



June 30, 2026

**Part 5 Budget Narrative—Region 3 (Mid-Atlantic) | Assistance Listing Number 84.283B
FY 2026 Grant Competition**

➔ **Office of Elementary and Secondary
Education (OESE):
Program and Grantee Support Services:
Comprehensive Centers Program**

Submitted to:

**U.S. Department of Education
Office of Elementary and Secondary
Education
through Grants.gov**

Dr. Michelle Daley

202.987.1057

OESE.ComprehensiveCenters@ed.gov

Submitted by:

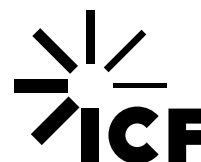
ICF Incorporated, L.L.C.
530 Gaither Road, Suite 500
Rockville, MD 20850
301.407.6500

Contractual Mailing Address:

ICF Incorporated, L.L.C.
1902 Reston Metro Plaza
Reston, VA 20190
703.934.3000

Point of Contact:

Cindy Ligon
Contracts Manager
919.293.1932
cindy.ligon@icf.com



This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in conjunction with—the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in these data if it is obtained from another source without restriction. The data subject to this restriction are contained in this volume and its appendices and attachments.



Table of Contents

Introduction.....	1
ICF Overview, Qualifications, and Roles	2
1. Personnel.....	3
1.1 Overview and Relation to Project Success	3
1.2 ICF Roles and Responsibilities	4
1.3 Additional ICF Project Staff.....	5
1.4 Salary for Each Position.....	5
1.5 Level of Effort.....	6
1.6 Staffing Approach and Capacity	7
1.7 Basis for Cost Estimates and Computations	7
2. Fringe Benefits.....	8
3. Travel	9
3.1 Purpose and Scope of Travel	9
3.2 Trip and Itemized Travel Estimates.....	10
3.3 Travel Basis for Cost Estimates and Calculations	14
4. Equipment.....	14
5. Supplies.....	15
6. Contractual.....	15
6.1 Purpose and Relation to Project Success	15
6.2 Professional Services to Be Provided	16
6.3 Justification for Use of Subgrantees	17
6.4 Subgrantee Qualifications and Roles for Key Personnel.....	18
6.5 Cost Per Subgrantee.....	21
6.6 Amount of Time to be Devoted to the Project.....	22
6.7 Procurement and Compliance	22
6.8 Basis for Cost Estimates and Computations	22
7. Construction.....	23
8. Other Costs.....	23



8.1 Types of Other Direct Costs	23
8.2 Cost Per Item.....	24
8.3 Purpose and Relation to Project Success	25
8.4 Basis for Cost Estimates and Calculations.....	26
8.5 Annual Set-Aside	26
9. Total Direct Costs	30
10. Indirect Costs	30
11. Training Stipends	31
12. Total Costs	31
13. General Assumptions	32
14. Executive Order 12372 Process	33
Appendix A: Line-Item Detailed Budgets by Year	A-1
Appendix B: Letters of Commitment	B-1



Introduction

ICF Incorporated, L.L.C. (ICF), a global consulting and technology services provider focused on making big things possible for our clients, is the bidding entity for this proposal and a wholly owned subsidiary of parent company ICF International (NASDAQ:ICFI). We are technical assistance (TA) experts, program managers, social scientists, researchers, business analysts, public policy experts, technologists, digital strategists, and creatives who have been delivering for our clients for over 50 years. Since ICF International's founding by a Tuskegee Airman in 1969 to invest in community-focused businesses in Washington, DC, government and commercial clients have worked with ICF to overcome their toughest challenges on issues that matter profoundly to their success. We help clients turn big goals into reality every day.

ICF has the financial capacity, working capital, and other resources to perform the contract without assistance from any outside source. ICF International and its corporate affiliates (both domestic and international) serve government, major corporations, and multilateral institutions from a global network of 49 regional offices throughout the United States (including Rockville, MD) and 14 offices outside the United States, resulting in revenues of \$1.87 billion in 2025. The collective affiliates' shared financial strength is demonstrated by both its net income of \$91.6 million and its favorable cash flow by the generation of \$142 million in cash from operations, which shows that ICF International has been on a consistent growth trajectory, doubling in size every 5 years for the last 2 decades. Supporting ICF International's growth is its access to additional capital through both a \$1.3 billion credit facility provided by a consortium of major banks and to the financial markets as a publicly traded company. ICF International's consolidated revenues and profitability, combined with the size of its staff inclusive of corporate affiliates (approximately 8,400) and its many offices worldwide, ensure that whatever resources



are needed to field a well-qualified staff and procure the latest technologies to support its customers are available to the bidding entity.

ICF has prepared this Cost Reimbursable Grant Application (Application) submission in accordance with the terms and conditions of the Comprehensive Centers Program: Regional Centers, Assistance Listing Number: 84.283B and ICF's disclosed accounting practices.

We understand that the Office of Elementary and Secondary Education (OESE) at the U.S. Department of Education has implemented a reorganization that will shift some OESE work to the Institute of Education Sciences (IES), including the Office of Program and Grantee Support Services (PGSS) and administration of the Comprehensive Centers program, which will move to the National Center for Education Evaluation and Regional Assistance (NCEE) within IES. However, because the Assistance Listing Number 84.283B has not been amended to change the issuing agency from OESE to IES, throughout ICF's Application we will continue to refer to the agency as OESE and will submit to OESE in accordance with the Assistance Listing Number 84.283B.

With this application submission, ICF accepts all terms and conditions set forth in the Application. This budget narrative provides a clear and detailed justification of the proposed costs, including the basis for estimating personnel, fringe benefits, travel, contractual, other costs, and indirect costs, and demonstrates that the budget is adequate to support the proposed project and reasonable in relation to the scope of work (SOW) and expected outcomes.

ICF Overview, Qualifications, and Roles

As the incumbent, ICF's qualifications are especially strong for this project because we combine deep education content expertise with proven capacity-building methodology, implementation science, continuous improvement, and performance management. Our team has demonstrated



expertise in literacy; rural education; science, technology, engineering, and mathematics (STEM); college access and success; school and education agency improvement; education equity; data use; early childhood education; and educator workforce issues. ICF's approach emphasizes stable client relationships; responsive and intensive TA; needs and readiness assessment; co-developed work plans; evidence-based implementation support; and ongoing monitoring and refinement through tools such as Smartsheet-based project management systems, Power BI dashboards, and established quality assurance (QA) processes.

As grantee, ICF will be fully accountable for project performance, contract management, financial stewardship, QA, subgrantee coordination, and timely delivery of all required products and services. ICF will serve as the single point of contact to the U.S. Department of Education (ED), manage and integrate the work of subgrantees and consultants, deploy qualified subject matter experts (SMEs) and TA staff, monitor schedules and budgets, mitigate risk, and ensure that all activities align with client needs and federal requirements. This grantee role allows ICF to bring together a high-performing, multidisciplinary team while maintaining clear accountability; consistent management practices; and a unified approach to delivering high-quality, useful, and relevant capacity-building services.

1. Personnel

1.1 Overview and Relation to Project Success

Personnel costs support the staffing required to implement the Region 3 Comprehensive Center (R3CC) and deliver high-quality, client-driven capacity-building services across R3CC. Staff roles and level of effort are aligned with project activities, including universal, targeted, and intensive TA; stakeholder engagement; evaluation; and project management.



The proposed staffing structure reflects sufficient capacity and appropriate expertise to support state educational agencies (SEAs) in developing and implementing State Learning Agendas (SLAs) and annual service plans (ASPs), as well as achieving project goals and performance measures.

1.2 ICF Roles and Responsibilities

Exhibit 1 provides an overview of ICF proposed personnel, including position titles, key responsibilities, and the role each position plays in supporting successful project implementation.

Exhibit 1. ICF Major Positions, Responsibilities, and Contribution to Project Success

R3CC Roles	Key Responsibilities
CO-PROJECT DIRECTOR	
Co-Project Director Kerry Hoffman*	<ul style="list-style-type: none"> Collaborate closely to provide vision, direction, and leadership of the R3CC, including approval of TA service plans and staffing Serve as a primary point of contact for ED Monitor and manage the budget, subgrantee performance, infrastructure, staffing, and milestone completion Oversee the development and maintenance of the operations manual Serve as the leadership liaison to the DE, NJ, and PA TA teams Manage collaboration and coordination efforts with the NCC, Content Centers, REL MA, and ED-funded TA providers Meet all reporting and service requirements to standards of high quality Serve as the lead liaison to the joint advisory board
TA DELIVERY TEAMS	
<u>State Coordinators</u> Elizabeth Eaton* (DE) Rose Buckley* (DC/MD) Erica Ross* (NJ) Tara Donahue* (PA)	<ul style="list-style-type: none"> Serve as the primary facilitator and manager of the R3CC's TA cycle Maintain and strengthen relationships across the SEA, REAs, and LEAs Lead needs sensing and prioritization activities, including the SLA development process and ASPs Coordinate the design, delivery, monitoring, and refinement of TA services Act as the central hub connecting the SEA with R3CC resources Ensure each initiative follows a structured, evidence-based process Align TA initiatives with implementation science principles Track the delivery of services by updating the Smartsheet PM System weekly Assist with requested communication, evaluation, and reporting tasks
<u>Engagement and Partnerships Lead</u> Erika Cook	<ul style="list-style-type: none"> Identify and broker connections to relevant expertise and potential partners Develop, implement, and update the communication and engagement plan Collaborate with state coordinators to identify, develop and disseminate resources Manage the development of the R3CC website, blog, and newsletter Track delivery of stakeholder engagement and communication and dissemination activities in the Smartsheet PM System weekly



R3CC Roles	Key Responsibilities
<u>TA Specialists</u> Kenley Branscome, Aya Burkes, Melissa Mincic, and Leanne Wheeler	<ul style="list-style-type: none"> • Support the development of SLAs and concepting of ASPs • Maintain a strong understanding of and ability to apply the R3CC TA framework and practice profile to delivery of TA • Provide content knowledge and TA expertise to R3CC activities • Contribute to designing and delivering TA • Contribute to developing customized TA tools • Assist with requested communication and evaluation tasks
COLLABORATIVE EVALUATION TEAM	
<u>Internal Evaluator</u> Andrew MacDonald*	<ul style="list-style-type: none"> • Work with the evaluation team to develop data collection instruments and protocols and clean, store, and manage data • Conduct data collection, cleaning, and analyses/interpretation • Develop formal evaluation reports • Help R3CC staff consider how to use findings for program improvement • Participate in and support ED's national evaluation of the CC program, including data coordination, reporting, and quality control activities

**Denotes Key Personnel*

1.3 Additional ICF Project Staff

In addition to staff proposed in **Exhibit 1**, the team will be supported by a communications specialist (Zachary Deshaies), an internal evaluation staff (Katelyn Lyons), an editor (Danielle Hayden), a creative lead (Israel Pinto), Drupal developers (Micheal Raines and Steven Guajardo), instructional design/artificial intelligence use expert (Damien Liska), a financial analyst (Pavel Korba), an officer-in-charge (Dr. Shefali Pai-Samant), and a project coordinator. These roles ensure the project has the operational and technical capacity required to deliver services, manage data, and support dissemination and stakeholder engagement activities.

1.4 Salary for Each Position

Exhibit 2 presents the annualized salaries for full-time and part-time ICF personnel included in the project budget, including projected escalation over the project period.

Exhibit 2. Annualized Salaries by Position and Project Year

R3CC Name Overhead (OH) Code and Position	Salary (Including Escalation)				
	Year 1	Year 2	Year 3	Year 4	Year 5
Hoffman, Kerry - 424 - Co-Project Director	\$143,707	\$148,013	\$152,443	\$157,019	\$161,720
*Cook, Erika - 424 - Engagement and Partnerships Lead	\$147,534	\$151,965	\$156,520	\$161,221	\$166,067



R3CC Name Overhead (OH) Code and Position	Salary (Including Escalation)				
	Year 1	Year 2	Year 3	Year 4	Year 5
Deshaies, Zachary J. - 424 - Communications Specialist	\$95,659	\$98,530	\$101,483	\$104,520	\$107,661
MacDonald, Andrew J. - 421 - Internal Evaluator	\$125,632	\$129,397	\$133,286	\$137,280	\$141,398
Lyons, Katelyn - 424 - Internal Evaluation Support Specialist	\$97,531	\$100,464	\$103,480	\$106,579	\$109,782
Eaton, Elizabeth C. - 424 - State Coordinator (DE)	\$129,563	\$133,453	\$137,446	\$141,565	\$145,808
Buckley, Rose J. - 424 - State Coordinator (DC/MD)	\$136,926	\$141,024	\$145,246	\$149,594	\$154,086
*Ross, Erica - 435 - State Coordinator (NJ)	\$97,365	\$100,277	\$103,293	\$106,392	\$109,574
Donahue, Tara - 424 - State Coordinator (PA)	\$122,866	\$126,547	\$130,354	\$134,264	\$138,299
Wheeler, Leanne - 424 - TA Specialist	\$137,613	\$141,731	\$145,974	\$150,363	\$154,877
*Mincic, Melissa - 421 - TA Specialist	\$148,221	\$152,672	\$157,248	\$161,970	\$166,837
*Bukres, Aya - 421 - TA Specialist	\$95,285	\$98,134	\$101,088	\$104,125	\$107,245
*Branscome, Kenley - 435 - TA Specialist	\$169,312	\$174,387	\$179,629	\$185,016	\$190,570
Raines, Micheal W. - 421 - Drupal Developer	\$126,339	\$130,125	\$134,035	\$138,050	\$142,189
Guajardo, Steven- 421 - Drupal Developer	\$116,896	\$120,411	\$124,030	\$127,754	\$131,581
Hayden, Danielle- 421 - Editor	\$79,581	\$81,973	\$84,427	\$86,965	\$89,565
Liska, Damian J – 421 - Instructional designer/ AI use expert	\$166,171	\$171,163	\$176,301	\$181,584	\$187,034
Pinto, Israel J – 421 - Creative Lead	\$147,763	\$152,194	\$156,770	\$161,470	\$166,317
Korba, Pavel - 421 - Financial Analyst	\$156,499	\$161,200	\$166,046	\$171,018	\$176,155
Pai-Samant, Shefali - 421 - Officer-In-Charge	\$230,901	\$237,827	\$244,962	\$252,304	\$259,875
Coordinator (TBD) -424 - Project Coordinator	\$101,754	\$104,811	\$107,952	\$111,197	\$114,525

Resources denoted with an asterisk in Exhibit 2 are Part-Time to ICF. The figures presented in this exhibit are the product of the hourly rate, multiplied by a full 2080 annual hours.

1.5 Level of Effort

The proposed level of effort for each staff member reflects the time required to carry out project responsibilities and deliver TA services. Personnel are allocated based on their roles in project management, service delivery, evaluation, and coordination activities.



Detailed information on annual hours and level of effort percentages is provided in the supporting budget tables and reflects the staffing necessary to implement project activities across the 5-year period.

1.6 Staffing Approach and Capacity

The proposed team includes personnel with expertise in TA, program implementation, evaluation, and stakeholder engagement. Staffing is structured to provide:

- **Embedded support to SEAs** through state coordinators
- **TA delivery** through SMEs and TA specialists
- **Project leadership and oversight** through the project directors
- **Evaluation and continuous improvement** through internal and external evaluation staff

This structure ensures the project has sufficient capacity to deliver services across multiple states while maintaining quality, responsiveness, and alignment with program requirements. We describe the importance of each position in **Exhibit 1** in **Section 1.2** above.

1.7 Basis for Cost Estimates and Computations

The detailed line-item budget provided in **Appendix A** supports the basis for estimating personnel costs for all ICF staff included in this project and reflects the level of effort required to carry out the proposed activities under the R3CC.

Annual salary costs are calculated using standard hourly rates derived from each staff member's established annual salary and applied based on the estimated level of effort (hours and percentage of time) dedicated to the project. These estimates are consistent with the proposed staffing plan and aligned with the SOW, including the delivery of universal, targeted, and intensive capacity-building services.



ICF calculates hourly rates using a standard productive work year of 1,880 hours, which represents the estimated number of hours available for direct project work after accounting for paid leave, holidays, and other nonbillable time. This methodology is consistently applied across all personnel and reflects ICF's established organizational cost practices.

All personnel costs are calculated on a straight-time basis, with no use of blended rates, dilution, or prorated adjustments. Each hour is valued at the applicable standard hourly rate, ensuring transparency and consistency in cost estimation.

For part-time personnel, hourly rates are derived using the same methodology and applied proportionally based on each individual's expected level of effort on the project. This approach ensures that all personnel costs are consistently calculated, clearly documented, and directly aligned to project activities.

All proposed personnel costs are reasonable, necessary, and allocable to the project and are based on compensation practices that are consistently applied across the organization. The proposed personnel costs reflect appropriate and sufficient staffing levels to achieve project objectives within the proposed timeline and budget.

2. Fringe Benefits

The detailed line-item budget provided in **Appendix A** includes the basis for estimating fringe benefit costs for all ICF personnel assigned to the project and reflects the compensation structure necessary to support the proposed activities.

Fringe benefit rates are applied in accordance with ICF's Fiscal Year (FY) 2026 approved Negotiated Indirect Cost Rate Agreement (NICRA), approved by the National Institutes of Health (NIH), ICF's cognizant federal agency. These rates are applied consistently across all projects and funding sources in accordance with ICF's established accounting practices.



Fringe benefits include standard components such as health, dental, and vision insurance; retirement contributions; payroll taxes (Federal Insurance Contributions Act [FICA] and Medicare); workers' compensation; and other employee-related benefits. These costs are necessary to support personnel performing work under the cooperative agreement.

- Fringe benefits are calculated at 37.35% for OH labor pool 421 (ICF Home and Branch) and for OH labor pool 424 (ICF Strategic Home and Branch).
- Fringe benefits are calculated at 13.12% for OH labor pool 435 (ICF Strategic Home and Branch Casual).
- Fringe benefit costs are calculated by multiplying the total personnel costs by OH base by the fringe benefits rate.
- These rates are applied consistently based on the classification of personnel and are directly aligned with the level of effort reflected in the personnel budget.
- All fringe benefit costs are reasonable, necessary, and allocable to the project and are based on rates that are applied consistently across ICF's federally funded and non-federally funded activities.

3. Travel

ICF has planned for travel each year to assist with implementing the R3CC and facilitating the TA plans. Details follow in the subsections below.

3.1 Purpose and Scope of Travel

Travel costs support the implementation of the R3CC and the delivery of client-driven capacity-building services, including universal, targeted, and intensive TA aligned with state priorities and ASPs.



Travel is necessary to ensure effective engagement with SEAs, support the onsite delivery of intensive TA, and participate in required coordination activities with ED and other program partners. Travel also supports collaboration, knowledge sharing, and CI across the CC network.

Exhibit 4 provides an overview of anticipated travel activities and demonstrates how travel supports project objectives.

Exhibit 4. R3CC Travel Activities and Alignment with Project Objectives

Travel Type	Purpose of Travel	How Travel Relates to Project Success and Aligns with Goals/Objectives	Participants by Position
Kickoff meeting with ED	Finalize cooperative agreement; establish communications, schedules, and other logistics with ED	Clarifies ED expectations of the R3CC and launches constructive working relationship between the R3CC and ED	Co-project directors
Advisory board meetings	Convene board members to advise the R3CC on region needs and strategies to improve service	Contributes to the ongoing regional needs assessment and R3CC continuous improvement	Co-project directors, state coordinators, state strategy leads, advisory board members
Annual R3CC staff meetings	Convene R3CC staff to engage in professional learning and work planning	Contributes to R3CC continuous improvement	Co-project directors, state coordinators, state strategy leads, TA specialists, SMEs
CC directors' meetings	Exchange information with the CC network and ED	Enables network building to support TA coordination and collaboration and a shared knowledge base	Co-project directors
NCC trainings	Participate in NCC TA	Provides TA opportunities for SEAs and professional learning for state-based R3CC staff	Co-project directors, state coordinators, state strategy leads, client staff
TA delivery events	Provide TA services	Enables intensive onsite TA service delivery to clients	State coordinators, state strategy leads, TA specialists, SMEs

3.2 Trip and Itemized Travel Estimates

Exhibit 5, which is shown on the next several pages, provides detailed travel estimates by year, including the number of trips, trip duration, and estimated cost components. These estimates reflect the anticipated travel necessary to support project activities across R3CC.



Exhibit 5. Travel Costs Per Unit Per Year

FROM	TO	Proposal Year	# People	# Days	# Nights	# Trips	Airfare	Per Diem Lodging	Lodging Tax	Per Diem M&IE	M&IE (days)	# Rental Cars	# Roundtrip Miles	Other (Parking, Baggage, Tolls, etc.)	Total Price
Year 1															
Multiple Locations	Maryland	Year 1	12	3	2	1	\$405.00	\$295.00	\$44.25	\$80.00	2.50	6	100	\$75.00	\$18,144.00
Virginia/DC	Maryland	Year 1	3	3	2	1	\$ -	\$295.00	\$44.25	\$80.00	2.50	3	100	\$75.00	\$3,564.00
Virginia/DC	Delaware	Year 1	2	3	2	4	\$218.00	\$221.00	\$33.15	\$74.00	2.50	1	100	\$75.00	\$9,118.40
DC	DC/Maryland	Year 1	2	3	2	4	\$ -	\$295.00	\$44.25	\$80.00	2.50	2	100	\$75.00	\$9,504.00
Virginia	New Jersey	Year 1	2	3	2	4	\$250.00	\$156.00	\$23.40	\$86.00	2.50	1	100	\$75.00	\$8,418.40
Michigan	Pennsylvania	Year 1	2	3	2	4	\$338.00	\$196.00	\$29.40	\$80.00	2.50	1	100	\$75.00	\$9,738.40
Indiana	DC	Year 1	1	3	2	3	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$4,722.90
Virginia	DC	Year 1	2	3	2	2	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,697.20
Multiple Locations	DC	Year 1	2	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$5,973.20
Multiple Locations	DC	Year 1	3	3	2	1	\$400.00	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,560.90
Virginia	DC	Year 1	2	3	2	1	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$2,348.60
Year 2															
Multiple Locations	Maryland	Year 2	12	3	2	1	\$405.00	\$295.00	\$44.25	\$80.00	2.50	6	100	\$75.00	\$18,144.00
Virginia/DC	Maryland	Year 2	3	3	2	1	\$ -	\$295.00	\$44.25	\$80.00	2.50	3	100	\$75.00	\$3,564.00
Virginia/DC	Delaware	Year 2	2	3	2	4	\$218.00	\$221.00	\$33.15	\$74.00	2.50	1	100	\$75.00	\$9,118.40
DC	DC/ Maryland	Year 2	2	3	2	4	\$ -	\$295.00	\$44.25	\$80.00	2.50	2	100	\$75.00	\$9,504.00
Virginia	New Jersey	Year 2	2	3	2	4	\$250.00	\$156.00	\$23.40	\$86.00	2.50	1	100	\$75.00	\$8,418.40
Michigan	Pennsylvania	Year 2	2	3	2	4	\$338.00	\$196.00	\$29.40	\$80.00	2.50	1	100	\$75.00	\$9,738.40
Indiana	DC	Year 2	1	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$3,148.60
Virginia	DC	Year 2	2	3	2	2	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,697.20
Multiple Locations	DC	Year 2	2	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$5,973.20



FROM	TO	Proposal Year	# People	# Days	# Nights	# Trips	Airfare	Per Diem Lodging	Lodging Tax	Per Diem M&IE	M&IE (days)	# Rental Cars	# Roundtrip Miles	Other (Parking, Baggage, Tolls, etc.)	Total Price
Multiple Locations	DC	Year 2	3	3	2	1	\$400.00	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,560.90
Virginia	DC	Year 2	2	3	2	1	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$2,348.60
Year 3															
Multiple Locations	Maryland	Year 3	12	3	2	1	\$405.00	\$295.00	\$44.25	\$80.00	2.50	6	100	\$75.00	\$18,144.00
Virginia/DC	Maryland	Year 3	3	3	2	1	\$ -	\$295.00	\$44.25	\$80.00	2.50	3	100	\$75.00	\$3,564.00
Virginia/DC	Delaware	Year 3	2	3	2	4	\$218.00	\$221.00	\$33.15	\$74.00	2.50	1	100	\$75.00	\$9,118.40
DC	DC/Maryland	Year 3	2	3	2	4	\$ -	\$295.00	\$44.25	\$80.00	2.50	2	100	\$75.00	\$9,504.00
Virginia	New Jersey	Year 3	2	3	2	4	\$250.00	\$156.00	\$23.40	\$86.00	2.50	1	100	\$75.00	\$8,418.40
Michigan	Pennsylvania	Year 3	2	3	2	4	\$338.00	\$196.00	\$29.40	\$80.00	2.50	1	100	\$75.00	\$9,738.40
Indiana	DC	Year 3	1	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$3,148.60
Virginia	DC	Year 3	2	3	2	2	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,697.20
Multiple Locations	DC	Year 3	2	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$5,973.20
Multiple Locations	DC	Year 3	3	3	2	1	\$400.00	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,560.90
Virginia	DC	Year 3	2	3	2	1	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$2,348.60
Year 4															
Multiple Locations	Maryland	Year 4	12	3	2	1	\$405.00	\$295.00	\$44.25	\$80.00	2.50	6	100	\$75.00	\$18,144.00
Virginia/DC	Maryland	Year 4	3	3	2	1	\$ -	\$295.00	\$44.25	\$80.00	2.50	3	100	\$75.00	\$3,564.00
Virginia/DC	Delaware	Year 4	2	3	2	4	\$218.00	\$221.00	\$33.15	\$74.00	2.50	1	100	\$75.00	\$9,118.40
DC	DC/Maryland	Year 4	2	3	2	4	\$ -	\$295.00	\$44.25	\$80.00	2.50	2	100	\$75.00	\$9,504.00
Virginia	New Jersey	Year 4	2	3	2	4	\$250.00	\$156.00	\$23.40	\$86.00	2.50	1	100	\$75.00	\$8,418.40
Michigan	Pennsylvania	Year 4	2	3	2	4	\$338.00	\$196.00	\$29.40	\$80.00	2.50	1	100	\$75.00	\$9,738.40
Indiana	DC	Year 4	1	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$3,148.60
Virginia	DC	Year 4	2	3	2	2	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,697.20



FROM	TO	Proposal Year	# People	# Days	# Nights	# Trips	Airfare	Per Diem Lodging	Lodging Tax	Per Diem M&IE	M&IE (days)	# Rental Cars	# Roundtrip Miles	Other (Parking, Baggage, Tolls, etc.)	Total Price
Multiple Locations	DC	Year 4	2	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$5,973.20
Multiple Locations	DC	Year 4	3	3	2	1	\$400.00	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,560.90
Virginia	DC	Year 4	2	3	2	1	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$2,348.60
Year 5															
Multiple Locations	Maryland	Year 5	12	3	2	1	\$405.00	\$295.00	\$44.25	\$80.00	2.50	6	100	\$75.00	\$18,144.00
Virginia/DC	Maryland	Year 5	3	3	2	1	\$ -	\$295.00	\$44.25	\$80.00	2.50	3	100	\$75.00	\$3,564.00
Virginia/DC	Delaware	Year 5	2	3	2	4	\$218.00	\$221.00	\$33.15	\$74.00	2.50	1	100	\$75.00	\$9,118.40
DC	DC/Maryland	Year 5	2	3	2	4	\$ -	\$295.00	\$44.25	\$80.00	2.50	2	100	\$75.00	\$9,504.00
VA	New Jersey	Year 5	2	3	2	4	\$250.00	\$156.00	\$23.40	\$86.00	2.50	1	100	\$75.00	\$8,418.40
Michigan	Pennsylvania	Year 5	2	3	2	4	\$338.00	\$196.00	\$29.40	\$80.00	2.50	1	100	\$75.00	\$9,738.40
Indiana	DC	Year 5	1	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$3,148.60
Virginia	DC	Year 5	2	3	2	2	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,697.20
Multiple Locations	DC	Year 5	2	3	2	2	\$400.00	\$276.00	\$41.40	\$92.00	2.50	1	100	\$75.00	\$5,973.20
Multiple Locations	DC	Year 5	3	3	2	1	\$400.00	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$4,560.90
Virginia	DC	Year 5	2	3	2	1	\$ -	\$276.00	\$41.40	\$92.00	2.50	2	100	\$75.00	\$2,348.60
Total Estimated Travel – All Years															\$397,652.80



3.3 Travel Basis for Cost Estimates and Calculations

Travel costs are estimated based on the anticipated number of trips, personnel, and duration required to support project implementation, including TA delivery, stakeholder engagement, and required coordination activities. Allowable travel cost components include:

- Airfare
- Lodging
- Meals and incidental expenses (M&IE) (per diem)
- Ground transportation (e.g., rental cars, mileage, local transit)
- Parking and other necessary travel-related expenses

All travel costs are estimated using federal per diem rates and standard cost assumptions for lodging, meals, and transportation. Cost estimates reflect cost-effective travel practices, including use of economy airfare and standard lodging rates.

Travel supports the following objectives:

- Onsite delivery of intensive and targeted TA
- Engagement with SEAs and stakeholders across multiple states
- Participation in required meetings with ED
- Coordination with the CC network and program partners

All travel costs are reasonable, necessary, and allocable to the project and are calculated in accordance with 2 Code of Federal Regulations (CFR) Part 200 and organizational policies applied consistently across all funding sources.

4. Equipment

At this time, ICF does not anticipate purchasing equipment under this cooperative agreement.



5. Supplies

At this time, ICF does not anticipate purchasing supplies under this cooperative agreement.

General office supplies are included within our indirect costs.

6. Contractual

6.1 Purpose and Relation to Project Success

Contractual costs support the delivery of high-quality, client-driven capacity-building services across Region 3, including universal, targeted, and intensive TA aligned with state priorities and ASPs.

ICF, as the current operator of the 2024-2026 Mid-Atlantic Comprehensive Center (2024-2026 MACC), brings direct experience in delivering services to R3CC SEAs, REAs, tribal educational agencies (TEAs), LEAs, and schools and will leverage this role as the incumbent to ensure continuity, consistency, and immediate implementation of project activities. The proposed subgrantees—AEM Corporation (AEM) and EurekaFacts—are integral members of the current 2024-2026 MACC team and will continue in the same collaborative structure, enabling a seamless transition and sustained service delivery.

- **AEM** provides TA delivery, implementation support, and data and systems expertise. They bring extensive experience in supporting educational agencies and contribute specialized expertise in program improvement, data use, educator development, and system-level capacity building.
- **EurekaFacts** provides independent evaluation services, including data collection, analysis, and performance reporting. Their role supports continuous improvement, accountability, and alignment with required performance measures.

ICF and AEM currently operate together as an integrated team, with established processes, shared tools, and strong working relationships across R3CC, SEAs, REAs, TEAs, LEAs, and



schools. As the external evaluator, EurekaFacts works collaboratively with the team to assess implementation, measure progress toward intended outcomes, and support continuous improvement efforts. This existing collaboration ensures readiness from day one, reduces start-up risk, and supports the efficient delivery of services aligned with SLAs and ASPs.

Together, the team combines embedded state engagement, TA delivery, evaluation, and data-driven decision-making to support SEAs, REAs, TEAs, LEAs, and schools in strengthening systems, implementing evidence-based practices, and improving outcomes consistent with program goals.

In addition, the budget includes a flexible pool of hours to engage SMEs to address emerging, client-driven needs over the project period. This capacity ensures R3CC can respond to evolving priorities while maintaining alignment with approved project objectives.

6.2 Professional Services to Be Provided

Exhibit 6 describes AEM's and EurekaFacts' positional titles, duties, and descriptions, demonstrating the importance of each position to the success of the R3CC.

Exhibit 6. Subgrantee Roles and Responsibilities

R3CC Roles	Key Responsibilities
AEM TEAM	
<u>Co-Project Director</u> Kandace Jones*	<ul style="list-style-type: none"> Collaborate closely to provide vision, direction, and leadership of the R3CC, including approval of TA service plans and staffing Serve as a primary point of contact for ED Ensure consistent use of quality assurance/quality control processes Serve as the leadership liaison to the DC and MD TA teams Manage collaboration and coordination efforts with the NCC, Content Centers, REL MA, and ED-funded TA providers
<u>State Strategy Leads</u> James Lesko* (DE) Rose Honey* (DC/MD) John Spence* (NJ/PA)	<ul style="list-style-type: none"> Operate as an embedded R3CC staff member within the context of the SEA Strengthen the connection between the SEA and R3CC through consistent, high-touch engagement and regularly attend SEA meetings Build deep knowledge of the state's policy environment, organizational dynamics, and strategic priorities Provide ongoing thought partnership to SEA staff and leaders Identify opportunities to align initiatives across divisions, partners, and the SEA's learning agenda Ensure TA is strategically integrated across the agency



R3CC Roles	Key Responsibilities
<u>TA Specialists</u> Chris Birch and Madeline Smith-Johnson	<ul style="list-style-type: none"> Support the development of state learning agendas and concepting of ASPs Maintain a strong understanding of and ability to apply the R3CC TA framework and practice profile to delivery of TA Provide content knowledge and TA expertise to R3CC activities Contribute to designing and delivering TA Contribute to developing customized TA tools Assist with requested communication and evaluation tasks
<u>Subgrantee Liaison</u> Monica Young, AEM Partner	<ul style="list-style-type: none"> Overall responsibility for managing the subcontract, resources, invoicing, and quality control.
EUREKAFACTS TEAM	
<u>External Evaluation Team</u> Jonathan Steinberg*, Lead External Evaluator Laura McCulla Statistician (TBD) Neva Rawilson Gakavian Leslie Faith Ally Holden Research Assistant (TBD)	<ul style="list-style-type: none"> Co-develop interview/focus group protocols with the internal evaluation team Conduct data collection, analyses, and interpretation Develop external evaluation summary reports
<u>Subgrantee Liaison</u> Jorge Restpro, Partner	<ul style="list-style-type: none"> Overall responsibility for managing the subcontract, resources, invoicing, and quality control.
*Denotes Key Personnel	

6.3 Justification for Use of Subgrantees

Subgrantees are necessary to provide specialized expertise and scalable capacity that cannot be fully met through ICF staff alone. The subcontracted roles support core project functions, including:

- Delivery of TA and capacity-building services
- Embedded engagement with SEAs
- Independent evaluation and performance measurement
- Access to subject matter expertise to address emerging priorities

These services are directly aligned with the project approach to delivering client-driven capacity-building services and supporting the implementation of ASPs based on state needs. In addition, the budget includes the capacity to engage additional SMEs, as needed, to address emerging, client-driven priorities and ensure responsiveness to evolving state needs.



6.4 Subgrantee Qualifications and Roles for Key Personnel

AEM Corporation

Founded in 1986 and headquartered in Reston, VA, AEM is an established education TA, data management, and information technology (IT) partner for federal, state, and local education agencies. AEM brings nearly 20 years of experience in supporting ED, including 27 program offices, 60 states and territories, more than 17,000 districts, and more than 240 grantees. AEM currently supports multiple CCs, including the current 2024–2026 MACC with ICF serving Delaware, the District of Columbia, Maryland, New Jersey, and Pennsylvania. This direct 2024–2026 MACC experience gives AEM the relationships, context, and delivery routines needed to provide continuity and rapid implementation for the R3CC.

For the R3CC, AEM will collaborate with ICF to lead and deliver client-driven capacity-building TA aligned to SEA priorities, SLAs, and ASPs. AEM pairs adaptive project management with implementation science, systems thinking, coaching, facilitation, stakeholder engagement, continuous improvement, and evidence use. Their more than 30 TA experts bring preschool through grade 20 experience across classrooms, schools, districts, SEAs, institutions of higher education, and national TA centers, enabling AEM to tailor services to R3CC contexts while connecting states to practical tools and expertise.

AEM’s related federal projects demonstrate a strong fit for the R3CC. The Effective Educator Development TA Center supports almost 100 grantees across five discretionary grant programs through needs assessments, individualized TA plans, emerging needs response, convenings, webinars, resource development, and peer engagement. The Education Data Technical Assistance Program supports SEAs and partners in developing and using early childhood, workforce, and statewide longitudinal data systems (SLDS), including data governance, evidence capacity building, stakeholder engagement, strategic communications, resource repositories, and



cross-team coordination. The Center for the Integration of Individuals with Disabilities

Education Act (IDEA) Data, led by AEM, provides TA to SEAs to improve IDEA Part B data quality, integrate IDEA and SLDS systems, and support state data use and federal reporting.

AEM's proposed R3CC staff bring direct Mid-Atlantic relationships and role-specific expertise:

- **Kandace Jones**, MBA, proposed co-project director, has over 20 years of experience in leading federal, state, and local education initiatives and currently serves as co-executive director of the 2024–2026 MACC. She brings expertise in large-scale TA delivery, multimillion-dollar budget oversight, team leadership, partner coordination, and client-driven service delivery.
- **John Spence**, MA, proposed New Jersey and Pennsylvania state strategy lead, has over 25 years of state education TA experience, including more than 10 years supporting CCs. He currently supports Pennsylvania projects on literacy screeners, educator readiness, and college and career pathways, as well as New Jersey projects on tutoring data and teacher apprenticeships.
- **Rose Honey**, EdD, proposed District of Columbia and Maryland state strategy lead, brings over 20 years of experience in research, evaluation, curriculum design, needs assessment, grantee support, communities of practice, and TA delivery. She leads the District of Columbia Integrated Math Project and supports additional District of Columbia and Maryland work.
- **James Lesko**, EdD, proposed Delaware state strategy lead, brings over 45 years of state and local education leadership experience, including 27 years as a Delaware educator, and supports Delaware's teacher mentor supports for the Delaware Educator Apprenticeship Program.
- **Monica Young**, AEM's subgrantee liaison, has supported CC subcontract management with ICF for 7 years through invoice review, monthly reporting, contract monitoring, and coordination with ICF leadership.



Together, AEM's current 2024–2026 MACC experience, ED-funded TA portfolio, data and implementation expertise, and proposed staff will help the R3CC maintain continuity; respond efficiently to SEA priorities; strengthen systems and evidence use; connect states to relevant expertise; and implement coordinated capacity-building services across Delaware, the District of Columbia, Maryland, New Jersey, and Pennsylvania.

EurekaFacts

EurekaFacts is a full-service market and social research firm that delivers critical insights to help government agencies and organizations shape strategy, identify opportunities, monitor progress, and reduce risk. Headquartered in Rockville, MD, the firm has served myriad clients since its founding in 2003 and is known for producing high-quality, actionable data that supports informed decision-making and improved performance.

The company employs a multidisciplinary team of senior researchers, analysts, and data collection professionals with expertise in both qualitative and quantitative methods. EurekaFacts maintains its own Institutional Review Board to ensure ethical research practices and is certified to International Organization for Standardization (ISO) 20252, the international standard for market and social research. Their infrastructure includes a multilingual computer-assisted telephone interviewing call center, bilingual and virtual data collection teams, a network of qualitative moderators and interviewers, and a usability and cognitive testing laboratory. These capabilities are supported by advanced analytical tools and an extensive network of fielding partners, enabling the firm to execute complex studies across various populations.

EurekaFacts prioritizes data security and compliance, maintaining a Federal Risk and Authorization Management Program (FedRAMP) environment aligned with National Institute of Standards and Technology (NIST) Special Publication 800-171 and holding ISO 27001



certification for information security. The firm is also a certified small business, including Small Business Enterprise, Small Disadvantaged Business, Disadvantaged Business Enterprise, and Minority Business Enterprise designations, supporting federal small business participation goals. EurekaFacts has extensive experience in supporting large-scale education research and evaluation initiatives. They have served as an external evaluator for the 2024–2026 MACC and contributed to the National Assessment of Educational Progress through cognitive testing, questionnaire development, and large-scale pilot studies. EurekaFacts has also supported major Institute of Education Sciences longitudinal studies such as the National Postsecondary Student Aid Study, Baccalaureate and Beyond, and High School and Beyond, conducting cognitive testing and evaluation activities with students, educators, and administrators. Additional work includes evaluations for the U.S. Department of State, cognitive testing for state assessments in Maryland and Massachusetts, and psychometric analysis for career and technical education tools.

- **Jonathan Steinberg**, proposed external evaluator and director of research and analytics at EurekaFacts. He brings more than 20 years of experience in education research, including expertise in large-scale assessments, statistical analysis, survey methodology, and program evaluation. He previously spent 18 years at Educational Testing Service leading national research and assessment initiatives. Currently serving as external evaluator for the 2024–2026 MACC, he oversees pulse surveys and evaluation activities that inform continuous improvement. He holds a master of arts in statistics from Columbia University.

6.5 Cost Per Subgrantee

Contractual costs include labor and related expenses necessary to support subgrant services across the project period. Costs are based on the level of effort required to implement proposed activities and support service delivery.



Exhibit 7 presents the total yearly cost for each subgrantee supporting the R3CC project, including all subgrantee direct and indirect costs. Detailed costs by year and subgrantee are provided in **Appendix A**.

Exhibit 7. Cost Per Subgrantee

Subgrantee	Cost					
	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
AEM	\$785,457.96	\$784,179.64	\$782,134.38	\$805,139.52	\$828,837.78	\$3,985,749.28
EurekaFacts	\$51,701.71	\$53,252.88	\$54,850.44	\$56,495.37	\$58,189.94	\$274,490.34
Expert Consultants	\$250,000.00	\$231,250.00	\$205,000.00	\$150,000.00	\$100,000.00	\$936,250.00
Total Estimated Subgrantee Costs	\$1,087,159.67	\$1,068,682.52	\$1,041,984.82	\$1,011,634.89	\$987,027.72	\$5,196,489.62

6.6 Amount of Time to be Devoted to the Project

Subgrant services will support project implementation across Years 1–5. The level of effort for subgrantee personnel and consultants reflects anticipated service delivery needs, including TA, evaluation, and emerging priorities.

Detailed information on subgrantee hours and associated costs is provided in the line-item detailed budgets in Appendix A. Total subgrantee and consultant hours represent the estimated level of effort needed to support project implementation across the 5-year period.

6.7 Procurement and Compliance

All subgrant services will be procured and managed in accordance with 2 CFR 200.317–200.326.

6.8 Basis for Cost Estimates and Computations

Contractual costs are based on the proposed SOW, level of effort, and expertise required to support project activities. Subgrantees provided cost estimates reflecting the labor and services necessary to implement the proposed approach, including TA delivery and evaluation.



These estimates were reviewed to ensure costs are aligned with the SOW and reflect appropriate levels of effort.

Funds are also included to support additional SMEs who may be engaged to address emerging state needs during the project period. This approach ensures flexibility while maintaining alignment with project goals.

All contractual costs are reasonable, necessary, and allocable to the project and support effective implementation of the R3CC.

7. Construction

Not applicable to this program.

8. Other Costs

8.1 Types of Other Direct Costs

Other direct costs include items necessary to support project communication, coordination, dissemination, and day-to-day operations. These costs are directly allocable to the project and essential for successful implementation of the R3CC.

The primary categories of other costs include:

- Mailchimp (email communications and outreach)
- FedEx (shipping of materials and reports)
- Smartsheet (project management software)
- Zoom (virtual meeting platform)
- Reproduction (black and white [B&W] and color printing)
- Web hosting (online dissemination platform)



8.2 Cost Per Item

Exhibit 8 provides the estimated unit costs, quantities, and total costs by year for all other costs included in the project budget. Costs are consistent across project years based on stable vendor pricing and anticipated usage patterns.

Exhibit 8. Other Costs by Units and Year

Item	Unit	Unit Cost	Proposal Year	Units	Total Price
Mailchimp	Per Year	\$250.00	Year 1	1	\$250.00
FedEx	Per Year	\$1,000.00	Year 1	1	\$1,000.00
Smartsheet (12 licenses)	Per Year	\$7,200.00	Year 1	1	\$7,200.00
Zoom	Per Business License	\$25.00	Year 1	15	\$375.00
Reproduction B&W page	Per Page	\$0.10	Year 1	10,000	\$1,000.00
Reproduction color page	Per Page	\$0.85	Year 1	2,500	\$2,125.00
Web hosting	Annual	\$1,800.00	Year 1	1	\$1,800.00
Mailchimp	Per Year	\$250.00	Year 2	1	\$250.00
FedEx	Per Year	\$1,000.00	Year 2	1	\$1,000.00
Smartsheet (12 licenses)	Per Year	\$7,200.00	Year 2	1	\$7,200.00
Zoom	Per Business License	\$25.00	Year 2	15	\$375.00
Reproduction B&W page	Per Page	\$0.10	Year 2	10,000	\$1,000.00
Reproduction color page	Per Page	\$0.85	Year 2	2,500	\$2,125.00
Web hosting	Annual	\$1,800.00	Year 2	1	\$1,800.00
Mailchimp	Per Year	\$250.00	Year 3	1	\$250.00
FedEx	Per Year	\$1,000.00	Year 3	1	\$1,000.00
Smartsheet (12 licenses)	Per Year	\$7,200.00	Year 3	1	\$7,200.00
Zoom	Per Business License	\$25.00	Year 3	15	\$375.00
Reproduction B&W page	Per Page	\$0.10	Year 3	10,000	\$1,000.00
Reproduction color page	Per Page	\$0.85	Year 3	2,500	\$2,125.00
Web hosting	Annual	\$1,800.00	Year 3	1	\$1,800.00
Mailchimp	Per Year	\$250.00	Year 4	1	\$250.00
FedEx	Per Year	\$1,000.00	Year 4	1	\$1,000.00
Smartsheet (12 licenses) e	Per Year	\$7,200.00	Year 4	1	\$7,200.00
Zoom	Per Business License	\$25.00	Year 4	15	\$375.00
Reproduction B&W page	Per Page	\$0.10	Year 4	10,000	\$1,000.00
Reproduction color page	Per Page	\$0.85	Year 4	2,500	\$2,125.00
Web hosting	Annual	\$1,800.00	Year 4	1	\$1,800.00
Mailchimp	Per Year	\$250.00	Year 5	1	\$250.00
FedEx	Per Year	\$1,000.00	Year 5	1	\$1,000.00
Smartsheet (12 licenses)	Per Year	\$7,200.00	Year 5	1	\$7,200.00
Zoom	Per Business License	\$25.00	Year 5	15	\$375.00



Item	Unit	Unit Cost	Proposal Year	Units	Total Price
Reproduction B&W page	Per Page	\$0.10	Year 5	10,000	\$1,000.00
Reproduction color page	Per Page	\$0.85	Year 5	2,500	\$2,125.00
Web hosting	Annual	\$1,800.00	Year 5	1	\$1,800.00
Total Estimated Other Costs – All Years					\$68,750.00

8.3 Purpose and Relation to Project Success

These other costs support the delivery of high-quality capacity-building services, as well as communication, dissemination, and project management functions that are critical to achieving project objectives.

- **Mailchimp** supports the dissemination of newsletters, updates, and outreach communications to stakeholders across Region 3.
- **FedEx** enables timely distribution of materials and reports to partners and stakeholders.
- **Smartsheet** is software that provides project management functionality to track work plans, milestones, deliverables, and performance metrics.
- **Zoom** supports the virtual delivery of TA, meetings, and stakeholder engagement and dissemination activities (e.g., webinars).
- **Reproduction costs** support the development and distribution of TA materials, including tools, guides, and implementation resources.
- **Web hosting** services facilitate our digital dissemination of TA materials and services and allow us to offer an easy-to-access information hub for clients.

Together, these costs ensure the R3CC can effectively manage operations, communicate with partners, and disseminate resources across multiple states. These other costs represent a cost-effective approach to supporting the technology, communication, and dissemination infrastructure necessary to deliver multistate, client-driven services.



8.4 Basis for Cost Estimates and Calculations

Other costs are estimated based on current vendor pricing, historical usage, and anticipated project needs. Unit costs and quantities reflect expected levels of effort associated with project implementation across the 5-year period.

These costs are treated as direct costs and are assigned specifically to the project in accordance with ICF's accounting practices. All costs are applied consistently and in accordance with federal cost principles (2 CFR Part 200).

All proposed other costs are reasonable, necessary, and allocable to the project and are directly aligned with supporting project activities and deliverables.

8.5 Annual Set-Aside

Consistent with program requirements, ICF has included in the budget an annual 5% set-aside to address emerging needs aligned with the project's intended outcomes (**Exhibit 9**). These funds will support additional activities, TA, or resources that respond to evolving priorities identified through ongoing engagement with participating states.

Use of the set-aside funds will be determined in consultation with, and subject to approval by, ED's Office of Elementary and Secondary Education program officer. Any unexpended set-aside funds will be reallocated to other allowable project activities, with prior approval, no later than the end of the third quarter of each budget period.

All set-aside funds will be used in a manner that is reasonable, necessary, and allocable to the project and consistent with the goals and scope of the R3CC. This set-aside ensures the R3CC maintains flexibility to respond to high-priority, client-driven needs while remaining aligned with approved project objectives.



Exhibit 9. Annual Set-Aside Amounts Per Year

Item	Unit	Unit Cost	Proposal Year	Units	Total Price
5% Set-Aside	Per Year	\$97,601.41	Year 1	1	\$97,601.41
5% Set-Aside	Per Year	\$97,577.93	Year 2	1	\$97,577.93
5% Set-Aside	Per Year	\$97,592.53	Year 3	1	\$97,592.53
5% Set-Aside	Per Year	\$97,538.38	Year 4	1	\$97,538.38
5% Set-Aside	Per Year	\$97,564.29	Year 5	1	\$97,564.29
Total Estimated 5% Set-Aside – All Years					\$487,874.54

Cost Alignment to Capacity-Building Tiers of Service

Exhibit 10 below demonstrates how proposed costs support delivery of universal, targeted, and intensive capacity-building services, consistent with the project’s service delivery model and level of effort.

Exhibit 10. Cost Alignment to Capacity-Building Tiers of Service

Service Tier	Primary Activities	Supported Cost Categories	Key Cost Drivers	Narrative Alignment
Intensive Services	Sustained, in-depth TA; onsite engagement; implementation support; CI cycles	ICF personnel, AEM personnel, travel (onsite delivery), other costs (project management tools)	Highest level of effort; sustained engagement; specialized expertise; travel-intensive activities	Prioritizes resources for high-need SEAs requiring deep support, ensuring alignment of higher-cost resources with the highest-impact activities
Targeted Services	Focused support to specific SEAs or groups of SEAs based on identified needs; facilitation of learning communities; development of tailored tools	ICF personnel, AEM personnel, travel (onsite delivery), other costs (project management tools)	Moderate level of effort; combination of virtual and in-person engagement; customized support	Aligns staffing and resources to targeted SEA priorities and ASPs while maintaining cost-efficiency through shared resources
Universal Services	Broad dissemination of tools, resources, and guidance; cross-state learning opportunities; communications and outreach	ICF personnel, AEM personnel, travel (onsite delivery), other costs (Mailchimp, web hosting, Zoom, reproduction), limited travel (convenings, network meetings)	Lower level of effort; scalable delivery methods; technology-enabled dissemination	Supports broad reach across all Region 3 SEAs through cost-efficient delivery methods such as virtual engagement and shared resources

Estimated costs for each tier of service are reflected across the personnel, travel, contractual, and other cost categories. Intensive services represent the highest level of effort and are primarily supported by senior personnel, subgrantee expertise, and travel for onsite engagement. Targeted



services are supported by a combination of personnel and limited travel, while universal services leverage scalable, lower-cost approaches such as virtual engagement, resource dissemination, and shared tools. This tiered approach ensures resources are allocated efficiently and aligned with the level of need and anticipated impact. This structure increases cost-effectiveness by aligning resource intensity with service need, ensuring that higher-cost resources are reserved for activities requiring deeper engagement while maximizing reach through lower-cost delivery mechanisms.

Tiered Cost Allocation

The budget is designed to support delivery of universal, targeted, and intensive capacity-building services in a manner that aligns resources with the level of effort required to achieve project outcomes. This tiered approach ensures that higher-cost resources are directed toward sustained, high-impact activities, while lower-cost delivery methods are used to maximize reach and efficiency.

Exhibit 11 illustrates the estimated distribution of TA costs across 3 tiers of service and demonstrates how proposed costs are aligned with the project's service delivery model and anticipated demand for services.

Exhibit 11. Estimated Cost Distribution by Tiers of Service Allocated to TA

Service Tier	Estimated Budget Allocated to TA	Primary Cost Categories Driving the %	Rationale
Intensive Services	79%	ICF & AEM personnel & travel (onsite)	High-touch, sustained TA; most resource intensive; includes embedded supports
Targeted Services	13%	ICF & AEM personnel & travel	Moderate effort with recurring engagement; mix of virtual and in-person engagement; tailored support to specific SEAs
Universal Services	8%	ICF & AEM personnel, other costs (Zoom, Mailchimp, website), limited travel	Scalable, low-cost delivery model (virtual TA, tools, dissemination); broad reach across all states

Estimated costs for each tier of service are distributed across the personnel, travel, contractual, other, and indirect cost categories based on the level of effort required to deliver services.



Intensive services represent the highest proportion of costs due to sustained engagement and embedded supports. Targeted services reflect a moderate level of effort. Universal services represent a smaller proportion of total costs and are delivered through cost-efficient, scalable approaches such as virtual engagement, dissemination, and shared resources.

Cost-Effectiveness Reinforcement

This tiered cost structure supports cost-effectiveness by aligning resource intensity with service needs. Higher-cost resources are reserved for intensive services that require sustained engagement and specialized expertise, while lower-cost, scalable delivery methods are used for universal services to maximize reach. This allocation reflects a balanced approach that ensures the efficient use of resources while maintaining the capacity to deliver high-quality, client-driven services across multiple states.

Cost Alignment to Market Expectations

ICF is dedicated to maintaining cost competitiveness across our programs and has implemented rigorous cost control policies to address this important practice. For internal labor, salary surveys and market data are regularly polled, and our Compensation Department ensures staff alignment with these ranges. For subgrantee labor, a separate internal department researches the reasonableness and realism of any and all rates that are provided to us, undergoing a thorough and adequate competition process and negotiations, as appropriate. To acquire any other direct costs, our Procurement Department maintains tight control over all items acquired on the open market, ensuring adequate competition and reasonableness of all acquisitions. Any costs related to travel will follow the best practices outlined by the federal government for ensuring the reasonableness of expenses in this category.



9. Total Direct Costs

Appendix A provides a summary of expenditures for each budget category.

10. Indirect Costs

ICF will apply indirect costs in accordance with its FY 2026 approved NICRA, approved by NIH, ICF's cognizant federal agency. A copy of the current NICRA has been provided as a separate attachment in accordance with the application instructions.

Indirect costs represent the organization wide administrative and facility-related expenses necessary to support the overall operation of the project but not directly attributable to a single activity. These include functions such as general management, human resources, financial administration, and IT infrastructure.

Indirect costs are applied through a structured methodology that includes OH, general and administrative (G&A), and subgrantee administration components, each applied to defined cost bases in accordance with ICF's approved NICRA and established accounting practices. The basis for the allocation of indirect rates, presented in our submission, is shown in the line-item detailed budgets in **Appendix A**. The formulas for calculating our indirect costs are as follows:

- **OH costs** are calculated by adding total personnel costs and total fringe benefit costs, then multiplying the result by the applicable OH rate. *Formula: $(\text{personnel costs} + \text{fringe benefits}) \times \text{OH rate}$.*
- **G&A for labor** is calculated by adding total personnel costs, total fringe benefit costs, and applicable OH costs, then multiplying the result by the applicable G&A rate. *Formula: $(\text{personnel costs} + \text{fringe benefits} + \text{OH}) \times \text{G\&A rate}$.*
- **G&A for travel and other costs** is calculated by multiplying the total travel or other costs by the applicable G&A rate. *Formula: $\text{Travel} \times \text{G\&A rate or other costs} \times \text{G\&A rate}$.*



- **Subgrantee admin for subaward** is calculated by multiplying the total subaward costs by the applicable subgrantee admin rate. *Formula: Subaward costs x sub admin rate.*

All indirect cost rates are applied consistently and in accordance with federal cost principles (2 CFR Part 200).

The detailed calculations and allocation of indirect costs across budget categories are provided in **Appendix A** and align with the cost structure presented in ED Form 524.

All proposed indirect costs are reasonable, necessary, and allocable to the project and reflect standard organizational practices applied across federally funded and non-federally funded activities.

11. Training Stipends

Not applicable to this program.

12. Total Costs

Total project costs represent the sum of all direct and indirect costs necessary to implement the proposed activities under R3CC. Direct costs include personnel, fringe benefits, travel, contractual, and other allowable costs required to carry out the SOW. Indirect costs are applied in accordance with ICF's approved NICRA to support overall project administration and organizational infrastructure.

Together, these costs reflect the full cost of implementing the project and are aligned with the proposed level of effort, staffing structure, and service delivery model. **Exhibit 12** presents a summary of total costs by project year, consistent with the budget categories included in ED Form 524.



All proposed costs are reasonable, necessary, and allocable to the project and are sufficient to support successful implementation of the proposed activities within the project period. The total budget reflects a cost-effective approach to delivering high-quality, multistate capacity-building services and demonstrates appropriate alignment between resources and anticipated outcomes.

Exhibit 12. Total Costs Over 5-Year Cooperative Agreement

Budget Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Personnel	\$433,835.14	\$443,742.75	\$456,524.98	\$470,220.37	\$482,427.70	\$2,286,750.94
Fringe Benefits	\$151,144.70	\$154,519.05	\$158,955.89	\$163,724.47	\$167,927.23	\$796,271.34
Travel	\$80,790.00	\$79,215.70	\$79,215.70	\$79,215.70	\$79,215.70	\$397,652.80
Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Contractual	\$1,087,159.67	\$1,068,682.52	\$1,041,984.82	\$1,011,634.89	\$987,027.72	\$5,196,489.62
Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$111,351.41	\$111,327.93	\$111,342.53	\$111,288.38	\$111,314.29	\$556,624.54
Total Direct Costs	\$1,864,280.92	\$1,857,487.95	\$1,848,023.92	\$1,836,083.81	\$1,827,912.64	\$9,233,789.24
Indirect Costs	\$408,674.62	\$414,926.68	\$424,726.98	\$435,419.41	\$444,187.60	\$2,127,935.29
Training Stipends	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Costs	\$2,272,955.54	\$2,272,414.63	\$2,272,750.90	\$2,271,503.22	\$2,272,100.24	\$11,361,724.53

13. General Assumptions

ICF's proposal is predicated on the following assumptions and clarifications. These items are intended to help ED understand how ICF's solution, timing, resources, roles, and responsibilities formed the parameters of our estimates.

Although these assumptions and clarifications frame our application response, it is ICF's practice to partner with our customers and resolve issues promptly and in a manner that is beneficial to both parties. We welcome the opportunity to work with ED to address any questions or concerns that may arise before, during, or after the delivery of our proposed services.

- ICF's estimate is based on our current understanding of the work as described in the Application.



- This application shall be incorporated by reference into any award resulting from this proposal. Any changes to ICF's proposal, the SOW, and/or to the assumptions associated with those changes may require an update to the proposed budget and/or schedule by way of a mutual contract modification.
- All days are presumed to be business days unless otherwise specified.
- All project deliverables will be provided in an electronic format (Microsoft Office Suite or PDF), unless agreed upon by the ICF co-project director, Kerry Hoffman.
- If a delivery date falls on a nonworking day, the delivery date will be the following business day.
- ICFs budget provides for the following licenses:
 - 12 Smartsheet licenses
 - 15 Zoom licenses

When multiple locations are used in the travel budget, an average airfare for the various staff traveling to the primary location is used.

14. Executive Order 12372 Process

This application is subject to Executive Order 12372 (Intergovernmental Review of Federal Programs) and the regulations in 34 CFR Part 79. Per the instructions in the application package, ICF has contacted the Single Points of Contact (SPOC) for applicable Region states for information on their procedures for intergovernmental review. Since Grants.gov does not enable us to differentiate between multiple states where we enter content for intergovernmental review, we are providing a summary of our intergovernmental review activities. Based on the information we received, we are taking the following actions:

- Delaware: ICF has requested a State Application Identifier (SAI), which is required to submit our application to the state. As soon as we receive the SAI, we will submit our application to the state according to the instructions provided with the SAI.



- Maryland: ICF has communicated with the state POC and will send our application via email to the state as soon as it is final and has been submitted via Grants.gov.
- District of Columbia: ICF has communicated with the POC, who informed us that our application would not be selected for review. Therefore, we will take no further action.
- The other states in Region 3 do not have entries on the SPOC list.



Appendix A: Line-Item Detailed Budgets by Year



Line Item Detailed Budgets

Year 1		\$2,272,955.54				
1. Personnel						
Staff Name - OH Code	Project Role	Salary	Utilization	Hourly Rate	TOTAL	
Hoffman, Kerry - 424	Co-Project Director	\$143,707	50.00%	\$69.09	940	\$64,944.60
Cook, Erika - 424	Engagement and Partnerships Lead	\$147,534	20.00%	\$70.93	376	\$26,669.68
Dshaites, Zachary J - 424	Communications Specialist	\$95,659	10.00%	\$45.99	188	\$8,646.12
MacDonald, Andrew J - 421	Internal Evaluator	\$125,632	25.00%	\$60.40	470	\$28,388.00
Lyons, Katelyn - 424	Internal Evaluation Support Specialist	\$97,531	50.00%	\$46.89	940	\$44,076.60
Eaton, Elizabeth C - 424	State Coordinator (DE)	\$129,563	25.00%	\$62.29	470	\$29,276.30
Buckley, Rose J - 424	State Coordinator (DC/MD)	\$136,926	20.00%	\$65.83	376	\$24,752.08
Ross, Erica - 435	State Coordinator (NJ)	\$97,365	25.00%	\$46.81	470	\$22,000.70
Donahue, Tara - 424	State Coordinator (PA)	\$122,866	25.00%	\$59.07	470	\$27,762.90
Wheeler, Leanne - 424	TA Specialist	\$137,613	33.99%	\$66.16	639	\$42,276.24
Mincic, Melissa - 421	TA Specialist	\$148,221	15.00%	\$71.26	282	\$20,095.32
Bukres, Aya - 421	TA Specialist	\$95,285	15.00%	\$45.81	282	\$12,918.42
Branscome, Kenley - 435	TA Specialist	\$169,312	15.00%	\$81.40	282	\$22,954.80
Raines, Micheal W - 421	Drupal Developer	\$126,339	2.66%	\$60.74	50	\$3,037.00
Guajardo, Steven - 421	Drupal Developer	\$116,896	2.66%	\$56.20	50	\$2,810.00
Hayden, Danielle - 421	Editor	\$79,581	20.00%	\$38.26	376	\$14,385.76
Liska, Damian J - 421	Instructional designer/ AI use expert	\$166,171	2.13%	\$79.89	40	\$3,195.60
Pinto, Israel J - 421	Creative Lead	\$147,763	15.96%	\$71.04	300	\$21,312.00
Korba, Pavel - 421	Financial Analyst	\$156,499	1.28%	\$75.24	24	\$1,805.76
Pai-Samant, Shafali N - 421	Officer-In-Charge	\$230,901	1.60%	\$111.01	30	\$3,330.30
TBD - 424	Project Coordinator	\$101,754	10.00%	\$48.92	188	\$9,196.96
Total Estimated Personnel Costs					7,243	\$433,835.14
2. Fringe Benefits						
Item		OH Code		Rate	Base	Cost
ICF Home & Branch OH		421		37.35%	\$111,278.16	\$41,562.39
ICF Strategic H&B OH		424		37.35%	\$277,601.48	\$103,684.15
ICF Strategic H&B OH Casual		435		13.12%	\$44,955.50	\$5,898.16
Total Estimated Fringe Benefits Costs						\$151,144.70
3. Travel						
Item						Cost
Travel Costs (Please refer to the Travel chart in the budget narrative for details)						\$80,790.00
Total Estimated Travel Costs						\$80,790.00
4. Equipment						
Item				Unit Cost	Units	Cost
Total Estimated Equipment Costs						
5. Supplies						
Item				Unit Cost	Units	Cost
Total Estimated Supplies Costs						

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





6. Contractual					
Firm & Name	Project Role		Rate	Hours	Cost
AEM - Birch, Christopher	TA Specialist	25.00%	\$142.92	470	\$67,172.40
AEM - Honey, Rose	State Strategy Lead (DC/MD)	50.00%	\$191.47	940	\$179,981.80
AEM - Jones, Kandace	Co-Project Director	50.00%	\$190.56	940	\$179,126.40
AEM - Lesko, James	State Strategy Lead (DE)	25.00%	\$229.75	470	\$107,982.50
AEM - Smith-Johnson, Madeleine	TA Specialist	25.00%	\$108.89	470	\$51,178.30
AEM - Spence, John	State Strategy Lead (NJ) & State Strategy Lead (PA)	50.00%	\$190.56	940	\$179,126.40
AEM - Young, Monica	AEM Partner Subcontract Liaison	1.28%	\$224.59	24	\$5,390.16
Eureka Facts - Restrepo, Jorge	EurekaFacts Partner Subcontract Liaison	0.16%	\$312.14	3	\$936.42
Eureka Facts - Steinberg, Jonathan	External Evaluator	2.50%	\$312.14	47	\$14,670.58
Eureka Facts - McCulla, Laura	External Evaluation Support Specialist	3.24%	\$312.14	61	\$19,040.54
Eureka Facts - Gakavian, Neva	External Evaluator	0.21%	\$141.53	4	\$566.12
Eureka Facts - Rawlinson, Rebecca	External Evaluator	1.33%	\$141.53	25	\$3,538.25
Eureka Facts - Holden, Ally	External Evaluator	2.34%	\$98.86	44	\$4,349.84
Eureka Facts - TBD	Research Assistant	1.28%	\$98.86	24	\$2,372.64
Eureka Facts - Leslie, Faith	External Evaluator	2.34%	\$141.53	44	\$6,227.32
Expert Consultants - TBD	SME	53.19%	\$250.00	1,000	\$250,000.00
AEM	ODCs				\$500.00
AEM	Travel				\$15,000.00
Total Estimated Contractual Costs				5,506	\$1,087,159.67
7. Construction					
Item		Unit Cost	Units	Cost	
Total Estimated Construction Costs					
8. Other					
Item					Cost
Other (Please refer to the chart Other section in the budget narrative for details)					\$13,750.00
5% Set Aside (Please refer to the chart Other section in the budget narrative for details)					\$97,601.41
Total Estimated Other Costs					\$111,351.41
9. Total Direct Costs					
Item					Cost
Total Direct Costs					\$1,864,280.92
Total Estimated Direct Costs					\$1,864,280.92
10. Indirect Costs					
Item	OH Code	Rate	Base	Cost	
ICF Home & Branch OH - Overhead	421	64.21%	\$152,840.55	\$98,138.92	
ICF Strategic H&B OH - Overhead	424	29.33%	\$381,285.63	\$111,831.08	
ICF Strategic H&B OH Casual - Overhead	435	29.33%	\$50,853.66	\$14,915.38	
ICF Home & Branch OH - General & Administrative (G & A)	421	16.40%	\$250,979.47	\$41,160.63	
ICF Strategic H&B OH - General & Administrative (G & A)	424	16.40%	\$493,116.71	\$80,871.14	
ICF Strategic H&B OH Casual - General & Administrative (G & A)	435	16.40%	\$65,769.04	\$10,786.12	
Other Direct Costs (ODCs)/Travel - G&A		16.40%	\$192,141.41	\$31,511.19	
Subcontractor Admin		1.79%	\$1,087,159.67	\$19,460.16	
Total Estimated Indirect Costs					\$408,674.62
11. Training Stipends					
Item					Cost
Total Estimated Training Stipends Costs					
12. Total Estimated Costs - Year 1					
					\$2,272,955.54

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





Line Item Detailed Budgets

Year 2		\$2,272,414.63				
1. Personnel						
Staff Name - OH Code	Project Role	Salary	Utilization	Hourly Rate	TOTAL	
					Hours	Cost
Hoffman, Kerry - 424	Co-Project Director	\$148,013	50.00%	\$71.16	940	\$66,890.40
Cook, Erika - 424	Engagement and Partnerships Lead	\$151,965	20.00%	\$73.06	376	\$27,470.56
Deshais, Zachary J - 424	Communications Specialist	\$98,530	10.00%	\$47.37	188	\$8,905.56
MacDonald, Andrew J - 421	Internal Evaluator	\$129,397	25.00%	\$62.21	470	\$29,238.70
Lyons, Katelyn - 424	Internal Evaluation Support Specialist	\$100,464	50.00%	\$48.30	940	\$45,402.00
Eaton, Elizabeth C - 424	State Coordinator (DE)	\$133,453	25.00%	\$64.16	470	\$30,155.20
Buckley, Rose J - 424	State Coordinator (DC/MD)	\$141,024	20.00%	\$67.80	376	\$25,492.80
Ross, Erica - 435	State Coordinator (NJ)	\$100,277	25.00%	\$48.21	470	\$22,658.70
Donahue, Tara - 424	State Coordinator (PA)	\$126,547	25.00%	\$60.84	470	\$28,594.80
Wheeler, Leanne - 424	TA Specialist	\$141,731	33.99%	\$68.14	639	\$43,541.46
Mincic, Melissa - 421	TA Specialist	\$152,672	15.00%	\$73.40	282	\$20,698.80
Bukres, Aya - 421	TA Specialist	\$98,134	15.00%	\$47.18	282	\$13,304.76
Branscome, Kenley - 435	TA Specialist	\$174,387	15.00%	\$83.84	282	\$23,642.88
Raines, Micheal W - 421	Drupal Developer	\$130,125	2.66%	\$62.56	50	\$3,128.00
Guajardo, Steven - 421	Drupal Developer	\$120,411	2.66%	\$57.89	50	\$2,894.50
Hayden, Danielle - 421	Editor	\$81,973	20.00%	\$39.41	376	\$14,818.16
Liska, Damian J - 421	Instructional designer/ AI use expert	\$171,163	2.13%	\$82.29	40	\$3,291.60
Pinto, Israel J - 421	Creative Lead	\$152,194	14.20%	\$73.17	267	\$19,536.39
Korba, Pavel - 421	Financial Analyst	\$161,200	1.28%	\$77.50	24	\$1,860.00
Pai-Samant, Shefali N - 421	Officer-In-Charge	\$237,827	1.28%	\$114.34	24	\$2,744.16
TBD - 424	Project Coordinator	\$104,811	10.00%	\$50.39	188	\$9,473.32
Total Estimated Personnel Costs					7,204	\$443,742.75
2. Fringe Benefits						
Item		OH Code		Rate	Base	Cost
ICF Home & Branch OH		421		37.35%	\$111,515.07	\$41,650.88
ICF Strategic H&B OH		424		37.35%	\$285,926.10	\$106,793.40
ICF Strategic H&B OH Casual		435		13.12%	\$46,301.58	\$6,074.77
Total Estimated Fringe Benefits Costs						\$154,519.05
3. Travel						
Item						Cost
Travel Costs (Please refer to the Travel chart in the budget narrative for details)						\$79,215.70
Total Estimated Travel Costs						\$79,215.70
4. Equipment						
Item				Unit Cost	Units	Cost
Total Estimated Equipment Costs						
5. Supplies						
Item				Unit Cost	Units	Cost
Total Estimated Supplies Costs						





6. Contractual					
Firm & Name	Project Role		Rate	Hours	Cost
AEM - Birch, Christopher	TA Specialist		\$147.21	376	\$55,350.96
AEM - Honey, Rose	State Strategy Lead (DC/MD)	50.00%	\$197.21	940	\$185,377.40
AEM - Jones, Kandace	Co-Project Director	50.00%	\$196.28	940	\$184,503.20
AEM - Lesko, James	State Strategy Lead (DE)	25.00%	\$236.64	470	\$111,220.80
AEM - Smith-Johnson, Madelaine	TA Specialist	20.00%	\$112.16	376	\$42,172.16
AEM - Spence, John	State Strategy Lead (NJ) & State Strategy Lead (PA)	50.00%	\$196.28	940	\$184,503.20
AEM - Young, Monica	AEM Partner Subcontract Liaison	1.28%	\$231.33	24	\$5,551.92
Eureka Facts - Restrepo, Jorge	EurekaFacts Partner Subcontract Liaison	0.16%	\$321.50	3	\$964.50
Eureka Facts - Steinberg, Jonathan	External Evaluator	2.50%	\$321.50	47	\$15,110.50
Eureka Facts - McCulla, Laura	External Evaluation Support Specialist	3.24%	\$321.50	61	\$19,611.50
Eureka Facts - Gakavian, Neva	External Evaluator	0.21%	\$145.78	4	\$583.12
Eureka Facts - Rawlinson, Rebecca	External Evaluator	1.33%	\$145.78	25	\$3,644.50
Eureka Facts - Holden, Ally	External Evaluator	2.34%	\$101.83	44	\$4,480.52
Eureka Facts - TBD	Research Assistant	1.28%	\$101.83	24	\$2,443.92
Eureka Facts - Leslie, Faith	External Evaluator	2.34%	\$145.78	44	\$6,414.32
Expert Consultants - TBD	SME	49.20%	\$250.00	925	\$231,250.00
AEM	ODCs				\$500.00
AEM	Travel				\$15,000.00
Total Estimated Contractual Costs				5,243	\$1,068,682.52
7. Construction					
Item			Unit Cost	Units	Cost
Total Estimated Construction Costs					
8. Other					
Item					Cost
Other (Please refer to the chart Other section in the budget narrative for details)					\$13,750.00
5% Set Aside (Please refer to the chart Other section in the budget narrative for details)					\$97,577.93
Total Estimated Other Costs					\$111,327.93
9. Total Direct Costs					
Item					Cost
Total Direct Costs					\$1,857,487.95
Total Estimated Direct Costs					\$1,857,487.95
10. Indirect Costs					
Item		OH Code	Rate	Base	Cost
ICF Home & Branch OH - Overhead		421	64.21%	\$153,165.95	\$98,347.86
ICF Strategic H&B OH - Overhead		424	29.33%	\$392,719.50	\$115,184.63
ICF Strategic H&B OH Casual - Overhead		435	29.33%	\$52,376.35	\$15,361.98
ICF Home & Branch OH - General & Administrative (G & A)		421	16.40%	\$251,513.81	\$41,248.26
ICF Strategic H&B OH - General & Administrative (G & A)		424	16.40%	\$507,904.13	\$83,296.28
ICF Strategic H&B OH Casual - General & Administrative (G & A)		435	16.40%	\$67,738.33	\$11,109.09
Other Direct Costs (ODCs)/Travel - G&A			16.40%	\$190,543.63	\$31,249.16
Subcontractor Admin			1.79%	\$1,068,682.52	\$19,129.42
Total Estimated Indirect Costs					\$414,926.68
11. Training Stipends					
Item					Cost
Total Estimated Training Stipends Costs					
12. Total Estimated Costs - Year 2					
					\$2,272,414.63

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





Line Item Detailed Budgets

Year 3	\$2,272,750.90
--------	----------------

1. Personnel						
Staff Name - OH Code	Project Role	Salary	Utilization	Hourly Rate	Hours	TOTAL Cost
Hoffman, Kerry - 424	Co-Project Director	\$152,443	50.00%	\$73.29	940	\$68,892.60
Cook, Erika - 424	Engagement and Partnerships Lead	\$156,520	20.00%	\$75.25	376	\$28,294.00
Deshaies, Zachary J - 424	Communications Specialist	\$101,483	10.00%	\$48.79	188	\$9,172.52
MacDonald, Andrew J - 421	Internal Evaluator	\$133,286	25.00%	\$64.08	470	\$30,117.60
Lyons, Katelyn - 424	Internal Evaluation Support Specialist	\$103,480	50.00%	\$49.75	940	\$46,765.00
Eaton, Elizabeth C - 424	State Coordinator (DE)	\$137,446	25.00%	\$66.08	470	\$31,057.60
Buckley, Rose J - 424	State Coordinator (DC/MD)	\$145,246	20.00%	\$69.83	376	\$26,256.08
Ross, Erica - 435	State Coordinator (NJ)	\$103,293	25.00%	\$49.66	470	\$23,340.20
Donahue, Tara - 424	State Coordinator (PA)	\$130,354	25.00%	\$62.67	470	\$29,454.90
Wheeler, Leanne - 424	TA Specialist	\$145,974	33.99%	\$70.18	639	\$44,845.02
Mincic, Melissa - 421	TA Specialist	\$157,248	15.00%	\$75.60	282	\$21,319.20
Bukres, Aya - 421	TA Specialist	\$101,088	15.00%	\$48.60	282	\$13,705.20
Branscome, Kenley - 435	TA Specialist	\$179,629	15.00%	\$86.36	282	\$24,353.52
Raines, Micheal W - 421	Drupal Developer	\$134,035	2.66%	\$64.44	50	\$3,222.00
Guajardo, Steven - 421	Drupal Developer	\$124,030	2.66%	\$59.63	50	\$2,981.50
Hayden, Danielle - 421	Editor	\$84,427	20.00%	\$40.59	376	\$15,261.84
Liska, Damian J - 421	Instructional designer/ AI use expert	\$176,301	2.13%	\$84.76	40	\$3,390.40
Pinto, Israel J - 421	Creative Lead	\$156,770	13.83%	\$75.37	260	\$19,596.20
Korba, Pavel - 421	Financial Analyst	\$166,046	1.28%	\$79.83	24	\$1,915.92
Pai-Samant, Shefali N - 421	Officer-In-Charge	\$244,962	1.28%	\$117.77	24	\$2,826.48
TBD - 424	Project Coordinator	\$107,952	10.00%	\$51.90	188	\$9,757.20
Total Estimated Personnel Costs					7,197	\$456,524.98
2. Fringe Benefits						
Item		OH Code		Rate	Base	Cost
ICF Home & Branch OH		421		37.35%	\$114,336.34	\$42,704.62
ICF Strategic H&B OH		424		37.35%	\$294,494.92	\$109,993.85
ICF Strategic H&B OH Casual		435		13.12%	\$47,693.72	\$6,257.42
Total Estimated Fringe Benefits Costs						\$158,955.89
3. Travel						
Item						Cost
Travel Costs (Please refer to the Travel chart in the budget narrative for details)						\$79,215.70
Total Estimated Travel Costs						\$79,215.70
4. Equipment						
Item				Unit Cost	Units	Cost
Total Estimated Equipment Costs						
5. Supplies						
Item				Unit Cost	Units	Cost
Total Estimated Supplies Costs						

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





6. Contractual						
Firm & Name	Project Role		Rate	Hours	Cost	
AEM - Birch, Christopher	TA Specialist		15.00%	\$151.63	282	\$42,759.66
AEM - Honey, Rose	State Strategy Lead (DC/MD)		50.00%	\$203.13	940	\$190,942.20
AEM - Jones, Kandace	Co-Project Director		50.00%	\$202.17	940	\$190,039.80
AEM - Lesko, James	State Strategy Lead (DE)		25.00%	\$243.74	470	\$114,557.80
AEM - Smith-Johnson, Madeleine	TA Specialist		15.00%	\$115.52	282	\$32,576.64
AEM - Spence, John	State Strategy Lead (NJ) & State Strategy Lead (PA)		50.00%	\$202.17	940	\$190,039.80
AEM - Young, Monica	AEM Partner Subcontract Liaison		1.28%	\$238.27	24	\$5,718.48
Eureka Facts - Restrepo, Jorge	EurekaFacts Partner Subcontract Liaison		0.16%	\$331.15	3	\$993.45
Eureka Facts - Steinberg, Jonathan	External Evaluator		2.50%	\$331.15	47	\$15,564.05
Eureka Facts - McCulla, Laura	External Evaluation Support Specialist		3.24%	\$331.15	61	\$20,200.15
Eureka Facts - Gakavian, Neva	External Evaluator		0.21%	\$150.15	4	\$600.60
Eureka Facts - Rawlinson, Rebecca	External Evaluator		1.33%	\$150.15	25	\$3,753.75
Eureka Facts - Holden, Ally	External Evaluator		2.34%	\$104.88	44	\$4,614.72
Eureka Facts - TBD	Research Assistant		1.28%	\$104.88	24	\$2,517.12
Eureka Facts - Leslie, Faith	External Evaluator		2.34%	\$150.15	44	\$6,606.60
Expert Consultants - TBD	SME		43.62%	\$250.00	820	\$205,000.00
AEM	ODCs					\$500.00
AEM	Travel					\$15,000.00
Total Estimated Contractual Costs					4,950	\$1,041,984.82
7. Construction						
Item			Unit Cost	Units	Cost	
Total Estimated Construction Costs						
8. Other						
Item					Cost	
Other (Please refer to the chart Other section in the budget narrative for details)						\$13,750.00
5% Set Aside (Please refer to the chart Other section in the budget narrative for details)						\$97,592.53
Total Estimated Other Costs						\$111,342.53
9. Total Direct Costs						
Item					Cost	
Total Direct Costs						\$1,848,023.92
Total Estimated Direct Costs						\$1,848,023.92
10. Indirect Costs						
Item		OH Code	Rate	Base	Cost	
ICF Home & Branch OH - Overhead		421	64.21%	\$157,040.96	\$100,836.00	
ICF Strategic H&B OH - Overhead		424	29.33%	\$404,488.77	\$118,636.56	
ICF Strategic H&B OH Casual - Overhead		435	29.33%	\$53,951.14	\$15,823.87	
ICF Home & Branch OH - General & Administrative (G & A)		421	16.40%	\$257,876.96	\$42,291.82	
ICF Strategic H&B OH - General & Administrative (G & A)		424	16.40%	\$523,125.33	\$85,792.55	
ICF Strategic H&B OH Casual - General & Administrative (G & A)		435	16.40%	\$69,775.01	\$11,443.10	
Other Direct Costs (ODCs) Travel - G&A			16.40%	\$190,558.23	\$31,251.55	
Subcontractor Admin			1.79%	\$1,041,984.82	\$18,651.53	
Total Estimated Indirect Costs						\$424,726.98
11. Training Stipends						
Item					Cost	
Total Estimated Training Stipends Costs						
12. Total Estimated Costs - Year 3						\$2,272,750.90

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





Line Item Detailed Budgets

Year 4 \$2,271,503.22

1. Personnel						
Staff Name - OH Code	Project Role	Salary	Utilization	Rate	Hours	TOTAL Cost
Hoffman, Kerry - 424	Co-Project Director	\$157,019	50.00%	\$75.49	940	\$70,960.60
Cook, Erika - 424	Engagement and Partnerships Lead	\$161,221	20.00%	\$77.51	376	\$29,143.76
Deshais, Zachary J - 424	Communications Specialist	\$104,520	10.00%	\$50.25	188	\$9,447.00
MacDonald, Andrew J - 421	Internal Evaluator	\$137,280	25.00%	\$66.00	470	\$31,020.00
Lyons, Katelyn - 424	Internal Evaluation Support Specialist	\$106,579	50.00%	\$51.24	940	\$48,165.60
Eaton, Elizabeth C - 424	State Coordinator (DE)	\$141,565	25.00%	\$68.06	470	\$31,988.20
Buckley, Rose J - 424	State Coordinator (DC/MD)	\$149,594	20.00%	\$71.92	376	\$27,041.92
Ross, Erica - 435	State Coordinator (NJ)	\$106,392	25.00%	\$51.15	470	\$24,040.50
Donahue, Tara - 424	State Coordinator (PA)	\$134,264	25.00%	\$64.55	470	\$30,338.50
Wheeler, Leanne - 424	TA Specialist	\$150,363	33.99%	\$72.29	639	\$46,193.31
Mincic, Melissa - 421	TA Specialist	\$161,970	15.00%	\$77.87	282	\$21,959.34
Bukres, Aya - 421	TA Specialist	\$104,125	15.00%	\$50.06	282	\$14,116.92
Branscome, Kenley - 435	TA Specialist	\$185,016	15.00%	\$88.95	282	\$25,083.90
Raines, Micheal W - 421	Drupal Developer	\$138,050	2.66%	\$66.37	50	\$3,318.50
Guajardo, Steven - 421	Drupal Developer	\$127,754	2.66%	\$61.42	50	\$3,071.00
Hayden, Danielle - 421	Editor	\$86,965	20.00%	\$41.81	376	\$15,720.56
Liska, Damian J - 421	Instructional designer/ AI use expert	\$181,584	2.13%	\$87.30	40	\$3,492.00
Pinto, Israel J - 421	Creative Lead	\$161,470	13.83%	\$77.63	260	\$20,183.80
Korba, Pavel - 421	Financial Analyst	\$171,018	1.28%	\$82.22	24	\$1,973.28
Pai-Samant, Shefali N - 421	Officer-In-Charge	\$252,304	1.28%	\$121.30	24	\$2,911.20
TBD - 424	Project Coordinator	\$111,197	10.00%	\$53.46	188	\$10,050.48
Total Estimated Personnel Costs					7,197	\$470,220.37
2. Fringe Benefits						
Item		OH Code		Rate	Base	Cost
ICF Home & Branch OH		421		37.35%	\$117,766.60	\$43,985.83
ICF Strategic H&B OH		424		37.35%	\$303,329.37	\$113,293.52
ICF Strategic H&B OH Casual		435		13.12%	\$49,124.40	\$6,445.12
Total Estimated Fringe Benefits Costs						\$163,724.47
3. Travel						
Item						Cost
Travel Costs (Please refer to the Travel chart in the budget narrative for details)						\$79,215.70
Total Estimated Travel Costs						\$79,215.70
4. Equipment						
Item				Unit Cost	Units	Cost
Total Estimated Equipment Costs						
5. Supplies						
Item				Unit Cost	Units	Cost
Total Estimated Supplies Costs						





6. Contractual						
Firm & Name	Project Role		Rate	Hours	Cost	
AEM - Birch, Christopher	TA Specialist		15.00%	\$156.18	282	\$44,042.76
AEM - Honey, Rose	State Strategy Lead (DC/MD)		50.00%	\$209.22	940	\$196,666.80
AEM - Jones, Kandace	Co-Project Director		50.00%	\$208.24	940	\$195,745.60
AEM - Lesko, James	State Strategy Lead (DE)		25.00%	\$251.05	470	\$117,993.50
AEM - Smith-Johnson, Madeleine	TA Specialist		15.00%	\$118.99	282	\$33,555.18
AEM - Spence, John	State Strategy Lead (NJ) & State Strategy Lead (PA)		50.00%	\$208.24	940	\$195,745.60
AEM - Young, Monica	AEM Partner Subcontract Liaison		1.28%	\$245.42	24	\$5,890.08
Eureka Facts - Restrepo, Jorge	EurekaFacts Partner Subcontract Liaison		0.16%	\$341.08	3	\$1,023.24
Eureka Facts - Steinberg, Jonathan	External Evaluator		2.50%	\$341.08	47	\$16,030.76
Eureka Facts - McCulla, Laura	External Evaluation Support Specialist		3.24%	\$341.08	61	\$20,805.88
Eureka Facts - Gakavian, Neva	External Evaluator		0.21%	\$154.65	4	\$618.60
Eureka Facts - Rawlinson, Rebecca	External Evaluator		1.33%	\$154.65	25	\$3,866.25
Eureka Facts - Holden, Ally	External Evaluator		2.34%	\$108.03	44	\$4,753.32
Eureka Facts - TBD	Research Assistant		1.28%	\$108.03	24	\$2,592.72
Eureka Facts - Leslie, Faith	External Evaluator		2.34%	\$154.65	44	\$6,804.60
Expert Consultants - TBD	SME		31.91%	\$250.00	600	\$150,000.00
AEM	ODCs					\$500.00
AEM	Travel					\$15,000.00
Total Estimated Contractual Costs					4,730	\$1,011,634.89
7. Construction						
Item			Unit Cost	Units	Cost	
Total Estimated Construction Costs						
8. Other						
Item					Cost	
Other (Please refer to the chart Other section in the budget narrative for details)					\$13,750.00	
5% Set Aside (Please refer to the chart Other section in the budget narrative for details)					\$97,538.38	
Total Estimated Other Costs					\$111,288.38	
9. Total Direct Costs						
Item					Cost	
Total Direct Costs					\$1,836,083.81	
Total Estimated Direct Costs					\$1,836,083.81	
10. Indirect Costs						
Item		OH Code	Rate	Base	Cost	
ICF Home & Branch OH - Overhead		421	64.21%	\$161,752.43	\$103,861.24	
ICF Strategic H&B OH - Overhead		424	29.33%	\$416,622.89	\$122,195.49	
ICF Strategic H&B OH Casual - Overhead		435	29.33%	\$55,569.52	\$16,298.54	
ICF Home & Branch OH - General & Administrative (G & A)		421	16.40%	\$265,613.67	\$43,560.64	
ICF Strategic H&B OH - General & Administrative (G & A)		424	16.40%	\$538,818.38	\$88,366.21	
ICF Strategic H&B OH Casual - General & Administrative (G & A)		435	16.40%	\$71,868.06	\$11,786.36	
Other Direct Costs (ODCs) Travel - G&A			16.40%	\$190,504.08	\$31,242.67	
Subcontractor Admin			1.79%	\$1,011,634.89	\$18,108.26	
Total Estimated Indirect Costs					\$435,419.41	
11. Training Stipends						
Item					Cost	
Total Estimated Training Stipends Costs						
12. Total Estimated Costs - Year 4						
					\$2,271,503.22	

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





Line Item Detailed Budgets

Year 5	\$2,272,100.24
--------	----------------

Personnel						
Staff Name - OH Code	Project Role	Salary	Utilization	Rate	Hours	TOTAL Cost
Hoffman, Kerry - 424	Co-Project Director	\$161,720	50.00%	\$77.75	940	\$73,085.00
Cook, Erika - 424	Engagement and Partnerships Lead	\$166,067	20.00%	\$79.84	376	\$30,019.84
Deshais, Zachary J - 424	Communications Specialist	\$107,661	10.00%	\$51.76	188	\$9,730.88
MacDonald, Andrew J - 421	Internal Evaluator	\$141,398	25.00%	\$67.98	470	\$31,950.60
Lyons, Katelyn - 424	Internal Evaluation Support Specialist	\$109,782	50.00%	\$52.78	940	\$49,613.20
Eaton, Elizabeth C - 424	State Coordinator (DE)	\$145,808	25.00%	\$70.10	470	\$32,947.00
Buckley, Rose J - 424	State Coordinator (DC/MD)	\$154,086	20.00%	\$74.08	376	\$27,854.08
Ross, Erica - 435	State Coordinator (NJ)	\$109,574	25.00%	\$52.68	470	\$24,759.60
Donahue, Tara - 424	State Coordinator (PA)	\$138,299	25.00%	\$66.49	470	\$31,250.30
Wheeler, Leanne - 424	TA Specialist	\$154,877	33.99%	\$74.46	639	\$47,579.94
Mincic, Melissa - 421	TA Specialist	\$166,837	15.00%	\$80.21	282	\$22,619.22
Bukres, Aya - 421	TA Specialist	\$107,245	15.00%	\$51.56	282	\$14,539.92
Branscome, Kenley - 435	TA Specialist	\$190,570	15.00%	\$91.62	282	\$25,836.84
Raines, Micheal W - 421	Drupal Developer	\$142,189	2.66%	\$68.36	50	\$3,418.00
Guajardo, Steven - 421	Drupal Developer	\$131,581	2.66%	\$63.26	50	\$3,163.00
Hayden, Danielle - 421	Editor	\$89,565	20.00%	\$43.06	376	\$16,190.56
Liska, Damian J - 421	Instructional designer/ AI use expert	\$187,034	2.13%	\$89.92	40	\$3,596.80
Pinto, Israel J - 421	Creative Lead	\$166,317	13.56%	\$79.96	255	\$20,389.80
Korba, Pavel - 421	Financial Analyst	\$176,155	1.28%	\$84.69	24	\$2,032.56
Pai-Samant, Shefali N - 421	Officer-In-Charge	\$259,875	0.64%	\$124.94	12	\$1,499.28
TBD - 424	Project Coordinator	\$114,525	10.00%	\$55.06	188	\$10,351.28
Total Estimated Direct Labor Costs					7,180	\$482,427.70
2. Fringe Benefits						
Item		OH Code		Rate	Base	Cost
ICF Home & Branch OH		421		37.35%	\$119,399.74	\$44,595.80
ICF Strategic H&B OH		424		37.35%	\$312,431.52	\$116,693.17
ICF Strategic H&B OH Casual		435		13.12%	\$50,596.44	\$6,638.25
Total Estimated Fringe Benefits Costs						\$167,927.23
3. Travel						
Item						Cost
Travel Costs (Please refer to the attached travel detail)						\$79,215.70
Total Estimated Travel Costs						\$79,215.70
4. Equipment						
Item				Unit Cost	Units	Cost
Total Estimated Equipment Costs						
5. Supplies						
Item				Unit Cost	Units	Cost
Total Estimated Supplies Costs						





6. Contractual						
Firm & Name	Project Role		Rate	Hours	Cost	
AEM - Birch, Christopher	TA Specialist		15.00%	\$160.87	282	\$45,365.34
AEM - Honey, Rose	State Strategy Lead (DC/MD)		50.00%	\$215.50	940	\$202,570.00
AEM - Jones, Kandace	Co-Project Director		50.00%	\$214.49	940	\$201,620.60
AEM - Lesko, James	State Strategy Lead (DE)		25.00%	\$258.58	470	\$121,532.60
AEM - Smith-Johnson, Madeleine	TA Specialist		15.00%	\$122.56	282	\$34,561.92
AEM - Spence, John	State Strategy Lead (NJ) & State Strategy Lead (PA)		50.00%	\$214.49	940	\$201,620.60
AEM - Young, Monica	AEM Partner Subcontract Liaison		1.28%	\$252.78	24	\$6,066.72
Eureka Facts - Restrepo, Jorge	EurekaFacts Partner Subcontract Liaison		0.16%	\$351.31	3	\$1,053.93
Eureka Facts - Steinberg, Jonathan	External Evaluator		2.50%	\$351.31	47	\$16,511.57
Eureka Facts - McCulla, Laura	External Evaluation Support Specialist		3.24%	\$351.31	61	\$21,429.91
Eureka Facts - Gakavian, Neva	External Evaluator		0.21%	\$159.29	4	\$637.16
Eureka Facts - Rawlinson, Rebecca	External Evaluator		1.33%	\$159.29	25	\$3,982.25
Eureka Facts - Holden, Ally	External Evaluator		2.34%	\$111.27	44	\$4,895.88
Eureka Facts - TBD	Research Assistant		1.28%	\$111.27	24	\$2,670.48
Eureka Facts - Leslie, Faith	External Evaluator		2.34%	\$159.29	44	\$7,008.76
Expert Consultants - TBD	SME		21.28%	\$250.00	400	\$100,000.00
AEM	ODCs					\$500.00
AEM	Travel					\$15,000.00
Total Estimated Contractual Costs					4,530	\$987,027.72
7. Construction						
Item			Unit Cost	Units	Cost	
Total Estimated Construction Costs						
8. Other						
Item					Cost	
Other Direct Costs (Please refer to the attached other direct cost detail)					\$13,750.00	
Other Direct Costs (Please refer to the attached other direct cost detail)					\$97,564.29	
Total Estimated Other Costs					\$111,314.29	
9. Total Direct Costs						
Item					Cost	
Total Direct Costs					\$1,827,912.64	
Total Estimated Direct Costs					\$1,827,912.64	
10. Indirect Costs						
Item		OH Code	Rate	Base	Cost	
ICF Home & Branch OH - Overhead		421	64.21%	\$163,995.54	\$105,301.54	
ICF Strategic H&B OH - Overhead		424	29.33%	\$429,124.69	\$125,862.27	
ICF Strategic H&B OH Casual - Overhead		435	29.33%	\$57,234.69	\$16,786.94	
ICF Home & Branch OH - General & Administrative (G & A)		421	16.40%	\$269,297.08	\$44,164.72	
ICF Strategic H&B OH - General & Administrative (G & A)		424	16.40%	\$554,986.96	\$91,017.86	
ICF Strategic H&B OH Casual - General & Administrative (G & A)		435	16.40%	\$74,021.63	\$12,139.55	
Other Direct Costs (ODCs) Travel - G&A			16.40%	\$190,529.99	\$31,246.92	
Subcontractor Admin			1.79%	\$987,027.72	\$17,667.80	
Total Estimated Indirect Costs					\$444,187.60	
11. Training Stipends						
Item					Cost	
Total Estimated Training Stipends Costs						
12. Total Estimated Costs - Year 5						
					\$2,272,100.24	

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





Line Item Detailed Budgets

Total		\$11,361,724.53			
1. Personnel					
Staff Name - OH Code	Project Role	Utilization		TOTAL	
				Hours	Cost
Hoffman, Kerry - 424	Co-Project Director	50.00%		4,700	\$344,773.20
Cook, Erika - 424	Engagement and Partnerships Lead	20.00%		1,880	\$141,597.84
Deshaies, Zachary J - 424	Communications Specialist	10.00%		940	\$45,902.08
MacDonald, Andrew J - 421	Internal Evaluator	25.00%		2,350	\$150,714.90
Lyons, Katelyn - 424	Internal Evaluation Support Specialist	50.00%		4,700	\$234,022.40
Eaton, Elizabeth C - 424	State Coordinator (DE)	25.00%		2,350	\$155,424.30
Buckley, Rose J - 424	State Coordinator (DC/MD)	20.00%		1,880	\$131,396.96
Ross, Erica - 435	State Coordinator (NJ)	25.00%		2,350	\$116,799.70
Donahue, Tara - 424	State Coordinator (PA)	25.00%		2,350	\$147,401.40
Wheeler, Leanne - 424	TA Specialist	33.99%		3,195	\$224,435.97
Mincic, Melissa - 421	TA Specialist	15.00%		1,410	\$106,691.88
Bukres, Aya - 421	TA Specialist	15.00%		1,410	\$68,585.22
Branscome, Kenley - 435	TA Specialist	15.00%		1,410	\$121,871.94
Raines, Micheal W - 421	Drupal Developer	2.66%		250	\$16,123.50
Guajardo, Steven - 421	Drupal Developer	2.66%		250	\$14,920.00
Hayden, Danielle - 421	Editor	20.00%		1,880	\$76,376.88
Liska, Damian J - 421	Instructional designer/ AI use expert	2.13%		200	\$16,966.40
Pinto, Israel J - 421	Creative Lead	14.28%		1,342	\$101,018.19
Korba, Pavel - 421	Financial Analyst	1.28%		120	\$9,587.52
Pai-Samant, Shefali N - 421	Officer-In-Charge	1.21%		114	\$13,311.42
TBD - 424	Project Coordinator	10.00%		940	\$48,829.24
Total Estimated Personnel Costs				36,021	\$2,286,750.94
2. Fringe Benefits					
Item		OH Code	Rate	Base	Cost
ICF Home & Branch OH		421	37.35%	\$574,295.91	\$214,499.52
ICF Strategic H&B OH		424	37.35%	\$1,473,783.39	\$550,458.10
ICF Strategic H&B OH Casual		435	13.12%	\$238,671.64	\$31,313.72
Total Estimated Fringe Benefits Costs					\$796,271.34
3. Travel					
Item					Cost
Travel Costs (Please refer to the Travel chart in the budget narrative for details)					\$397,652.80
Total Estimated Travel Costs					\$397,652.80
4. Equipment					
Item			Unit Cost	Units	Cost
Total Estimated Equipment Costs					
5. Supplies					
Item			Unit Cost	Units	Cost
Total Estimated Supplies Costs					

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





6. Contractual				
Firm & Name	Project Role	Rate	Hours	Cost
AEM - Birch, Christopher	TA Specialist	17.50%	1,692	\$254,691.12
AEM - Honey, Rose	State Strategy Lead (DC/MD)	50.00%	4,700	\$955,538.20
AEM - Jones, Kandace	Co-Project Director	50.00%	4,700	\$951,035.60
AEM - Lesko, James	State Strategy Lead (DE)	25.00%	2,350	\$573,287.20
AEM - Smith-Johnson, Madeleine	TA Specialist	18.00%	1,692	\$194,044.20
AEM - Spence, John	State Strategy Lead (NJ) & State Strategy Lead (PA)	50.00%	4,700	\$951,035.60
AEM - Young, Monica	AEM Partner Subcontract Liaison	1.28%	120	\$28,617.36
Eureka Facts - Restrepo, Jorge	EurekaFacts Partner Subcontract Liaison	0.16%	15	\$4,971.54
Eureka Facts - Steinberg, Jonathan	External Evaluator	2.50%	235	\$77,887.46
Eureka Facts - McCulla, Laura	External Evaluation Support Specialist	3.24%	305	\$101,087.98
Eureka Facts - Gakavian, Neva	External Evaluator	0.21%	20	\$3,005.60
Eureka Facts - Rawlinson, Rebecca	External Evaluator	1.33%	125	\$18,785.00
Eureka Facts - Holden, Ally	External Evaluator	2.34%	220	\$23,094.28
Eureka Facts - TBD	Research Assistant	1.28%	120	\$12,596.88
Eureka Facts - Leslie, Faith	External Evaluator	2.34%	220	\$33,061.60
Expert Consultants - TBD	SME	39.84%	3,745	\$936,250.00
AEM	ODCs			\$2,500.00
AEM	Travel			\$75,000.00
Total Estimated Contractual Costs			24,959	\$5,196,489.62
7. Construction				
Item	Unit Cost	Units	Cost	
Total Estimated Construction Costs				
8. Other				
Item				Cost
Other (Please refer to the chart Other section in the budget narrative for details)				\$68,750.00
5% Set Aside (Please refer to the chart Other section in the budget narrative for details)				\$487,874.54
Total Estimated Other Costs				\$556,624.54
9. Total Direct Costs				
Item				Cost
Total Direct Costs				\$9,233,789.24
Total Estimated Direct Costs				\$9,233,789.24
10. Indirect Costs				
Item	OH Code	Rate	Base	Cost
ICF Home & Branch OH - Overhead	421	64.21%	\$788,795.43	\$506,485.56
ICF Strategic H&B OH - Overhead	424	29.33%	\$2,024,241.48	\$593,710.03
ICF Strategic H&B OH Casual - Overhead	435	29.33%	\$269,985.36	\$79,186.71
ICF Home & Branch OH - General & Administrative (G & A)	421	16.40%	\$1,295,280.99	\$212,426.07
ICF Strategic H&B OH - General & Administrative (G & A)	424	16.40%	\$2,617,951.51	\$429,344.04
ICF Strategic H&B OH Casual - General & Administrative (G & A)	435	16.40%	\$349,172.07	\$57,264.22
Other Direct Costs (ODCs)/Travel - G&A		16.40%	\$954,277.34	\$156,501.49
Subcontractor Admin		1.79%	\$5,196,489.62	\$93,017.17
Total Estimated Indirect Costs				\$2,127,935.29
11. Training Stipends				
Item				Cost
Total Estimated Construction Costs				
12. Total Estimated Costs - All Years				
				\$11,361,724.53

Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal.





Appendix B: Letters of Commitment



11951 Freedom Drive, Suite 1100
Reston, Virginia 20190

June 8, 2026

Dr. Shefali Pai-Samant
Vice President, Early Education
ICF Incorporated, LLC
1902 Reston Metro Plaza
Reston, VA 20190

Re: Letter of Support to Participate with ICF to Support Response to RFP # 2024-169389 for Mid-Atlantic Regional Comprehensive Center

Dear Dr. Pai-Samant:

Applied Enterprise Management (AEM) Corporation is pleased to continue our collaboration with ICF Incorporated, LLC in the proposal to the Mid-Atlantic Regional Comprehensive Center.

AEM brings the following breadth of expertise to support this important initiative:

- We know the Mid-Atlantic context. All of the named key personnel have experience working with Mid-Atlantic state, local, or higher education agencies.
- We staff this project with our current Mid-Atlantic Comprehensive Center team. We provide a low-risk, consistent staffing model that ensures that services provided to the states and communities in this region are not disrupted and that we can continue to foster strong relationships with our state counterparts.
- We understand the educational ecosystem. Our proposed staff have experience working as teachers, school leaders, state education agency leaders, higher education faculty, and technical assistance providers within the Mid-Atlantic.

AEM commits to providing necessary resources and staff to ensure quality service and cost-effective performance on this contract. All proposed staff for this effort meet minimum requirements for the appropriate professional levels as specified in the proposal. The proposed subcontract will be treated as a major contract with our company.

We look forward to a productive working relationship with you and with our client. Please feel free to contact Maggie Pabustan, maggie.pabustan@aemcorp.com, 703-464-7030 x8017 with any questions concerning our support of this project.

Sincerely,

 Digitally signed by
Sharon M. deMonsabert
Date: 2026.06.08 16:48:39
-04'00'

Sharon deMonsabert
President

(703) 464-7030 main | aemcorp.com



June 5, 2026

Shefali Pai-Samant
Program Manager
ICF Incorporated, LLC
1902 Reston Metro Plaza
Reston, VA 20190

Re: Letter of Support for ICF Incorporated, LLC

Re: RFP #2024-169389 - Comprehensive Centers Program: Regional Centers

Dear Shefali Pai-Samant:

EurekaFacts, LLC is pleased to provide this letter of support for ICF Incorporated, LLC in response to the Comprehensive Centers Program: Regional Centers (RFP #2024-169389).

EurekaFacts' mission is to provide high-quality research, evaluation, data collection, and strategic consulting services that help organizations make informed decisions and improve outcomes. We hope that ICF can utilize our expertise and knowledge in survey research, qualitative and quantitative data collection, participant recruitment, stakeholder engagement, program evaluation, and data analysis to support the successful execution of this project.

EurekaFacts looks forward to supporting ICF Incorporated LLC in meeting the requirements under this solicitation. Please feel free to contact me at 240-403-1636 or restrepoj@eurekafacts.com with any questions concerning our support of this project. Thank you.

Sincerely,

Jorge Restrepo
CEO
EurekaFacts LLC

EurekaFacts, LLC 51 Monroe St Suite Pe2, Rockville, MD 20850