data_Books_and_Annual_Reports/2008/Databook/5CPSFinal.pdf, on February 26, 2009.

¹⁶ Texas Department of Family and Protective Services, *2008 Data Book*, retrieved from: http://www.dfps.state.tx.us/documents/about/Data_Books_and_Annual_Reports/2008/Databook/5CPSConfirmed.pdf.

¹⁷ U.S. Department of Health and Human Services, Administration for Children and Families, Administration of Children, Youth, and Families, Children's Bureau, *Child and Family Services Review, Texas*, (2002).

¹⁸ U.S. Department of Health and Human Services, Administration for Children and Families, Administration of Children, Youth, and Families, Children's Bureau **Final Report: Texas Child and Family Services Review March 2009**. Retrieved from:

http://basis.caliber.com/cwig/ws/cwmd/docs/cb_web/Blob/743.pdf?w=NATIVE%28%27DT+ph+is+%27%27CFSR+Final+Report%27%27+and+STATE+%3D+%27%27Texas%27%27+and+RPERIOD+%3D+%27%272nd++Round+CFSR%27%27+and+DOC_AVAILABLE+%5E%3D+%27%27Not+publicly+available+on+the+Children%27%27%27%27s+Bureau+website%27%27%27%29&m=1

¹⁹ The NCJFCJ has developed a myriad of publications setting forth judicial leadership principles including: *REOURCE GUIDELINES: Improving Court Practice in Child Abuse & Neglect Cases* (1995); Technical Assistance Brief: Key Principles for Permanency Planning for Children (1999); and *Technical Assistance Bulletin: Judicial Leadership and Judicial Practice in Child Abuse and Neglect Cases*, (1998).

²⁰ Ibid, FN 3, p. 34

²¹ Pietrowiak, D., Gambino, J., Adekun, G., Cosentino, N., Garces, N. (March 2003). *Child Welfare: HHS Could Play a Greater Role in Helping Child Welfare Agencies Recruit and Retain Staff* (GAO-03-357). Washington, DC: General Accounting Office. Page 39. Accessed April 9, 2008. <http://www.gao.gov/new.items/d03357.pdf>

²² Potter, C.C., Klein-Rothschild, S. (2002). *Getting Home on Time: Predicting Timely Permanence for Young Children*, **Child Welfare** 81(2). Pages 123-150.

²³ Smariga, M. (2007). **Visitation with Infants and Toddlers in Foster Care: What Judges and Attorneys Need to Know**. Washington, DC: American Bar Association Center on Children and the Law and ZERO TO THREE Policy Center.

²⁴ Beyer, M. (2008). *Visit Coaching: Building on Family Strengths to Meet Children's Needs*. Juvenile & Family Court Journal, Vol 59, No. 1. Reno, NV: National Council of Juvenile and Family Court Judges.

²⁵ Cicchetti, D., Rogosch, F.A., Toth, S.L. (2006). *Fostering Secure Attachment in Infants in Maltreating families through preventive interventions*. **Development and Psychopathology** 18. Cambridge University Press. Pages 623-649.

²⁶ Lieberman, A., Van Horn, P., op cit.

Budget Detail Worksheet

Purpose: The Budget Detail Worksheet may be used as a guide to assist you in the preparation of the budget and budget narrative. You may submit the budget and budget narrative using this form or in the format of your choice (plain sheets, your own form, or a variation of this form). However, all required information (including the budget narrative) must be provided. Any category of expense not applicable to your budget may be deleted.

A. Personnel - List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

Name/Position	Computation	Cost
SUB-TOTAL		\$0.00

B. Fringe Benefits - Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

Name/Position	Computation	Cost
SUB-TOTAL		\$0.00
Total Personnel & Fringe Benefits		\$0.00

C. Travel - Itemize travel expenses of project personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Show the basis of computation (e.g., six people to 3-day training at \$X airfare, \$X lodging, \$X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and the unit costs involved. Identify the location of travel, if known. Indicate source of Travel Policies applied, Applicant or Federal Travel Regulations.

Purpose of Travel	Location	Item	Computation	Cost
Judge Ronald Pope OJJDP Grantee Training	Washington, DC		As Recommended by OJJDP	\$1,500.00
Christina Bune, Accountant OJJDP Grantee Training	Washington, DC		As Recommended by OJJDP	\$1,500.00
TOTAL				\$3,000.00

D. Equipment - List non-expendable items that are to be purchased. Non-expendable equipment is tangible property having a useful life of more than two years and an acquisition cost of \$5,000 or more per unit. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Expendable items should be included either in the "supplies" category or in the "Other" category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the "Contractual" category. Explain how the equipment is necessary for the success of the project. Attach a narrative describing the procurement method to be used.

Item	Computation	Cost
TOTAL		\$0.00

E. Supplies - List items by type (office supplies, postage, training materials, copying paper, and expendable equipment items costing less than \$5,000, such as books, hand held tape recorders) and show the basis for computation. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Generally, supplies include any materials that are expendable or consumed during the course of the project.

Supply Items	Computation	Cost
TOTAL		\$0.00

F. Construction - As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Check with the program office before budgeting funds in this category.

Purpose	Description of Work	Cost
four lines per entry, use boxes below or an additional page for more space if required		
TOTAL		\$0.00

G. Consultants/Contracts - Indicate whether applicant's formal, written Procurement Policy or the Federal Acquisition Regulations are followed.

Consultant Fees: For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. Consultant fees in excess of \$450 per day require additional justification and prior approval from OJP.

Name of Consultant	Service Provided	Computation	Cost
<i>Subtotal</i>			\$0.00

Consultant Expenses: List all expenses to be paid from the grant to the individual consultants in addition to their fees (i.e., travel, meals, lodging, etc.)

Item	Location	Computation	Cost
<i>Subtotal</i>			\$0.00

Contracts: Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

Item	Cost
Fort Bend County will contract with Zero To Three to provide local staff, training, technical assistance, and topical expertise as well as assist in programmatic administration. See Budget Narrative for comprehensive detail.	\$297,000.00
<i>Subtotal</i>	
TOTAL	
\$297,000.00	

H. Other Costs - List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

Description	Computation	Cost
TOTAL		\$0.00

I. Indirect Costs - Indirect costs are allowed only if the applicant has a Federally approved indirect cost rate. A copy of the rate approval, (a fully executed, negotiated agreement), must be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant Federal agency, which will review all documentation and approve a rate for the applicant organization, or if the applicant's accounting system permits, costs may be allocated in the direct costs categories.

Description	Computation	Cost
TOTAL		\$0.00

Budget Summary- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal requested and the amount of non-Federal funds that will support the project.

Budget Category	Amount
A. Personnel	\$0.00
B. Fringe Benefits	\$0.00
C. Travel	\$3,000.00
D. Equipment	\$0.00
E. Supplies	\$0.00
F. Construction	\$0.00
G. Consultants/Contracts	\$297,000.00
H. Other	\$0.00
Total Direct Costs	\$300,000.00
I. Indirect Costs	\$0.00
TOTAL PROJECT COSTS	\$300,000.00
Federal Request	_____
Non-Federal Amount	_____

Fort Bend County Court Team for Maltreated Infants and Toddlers Budget Narrative

Program costs are based upon the budgetary requirements of each grant and our best estimation of anticipated expenditures. In developing these costs, we have drawn upon our years of experience managing government grants and contracts. Costs are estimated for a 14 month budget period.

A. Travel

OJJDP Grantee Meeting: Fort Bend County's 328th District Court Presiding Judge, Judge Ronald R. Pope and grant accountant Christina Bune with the Fort Bend County Auditor's Office will attend the fall 2009 OJJDP Grantee Meeting in Washington, DC.

B. Contract Services

Fort Bend County will contract with Zero To Three (ZTT) to provide local staff, training, technical assistance, programmatic administration and topical expertise. Zero To Three's cost estimate is comprised of the following:

1.) **Salary and Leave** costs are the direct costs associated with the staffing configuration proposed for this project and reflect the level of staff necessary to perform all proposed tasks. The proposed staffing pattern is cost-efficient and secures well qualified staff to perform the services. The salaries proposed, combined with our fringe benefit package, are competitive in the marketplace and are reflective of our understanding of the range of compensation levels required for professional staff members on a major national project of this size and scope.

FY09 funded sites include two funded by BJA (New Haven, CT and Des Moines, IA) and five funded by OJJDP (Douglas County, GA; Omaha, NE; Hattiesburg, MS; Cherokee, NC; and Fort Bend County, TX). In addition, ZERO TO THREE continues to manage an OJJDP site in Honolulu, HI, funded in FY08. Costs for the ZERO TO THREE staff managing the sites are allocated at one-eighth the total expenses. The OJJDP grant will pay for personnel costs of staff located in Washington, DC as follows:

- **Director of Professional Development (0.025 FTE):** The Director of Professional Development will supervise the Project Director and is involved in all personnel decisions affecting project staff in DC and Fort Bend County. She meets weekly with the Project Director to review progress, discuss problems, and oversee the budget. As an expert in early childhood development, she provides the Project Director with input on training activities.
- **Project Director (0.125 FTE):** The Project Director manages all aspects of the Court Teams Project including policy and procedure development; program evaluation; data collection and analysis; compliance reporting; budget development and tracking; and staff supervision, development, and training.

- Assistant Director (0.125 FTE of 80% FTE): The Assistant Director supervises the work of the Fort Bend County Community Coordinator and the Training and Outreach Coordinator. On a weekly basis she interacts with the Community Coordinator by telephone and email to discuss the activities of the Court Team, to plan training events, to review progress on individual cases and the quality of the data being entered into the project's web-based database. She makes site visits to Fort Bend County to meet with the judge, Community Coordinator, and other members of the Court Team.
- Project Associate (0.125 FTE): The Project Associate will process credit card and expense reports for the Community Coordinator. S/he will collect materials for site trainings and assembles them in the packets participants will receive. S/he will order supplies and business cards and sends them to the Community Coordinator. S/he will maintain the National Court Teams Information Sharing Network listserv and send out postings on information relevant to the work under way in Fort Bend County. S/he will work with the Community Coordinator to setup and maintain the Fort Bend County Court Team listserv.

Full-time Community Coordinator, Ruby Shaw, is located in Fort Bend County, Texas. Ruby Shaw provides on-site coordination and support for service integration to infants and toddlers served by the project.

The Training and Outreach Coordinator, Connie Almeida, is also located in Fort Bend County. Dr. Almeida (0.30 FTE) provides training and consultation to the Fort Bend County Court Team and to other Texas courts interested in the Court Team concept. She builds relationships with public and private child serving agencies at the state and local level and plays a leadership role in two special projects in Fort Bend County:

1. Enhancing visitation practices.
2. Implementing infant mental health services.

2.) Fringe costs are direct costs associated with the proposed Fort Bend County Court Team budget as ZERO TO THREE maintains a competitive benefits package in order to attract well-qualified professional and support staff and retain them throughout the course of a grant. Our standard benefits package includes: vacation, holiday, family and medical leave, health and dental insurance, a tax deferred employee savings plan, a defined contribution employee pension plan, life insurance, accidental death and dismemberment and Workers Compensation as well as mandatory Federal and State taxes. The cost of leave (i.e., annual, sick, holidays and family and medical leave) are pooled across the organization and charged proportionally to all projects based on direct labor costs. Fringe benefits are taken as a percentage of total direct labor, including leave. The 24.0 % fringe benefit rate proposed in the budget represents ZERO TO THREE's current fringe rate proposal to the Department of Health and Human Services (HHS). ZERO TO THREE received an extension and submitted its yearly request for its Indirect Cost update which includes a request for a new fringe rate on May 29, 2009. An analysis of ZERO TO THREE's audited actual fringe costs for the fiscal year ending September 30, 2008 and its year to date performance through March 31, 2009 demonstrate that costs have increased above the 21.7% fringe rate approved in June 2008 by HHS. As such, ZERO TO THREE is proposing to

use 24.0% as its fringe rate as it more closely matches its actual fringe costs. Fringe benefits for the project total \$32,470.

3.) **Travel** expenses are based on standard ZERO TO THREE policy, and applicable federal regulations. In determining reimbursement rates for travel costs, ZTT will adhere to the federal government's per diem rate for that location and time of year. If lodging cannot be located at or below the approved government per diem rate, ZTT will seek to identify accommodations at a rate as close to the allowable federal lodging per diem as possible. Travel costs are described separately for ZERO TO THREE staff and for consultants/Fort Bend County Court Team members.

For budgeting purposes, ZERO TO THREE estimates costs as follows:

- Airfare at \$500
- Ground transportation at \$100 which includes shuttle service between home and airport (\$25 each way) and cab fare between the airport and the hotel (\$25 each way).
- Ground travel at \$0.55 per mile.
- Per diem meals at \$55 per day.
- Lodging at \$175 per night.

Information about Specific Trips: Travel is designed to build knowledge among the Fort Bend County Court Team and support the Community Coordinator. Legal decisions should reflect the growing body of scientific knowledge related to what helps babies and toddlers develop into fully functioning adults. This ties to the overall goals of the project:

- Increase knowledge among key stakeholder groups about the negative impact of abuse and neglect on very young children.
- Enhance the local court's capacity to improve outcomes and prevent future court involvement in the lives of very young children.
- *National Training Institute:* Ruby Shaw and Connie Almeida will attend this five-day training conference in Dallas, Texas, where they will meet with their counterparts at the other Court Team sites and learn the latest information regarding social, emotional, and cognitive development in very young children. Female staff will share rooms.
- *ZERO TO THREE Scientific Meeting:* Each spring, ZERO TO THREE convenes our annual Scientific Meeting in Washington, DC. Ruby Shaw and Connie Almeida will travel to hear from cutting edge researchers on the latest developments in social, emotional, and cognitive development in very young children, and to interact with scientific researchers who comprise ZTT's Board of Directors and Fellows. The three day trip will allow the Court Teams staff to participate in the full Scientific Meeting and have time to meet as a team.
- *All Sites Meeting:* At this meeting, representatives from all active Court Team sites meet to discuss consistent implementation of the project's core components in each of the sites. Connie Almeida and Ruby Shaw will attend this three day meeting in Hattiesburg, Mississippi in the fall of 2009.

- *Site Visits:* Assistant Director, Kim Diamond-Berry, will make two visits to Fort Bend County to conduct training, observe proceedings in the court rooms, and assist in building service capacity and partnerships in the local community. Site visits will last three days.
- *OJJDP Grantee Meeting:* The Project Director and Assistant Project Director will attend every session of the fall 2009 OJJDP Grantee Meeting. Because ZERO TO THREE is located in Washington, DC and the staff attending the training work at our DC office, no travel costs will be incurred for this trip.
- *Ground Travel:* Mileage reimbursement and parking fees are budgeted for Ruby Shaw to permit her to attend meetings with Fort Bend County Court Team members at various locations around the county and to participate in related meetings around the state.

4.) Supplies: On a monthly basis, it is estimated that the Community Coordinator and staff at ZERO TO THREE will require some of the following basic office supplies: ink cartridges for the printer, paper for printing and reproduction, pens and pencils (ballpoint, highlighter, dry erase, markers), file folders, note pads, Post-Its, paper clips, staples, White Out, and other standard office supplies. Based on the Court Team Project's history of purchasing such supplies, an annual amount of \$1,000 is budgeted. These supplies are purchased by ZERO TO THREE and made available to DC staff and Fort Bend County staff.

To support literacy efforts, Fort Bend County will receive a \$200 shipment of high quality children's books for Judge Pope to give to parents during court hearings. ZERO TO THREE will provide the Community Coordinator with a number of reference materials for her professional development and for the Court Team throughout the year, estimated at \$710. These publications will include ZERO TO THREE Press publications related to infant mental health such as: *Psychotherapy with Infants and Young Children* (\$32), *Becoming Attached* (\$21.95), *Beyond Common Sense* (\$24.95), *Infant/Child Mental Health, Early Intervention, and Relationship-Based Therapies* (\$39.95), *Caring for Infants and Toddlers in Groups: Developmentally Appropriate Practice* (\$29.95), *Finding Hope in Despair: Clinical Studies in Infant Mental Health* (\$49.95). The primary audience for these publications will be the Community Coordinator and the judge but there will be the opportunity to purchase multiple copies of documents that would be beneficial for additional members of the Court Teams. Because important new publications are being issued frequently it is not possible to provide an exhaustive list of all the publications that will be purchased using these funds. The purpose of this line item is to assist the Court Teams staff in keeping abreast of the latest research findings.

An additional \$1,000 is charged to support the printing of additional copies of **Helping Babies from the Bench; Using the Science of Early Childhood Development in Court**. Copies will be disseminated at their local meetings and other trainings. The judges and Community Coordinators will each have a supply of the DVDs to disseminate in the course of their work.

One desktop computer and printer/fax machine is budgeted at \$1,574 for Ruby Shaw's use.

6.) Consultants/Contracts: All consultants will be paid a daily rate of no more than \$450, in keeping with the Office of Justice Program's ceiling for such services. Included among the consulting costs are the following:

- Kim McCombs (\$350/day) will provide two days of consulting to the ZERO TO THREE Project staff on the evaluation of the project and related reporting.
- Dr. Joy Osofsky (\$450/day) will provide two days infant mental health training and consultation to members of the Fort Bend County Court Team. Dr. Osofsky has played an instrumental role in the development of the Court Team model.
- Dr. Sarah Hinshaw-Fuselier (\$450/day), based in Austin, Texas, will provide 12 days of training and consultation to mental health clinicians providing services in Fort Bend County. Training will include face-to-face training for up to 28 Master's level qualified counselors providing services in Fort Bend County and telephone consultation to the trainees between training sessions to discuss individual cases.
- Dr. Larry Burd (\$450/day) will provide six days of training and consultation to Fort Bend County Court Team on Fetal Alcohol Spectrum Disorders (FASD) in person and by phone. He will work with ZERO TO THREE, Ruby Shaw and members of the Fort Bend County Court Team to educate the community about FASD and the range of permanent disabilities prenatal alcohol consumption has on children and the parents seen in child maltreatment cases.
- *Local Training Needs:* Yet to be determined (\$450/day) are the specific consultants who will conduct two days of training and consultation in Fort Bend County in person and by telephone. Topics will be identified by the Fort Bend County Court Team. In addition to the mental health consultation and training that is needed to expand service capacity, Fort Bend County faces other knowledge and service gaps. For example, the grant anticipates the need to evaluate the site's ability to provide evidence-based parenting education. If it is determined that such services are not widely available, this pot of money will be used to hire a trainer who will work with members of the Court Team to bring that expertise to Fort Bend County.
- A data entry clerk (\$120/day for 91 days) will assist Ruby Shaw in tracking the children and families and entering data into the Project's secure web-based database. The clerk will attend court hearings for the purpose of abstracting information from court records for entry into the database. On a quarterly basis the clerk will review the "missing data" report for the purpose of identifying information on specific cases that needs to be located. She will be responsible for assisting Ruby Shaw in tracking down this information and entering it into the database.

Contracts

Database Maintenance: Since 2006, the Court Teams Project has been tracking information on the families served by the project through the use of a database. The Court Teams database is

meant to track client characteristics, needs and services received. Data is used to monitor project activities, improve services, and report findings to interested parties, including but not limited to funders. As the project expands, the Court Teams will work with LimeLeap (who provides information technology and support to ZERO TO THREE) to provide database maintenance. This maintenance will include identifying and correcting flaws in the database system, creating new reports to capture data, and expanding the detail of reports.

Consultant Expenses

Consultant/Court Team Member Travel:

Funding will support the travel expenses of consultants for the above-referenced meetings. Funding will also support travel by members of the New Haven team to ZERO TO THREE's National Training Institute and the All-Sites meeting.

For budgeting purposes, ZERO TO THREE estimates costs as follows:

- Airfare at \$500
- Ground transportation at \$100 which includes shuttle service between home and airport (\$25 each way) and cab fare between the airport and the hotel (\$25 each way).
- Ground travel at \$0.55 per mile.
- Per diem meals at \$55 per day.
- Lodging at \$175 per night.

Specific Trips:

- *Infant Mental Health:* Dr. Sarah Hinshaw- Fusilier will make four trips to Fort Bend County. Each trip will last two days and require a two-night hotel stay.
- *Infant Mental Health:* Joy Osofsky will make one trip to Fort Bend County to provide training to mental health clinicians on parent-child relationship assessments and child-parent psychotherapy. Her trip will last two days and will require a two-night hotel stay.
- *Fetal Alcohol Spectrum Disorders:* Dr. Burd will make two trips to Fort Bend County for training and consultation on Fetal Alcohol Spectrum Disorder. Each trip will last two days and require a two-night hotel stay.
- *Local Training Needs:* Trainers identified by the Court Team will travel to Fort Bend County. It is anticipated that each training event will require a single consultant to spend two days in Fort Bend County. One trip is planned.
- *National Training Institute:* Judge Pope and one key member of the Fort Bend County Court Team will travel to Dallas, Texas to attend the five-day training event. Costs for this event include a registration fee of \$650 per person.
- *All Sites Meeting:* Judge Pope and one key member of the Fort Bend County Court Team will travel to Hattiesburg, Mississippi to attend the three-day meeting.

- *Annual Advisory Meeting:* This grant will pay the travel costs of two Advisory Committee members to attend this one day meeting.

7.) Other Costs:

Postage & Shipping: Mailings are associated with most tasks. Mailings will include training materials, business cards, organizational handouts, supplies, and copies of *Helping Babies from the Bench*. Based on the Court Team Project's history, \$500 has been budgeted for the 14 month period of performance.

Telephone: This expense covers calls the DC staff make to Fort Bend County. Cell phone costs are included for the Community Coordinators at \$124.95 per month. The Fort Bend County grant will contribute \$59 towards the cost for the Project Director and Assistant Directors' cell phones.

Conference Calls: Weekly staff meetings and other meetings involving one or more of the Court Teams will take place using a conference call service estimated at \$0.06 per line per minute. On a monthly basis we estimate 360 minutes of conference call time with ten participants on each call. The Fort Bend County grant will pay \$1,248 for the 14 month period of performance.

Occupancy: Basic occupancy expenses are based upon current rates for space in our Washington, DC offices and are allocated at the rate of 14.83% per total DC staff salary per month. Based on prior history, we expect that the rent for staff located in Fort Bend County will total \$315 per month.

Printing & Duplicating: In-house duplication of project brochures, training materials, extensive handout materials, and a final report is allocated on the basis of the Court Team Project's history of photocopying, \$500 has been budgeted for the 14 month period of performance. This will cover printing and duplicating in DC and Fort Bend County.

Meeting Facilities: The budget includes audio-visual equipment rental costs for five full-day meetings. Based on prior history, we anticipate space for these meetings will be donated.

Meal Service: It is anticipated that six full-day meetings will be held where coffee service will be offered to approximately 50 participants.

Other Direct Costs: This line item includes expenses which are distributed on a pro rata basis to all project costs centers in the organization including the general and administrative (G&A) cost center. These expenses include auditing, insurance, telephone, equipment and computer depreciation, repairs and maintenance, and taxes. These costs are necessary and specifically required in order for ZERO TO THREE to execute the specific objectives and tasks to be performed under this grant and are allocated at a rate of 5.2% of direct salary and leave costs.

8.) Indirect Costs: ZERO TO THREE's Nonprofit Rate Agreement establishes our fiscal 2008 Indirect Cost rate (G&A) at 23.0% of all direct costs. We are proposing a 20.0% Indirect Cost rate in our budget submission as this rate more closely represents ZERO TO THREE's actual audited costs for the fiscal year ending September 20, 2008. As noted, ZERO TO THREE has

submitted a proposal to HHS for its fiscal year 2009 provisional rate based on an analysis of its audited actual costs for the fiscal year 2008 and its year to date performance through March 31, 2009. Copies of both the proposal and our fiscal 2008 Indirect Cost agreement are attached.

The Indirect Cost category is designed to fairly allocate the organization's central and administrative functions to specific grants, awards, contracts and other projects. The recovery of these costs permits the organization to effectively conduct various programmatic activities. G&A costs include: salaries and fringe benefits of administrative personnel whose time is not otherwise being charged directly to this project's activities; occupancy costs, telephone, internet and computer services and equipment usage associated with administrative, non-programmatic functions; Board of Directors governance activities (travel, meetings, conference calls); bank service charges; salaries and costs of administrative positions not directly associated with the project; and other administrative functions. We are proposing to use 20% as our Indirect cost rate as it approximates both our fiscal year 2008 actual audit results and our current operating experience and is lower than the 23% provisional rate granted to ZERO TO THREE at its last review on June 25, 2008.



**ZERO
TO
THREE**

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

			Fort Bend, TX
A. Salaries			135,290
B. Fringe	24.00%		32,470
C. Travel Staff			10,840
D. Equipment			-
E. Supplies			4,484
F. Construction			-
G. Consultants + Travel			38,410
H. Other Costs:			25,506
Postage & Shipping			500
Telephone			2,593
Conference Calls			1,248
Occupancy			9,630
Printing & Duplicating			500
Meeting Facilities			2,500
Meeting Food Service			1,500
Other Direct Costs % of Salary	5.20%		7,035
Total All Direct Costs			247,000
I. Indirect Costs % of All Costs	20.00%		50,000
TOTAL ALL PROJECT EXPENSES			297,000

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP

Location: Fort Bend County, TX

PERSONNEL

Name	Title	Per FTE in TX	TOTAL FTE	Total Salary Billable to Court Team (12 Months)	Actual Annual Salary (12 Months) 100% FTE (C)	Forecasted Total Salary (14 Months)	Salary Billable to TX14 Months
		(A)		(B)	(C)	=(C)/12*14	=(A) * (B)/12*14
Regional Staff							
Shaw, Ruby	Full Time Community Coordinator	1.0000	1.0000	61,999	61,999	72,332	72,332
Almeida, Connie	Out Reach & Training Coordinator	0.2700	0.9000	23,715	87,834	102,473	27,668
DC Staff							
Eggbeer, Linda	Director, Professional Development*	0.0250	1.0000	22,506	112,529	131,284	3,282
Hudson, Lucy	Project Director	0.1250	1.0000	97,107	97,107	113,292	14,162
Diamond-Berry, Kim*	Assistant Director	0.1250	0.8000	65,307	81,634	95,240	9,524
TBD	Project Associate	0.1250	1.0000	57,071	57,071	66,583	8,323
TOTAL STAFF FTE & COSTS		1.67	327,706	498,175	581,204	135,290	

***The Professional Development Director's Personnel Costs Billable to Site**

Total Annual Salary (Prorated for period of performance) 131,284
 FTE Billable to Site 0.0250
 Personnel Costs Billable to Site **3,282**

0.27

***The Out Reach Training Coordinator's Personnel Costs Billable to Site**

Total Annual Salary (Prorated for period of performance) 102,473
 FTE Billable to Site 0.2700
 Personnel Costs Billable to Site **27,668**

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

STAFF TRAVEL

Fort Bend, TX

NTI

Ruby Shaw and Connie Almeida		-
		<u>2</u>
Total Number of Travelers Per Meeting:		2
Total Number of Meetings:		1
Number of Days per Meeting:		5
Air Travel / Average Trip Cost	\$500	1,000
Ground Travel (home/airport/hotel/airport/home)	\$100	200
Per Diem	\$55	550
Hotel / Lodging (Every 2 participants share a room)	\$175	<u>875</u>
Total:		2,625

Scientific Meeting

Ruby Shaw and Connie Almeida		-
		<u>2</u>
Total Number of Travelers Per Meeting:		2
Total Number of Meetings:		1
Number of Days per Meeting:		3
Air Travel / Average Trip Cost	\$500	1,000
Ground Travel (home/airport/hotel/airport/home)	\$100	200
Per Diem	\$55	330
Hotel / Lodging (Every 2 participants share a room)	\$175	<u>525</u>
Total:		2,055

All Sites Meeting

Ruby Shaw and Connie Almeida		2
		<u>-</u>
Total Number of Travelers Per Meeting:		2
Total Number of Meetings:		1
Number of Days per Meeting:		3
Air Travel / Average Trip Cost	\$500	1,000
Ground Travel (home/airport/hotel/airport/home)	\$100	200
Per Diem	\$55	330
Hotel / Lodging	\$175	<u>1,050</u>
Total:		2,580

Site Visits

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

STAFF TRAVEL

		<u>Fort Bend, TX</u>
	Kim Diamond-Berry/Assistant Director	-
		<u>2</u>
	Total Number of Travelers Per Meeting:	2
	Total Number of Meetings:	1
	Number of Days per Meeting:	3
	Air Travel / Average Trip Cost	\$500 1,000
	Ground Travel (home/airport/hotel/airport/home)	\$100 200
	Per Diem	\$55 330
	Hotel / Lodging	\$175 <u>1,050</u>
	Total:	2,580
Other Travel Expense		
	Ground Travel and Parking	1,000
	Total Other Travel:	<u>1,000</u>
	TOTAL STAFF TRAVEL EXPENSES	<u><u>10,840</u></u>

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

DETAILED SUPPLY COSTS

		Fort Bend, TX
	Direct Supplies	1,000
Read to Me Books for judge to give out in court		200
	Professional Resource Materials	710
Helping Babies From The Bench DVD reprint		1,000
	Computer	1,411
HP Officejet printer/copier/fax machine		107
	USB cable	8
	Computer Accessories	48
	TOTAL SUPPLIES EXPENSE	4,484

ZERO TO THREE: National Center for Infants, Toddlers and Families

For the project period: 09/01/09-10/31/10 (14 months)

A Proposal to: OJJDP

Location: Fort Bend County, TX

DETAILED CONSULTING COSTS

Name	Title	IO		Fort Bend, TX
		Per Day	# days	
McCombs, Kim (MPA)	Evaluation Consultant	350	2	700
Osofsky, Joy (Ph.D.)	Infant Mental Health Consultant	450	2	900
Hinshaw-Fusilier, Sarah (Ph.D)	Infant Mental Health Consultant	450	12	5,400
Burd, Larry (Ph.D.)	Fetal Alcohol Spectrum Disorders Consultant	450	6	2,700
On Topics determined on Local level:	Subject Matter Experts	450	2	900
TBD	Data Entry (\$15 Per hour)	120	91	10,920
<u>Contracts</u>				
Lime Leap	Contract for database maintenance & hosting			1,000
TOTAL CONSULTANT FEES			115	22,520

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

DETAILED CONSULTANT TRAVEL

Fort Bend, TX

Infant Mental Health Consultant

Sarah Hinshaw-Fusilier -
 1

Total Number of Travelers Per Meeting: 1

Total Number of Meetings: 4

Number of Days per Meeting: 2

Air Travel / Average Trip Cost	\$500	(Able to Drive)	
Ground Transportation (175 miles one way x .55 per mile)	\$192.50		770
Per Diem	\$55		440
Hotel / Lodging	\$175		1,400
Total:			2,610

Infant Mental Health Consultant

Joy Osofsky -
 1

Total Number of Travelers Per Meeting: 1

Total Number of Meetings: 1

Number of Days per Meeting: 2

Air Travel / Average Trip Cost	\$500	500
Ground Travel (home/airport/hotel/airport/home)	\$100	100
Per Diem	\$55	110
Hotel / Lodging	\$175	350

Total: 1,060

Fetal Alcohol Spectrum Disorders Consultant

Larry Burd
 1

Total Number of Travelers Per Meeting: 1

Total Number of Meetings: 2

Number of Days per Meeting: 2

Air Travel / Average Trip Cost	\$500	1,000
Ground Travel (home/airport/hotel/airport/home)	\$100	200

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

DETAILED CONSULTANT TRAVEL

Fort Bend, TX

Per Diem	\$55	220
Hotel / Lodging	\$175	700
Total		2,120

Local Training Needs

Number of Consultants	1
	-

Total Number of Travelers Per Meeting:	1
Total Number of Meetings:	1
Number of Days per Meeting:	2

Air Travel / Average Trip Cost	\$500	500
Ground Travel (home/airport/hotel/airport/home)	\$100	100
Per Diem	\$55	110
Hotel / Lodging	\$175	350
Total:		1,060

NTI (DALLAS TX)

Judge and Child Welfare Agency Representative	2
	-

Total Number of Travelers Per Meeting:	2
Total Number of Meetings:	1
Number of Days per Meeting:	5

Air Travel / Average Trip Cost	\$500	1,000
Ground Travel (home/airport/hotel/airport/home)	\$100	200
Per Diem	\$55	550
Hotel / Lodging	\$175	1,750
Registration Fees	\$650	1,300
Total:		4,800

All Sites Meeting (Hattiesburg, MS)

Judge and Child Welfare Agency Representative	2
	-

Total Number of Travelers Per Meeting:	2
Total Number of Meetings:	1

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

DETAILED CONSULTANT TRAVEL

Fort Bend, TX

Number of Days per Meeting: 3

Air Travel / Average Trip Cost	\$500	1,000
Ground Travel (home/airport/hotel/airport/home)	\$100	200
Per Diem	\$55	330
Hotel / Lodging	\$175	1,050

Total: 2,580

Annual Advisory Committee

Consultants 2

Total Number of Travelers Per Meeting: 2

Total Number of Meetings: 1

Number of Days per Meeting: 1

Air Travel / Average Trip Cost	\$500	1,000
Ground Travel (home/airport/hotel/airport/home)	\$100	200
Per Diem	\$55	110
Hotel / Lodging	\$175	350

Total: 1,660

TOTAL CONSULTANT TRAVEL EXPENSES 15,890

Consulting Travel	\$15,890
Consulting Fees	\$22,520
TOTAL Consultanting Fees & Travel	\$38,410

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

DETAILED OTHER DIRECT COSTS

		Fort Bend, TX
Postage & Shipping		500
Telephone		2,593
	Long Distance Telephone	75
	Cell phone Expense for Community Coordinator (\$124.95 monthly)	1,499
	Cell phone Expense for Project Director and Assistant Director	59
	Wireless Internet (80 per month)	960
Conference Calls		1,248
	Number of Calls Per Year	52
	Number of Minutes Per Call	360
	Number of Participants Per Call	10
	Average Conference Call Cost Per Minute Per Caller	\$ 0.06
Occupancy		9,630
	Basic DC occupancy expense allocated at a rate of of direct salaries	14.83% 5,234
	Direct Rent For Texas	4,396
Printing & Duplicating		500

ZERO TO THREE: National Center for Infants, Toddlers and Families
For the project period: 09/01/09-10/31/10 (14 months)
A Proposal to: OJJDP
Location: Fort Bend County, TX

FACILITIES AND MEETING COSTS

Fort Bend, TX

Facilities

	Number of Meetings	5
	Average Number of Days Per Meeting	1
Space Rental Cost / Per Day /Meeting (Space donated)		-
Equipment Rental Costs / Per / Day / Meeting		2,500

Total Facilities Charge

2,500

Meeting Food Service

	Number of Meetings	6
	Average Number of Days Per Meeting	1
	Average Number of Participants	50
Breakfast	\$ 10.00	-
Break	\$ 5.00	1,500
Lunch	\$ 15.00	-
Break	\$ 5.00	-
Dinner	\$ -	-

Total Meeting Food Service

1,500

TOTAL MEETING FOOD SERVICES & FACILITIES EXPENSES

4,000



DEPARTMENT OF HEALTH & HUMAN SERVICES

Program Support Center
Financial Management Service
Division of Cost Allocation

Cohen Building-Room 1067
330 Independence Avenue, S.W.
Washington, DC 20201
PHONE: (202)-401-2808
FAX: (202)-619-3379

June 25, 2008

Mr. William Snyder
Chief Financial Officer
Zero to Three / National Center for Infants,
Toddlers and Families
2000 M Street, N.W.
Suite 200
Washington, DC 20036-3307

Dear Mr. Snyder:

A copy of an indirect cost Rate Agreement is being faxed to you for signature. This Agreement reflects an understanding reached between your organization and a member of my staff concerning the rate(s) that may be used to support your claim for indirect costs on grants and contracts with the Federal Government.

Please have the agreement signed by an authorized representative of your organization and fax it to me, retaining a copy for your files. Our fax number is (202) 619-3379. We will reproduce and distribute the Agreement to the appropriate awarding organizations of the Federal Government for their use.

An indirect cost proposal, together with the supporting information, are required to substantiate your claim for indirect costs under grants and contracts awarded by the Federal Government. Thus, your next proposal based on actual costs for the fiscal year ending 09/30/08, is due in our office by 03/31/09.

Sincerely,

Darryl W. Mayes
Director
Division of Cost Allocation

Enclosures

PLEASE SIGN AND FAX A COPY OF THE RATE AGREEMENT

ORIGINAL

NONPROFIT RATE AGREEMENT

EIN #: 52-1105189

DATE: June 25, 2008

ORGANIZATION:
Zero to Three / National Center for Infants,
Toddlers and Families
2000 M Street, N.W.
Suite 200
Washington DC 20036-3307

FILING REF.: The preceding
Agreement was dated
July 26, 2007

The rates approved in this agreement are for use on grants, contracts and other
agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: INDIRECT COST RATES*

RATE TYPES: FIXED		FINAL	PROV. (PROVISIONAL)	PRED. (PREDETERMINED)	
TYPE	EFFECTIVE PERIOD		RATE (%)	LOCATIONS	APPLICABLE TO
	FROM	TO			
FINAL	10/01/06	09/30/07	23.0	All	All Programs
PROV.	10/01/07	UNTIL AMENDED	Use same rates and conditions as those cited for fiscal year ending September 30, 2007.		

*BASE:
Total direct costs excluding capital expenditures (buildings, individual
items of equipment; alterations and renovations) and subawards.

ORGANIZATION:
Zero to Three / National Center for Infants,
Toddlers and Families

AGREEMENT DATE: June 25, 2008

SECTION I: FRINGE BENEFITS RATES**

RATE TYPES:		FIXED	FINAL	PROV. (PROVISIONAL)	PRED. (PREDETERMINED)
TYPE	EFFECTIVE PERIOD		RATE (%)	LOCATIONS	APPLICABLE TO
	FROM	TO			
FINAL	10/01/06	09/30/07	21.7	All	All Employees
PROV.	10/01/07	UNTIL AMENDED	Use same rates and conditions as those cited for fiscal year ending September 30, 2007.		

**DESCRIPTION OF FRINGE BENEFITS RATE BASE:
Salaries and wages.

ORGANIZATION:
Zero to Three / National Center for Infants,
Toddlers and Families

AGREEMENT DATE: June 25, 2008

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:

The fringe benefits are charged using the rate(s) listed in the Fringe Benefits Section of this Agreement. The fringe benefits included in the rate(s) are listed below.

TREATMENT OF PAID ABSENCES:

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims are not made for the costs of these paid absences.

Fringe Benefits include: FICA/Medicare, Retirement, Worker's Compensation, Transportation Subsidy, Unemployment, Health Insurance, Life Insurance, Disability Insurance and Dental Insurance.

Equipment means an article of nonexpendable tangible personal property having a useful life of more than one year, and an acquisition cost of \$1,500 or more per unit.

ORGANIZATION:
Zero to Three / National Center for Infants,
Toddlers and Families

AGREEMENT DATE: June 25, 2008

SECTION III: GENERAL

A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its indirect cost pool as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as indirect costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Office of Management and Budget Circular A-122 Circular, and should be applied to grants, contracts and other agreements covered by this Circular, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

E. OTHER:

If any Federal contract, grant or other agreement is reimbursing indirect costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of indirect costs allocable to these programs.

BY THE ORGANIZATION:

Zero to Three / National Center for Infants,
Toddlers and Families

(ORGANIZATION)

(SIGNATURE)

(NAME)

(TITLE)

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

Department of Health and Human Services

(AGENCY)

(SIGNATURE)

Darryl Mayes

(NAME)

Director

Division of Cost Allocation

(TITLE)

June 25, 2008

(DATE) 0602

HHS REPRESENTATIVE: Jay Mervis

Telephones: (202) 401-2808