

# **Understanding the INs and OUTs of Writing the Early Head Start Expansion and Early Head Start – Child Care Partnership Funding Opportunity Application (FOA)**

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# Meet Your Presenter

Kathleen retired from Champaign County Regional Planning Commission as Director of the Head Start and Early Head Start Program and is currently doing consultant work.



# Program Models

- ▶ Early Head Start-Child Care Partnerships
- ▶ Non-Partnership Early Head Start Expansion
- ▶ Combination Approach
- ▶ Grants will be awarded based on how effectively the model design fits the needs of the community to be served and the overall quality of the proposed program, dependent upon available funding. Funds awarded through this funding opportunity announcement (FOA) must not supplant existing subsidies or other funding.
- ▶ Through this FOA, applicants have the choice of applying in one of three ways: 1) EHS-CC Partnerships, 2) Non-Partnership EHS Expansion, or 3) a mix of both EHS-CC Partnerships and Non-Partnership EHS Expansion. However, applicant entities may submit only one application per service area, regardless of how they choose to apply. ACF will review only one application for a service area from any applicant.



# The Head Start Act and Head Start Program Performance Standards

The standards set forth the requirements local grantees must meet to support the cognitive, social, emotional, and healthy development of children from birth to age 5. They encompass requirements to provide education, health, mental health, nutrition, and family and community engagement services, as well as rules for local program governance and aspects of federal administration of the program.

The Act and HSPPS are found at the Early Childhood Knowledge and Learning Center [Early Childhood Knowledge and Learning Center](#)



# NOTICE

- ▶ On Page 1: Applicants are strongly encouraged to read the entire funding opportunity announcement (FOA) carefully and observe the application formatting requirements listed in Section IV.2. Content and Form of Application Submission (starting on page 20).
- ▶ Page 64 - 67: Application Checklist (What to Submit/Where Found/When to Submit)



# Start-Up and Implementation Period for All Grantees (regardless of model) pg. 11

- ▶ Newly awarded grantees, regardless of model or option(s), should anticipate a reasonable start-up period and will be expected to begin providing services as soon as high-quality services can reasonably be provided (i.e., when high-quality facilities are ready and staff have been trained). Grantees are expected to be fully enrolled no later than 12 months after receiving a grant award.



# Award Ceiling and Floor pg. 14

- ▶ Applications requesting an annual award amount that exceeds the Award Ceiling as listed in this section will be disqualified from competitive review and from funding under this announcement.
- ▶ The project period will be up to 60 months.

Funding Instrument Type: Grant

Estimated Total Funding: \$140,000,000

Expected Number of Awards: 60

Award Ceiling: \$8,000,000 Per Budget Period

Award Floor: \$750,000 Per Budget Period

Average Projected Award Amount: \$1,500,000 Per Budget Period

Anticipated Project Start Date: 03/15/2019

- ▶ **Pg 8:** (Programs) with existing EHS ... may propose fewer than 72



# General Information pg. 21, 22, 23

▶ Page Limitations: Applicants must observe the page limitation(s) listed under "PAGE LIMITATIONS AND CONTENT FOR ALL SUBMISSION FORMATS." Page limitation(s) do not include SFs and OMB-approved forms. **All applications must be double-spaced.** An application that exceeds the cited page limitation for double-spaced pages in the Project Description file or the table of contents, the one-page Project Summary/Abstract, required Assurances and Appendices file will have the last extra pages removed and the removed pages will not be reviewed. **The following elements of the application submission are exempt from the double-spacing requirements and may be single-spaced:** Certifications, required SFs, required OMB-approved forms, resumes, logic models, proof of legal status/non-profit status, third-party agreements, letters of support, footnotes, tables, the line-item budget and/or the budget justification.

▶ Page Limitations and File Content - The page limitation is **150 pages** for the Project Summary/Abstract, Table of Contents, Project Description (First File), and Appendices. Page limitations are identical for electronic and paper formats application submissions. Each applicant is required to upload only two electronic files, excluding Standard Forms (SFs) and OMB-approved forms. It is strongly recommended that application components be submitted in order (see file list) regardless of whether the application is submitted in electronic or paper format. Applications must not exceed the 150-page limit for all of the components in the First and Second Files or pages will be removed from the application and will not be reviewed.

▶ Accepted Font Style: Applications must be in **Times New Roman (TNR), 12-point font**, except for **footnotes, which may be TNR 10-point** font. Pages that contain blurred text, or text that is too small to read comfortably, will be removed.

▶ Materials Formatting: **as the 8-1/2 X 11 white paper with 1 inch margins all around**





# First File pg. 24

- ▶ Project Summary/Abstract (single-spaced) - limited to 1 page
- ▶ Table of Contents (single-spaced) - suggested 1 page
- ▶ Project Description (double-spaced) - suggested 75 pages
  - ▶ Community Needs and Objectives
  - ▶ Project Design and Approach
  - ▶ Staffing
  - ▶ Planning and Implementation
  - ▶ Organizational Infrastructure and Management Systems
  - ▶ Budget and Budget Justification



# Program Approach pg. 5

- ▶ Based on the strategic plan and community assessment, applicants will propose an approach that responds to the needs of families in the community, including the need for increased access to full-time, stable, high-quality, comprehensive child development services for working families. Having high-quality infant and toddler care is particularly important, and often is lacking, in areas with high concentrations of poverty.
- ▶ All applicants should consider the birth-to-five continuum of care and education in developing their proposals. Grantees are expected to leverage resources from existing community agencies that provide early learning services - including early intervention, home visiting, and preschool programs - that will support children from birth through kindergarten entry.



## Program Design and Approach, Continued

- ▶ Applicants must demonstrate the capacity to implement and sustain the high-quality, comprehensive, individualized educational, health, mental health, nutritional, oral health, and other social services to pregnant women, infants, toddlers, and their families that prepare children to succeed in school. Describe how the program will implement program components and, where applicable, describe separately for infants and toddlers.



# Project Description pg. 30

## ▶ Purpose -

- ▶ The project description provides the majority of information by which an application is evaluated and ranked in competition with other applications for available assistance.
- ▶ Must be clear and complete.
- ▶ Develop project description that focuses on outcomes and convey strategies for achieving intended performance. Project descriptions are evaluated on the basis of substance and measurable outcomes, not length. **Pg 31:** cross referencing should be used.



# 1. Community Need and Objectives pg. 32

- ▶ Applicants must provide data about why a geographic area is in high need of early childhood education and family support services. Data must include the number of eligible pregnant women, infants, and toddlers by geographic location; the number of families in extreme poverty; jobless rates; incidence of community health problems; or other similar factors. Provide a description of information regarding the availability and access to early childhood education services for low-income infants and toddlers in the proposed geographic area.
- ▶ **If proposing EHS-CC Partnership**, discuss if partners have been identified that demonstrate a commitment to the proposed project. Applicants must also demonstrate their knowledge and awareness of its state's subsidy and CCDF policy landscape in its proposed service area.



# 1. Criteria for Community Need and Objectives p. 53

- ▶ Reviewers will consider..... the following narrative elements:
- ▶ **1.A.** Proposed service area and location(s) are clearly described
- ▶ **1.B.** How resources will be directed to geographic area(s) of greatest need (Look at pg. 32, 1<sup>st</sup> full para.)
- ▶ **1.C.** Rationale for which ages to be served and estimated numbers by program type and location(s) (Look at pg. 32, 3<sup>rd</sup> full para.)
- ▶ **1.D.** If the proposed program option .... Best meets the needs of the local community. Does the justification “use information” describe the applicant’s process for engaging other entities in the community in making this determination?
- ▶ **ETC.**



## 2. Program Design and Approach pg. 33

- ▶ Applicants must demonstrate the capacity to implement and sustain the high-quality, comprehensive, individualized educational, health, mental health, nutritional, oral health and other social services to pregnant women, infants, toddlers, and their families that prepare children to succeed in school. Describe how the program will implement program components and, where applicable, describe separately for infants and toddlers.
- ▶ Name the curriculum or set of curricula that will be used, describe why that curriculum/curricula was selected, and present the evidence basis that the curriculum/curricula effectively promotes progress toward its developmental foundations. Provide evidence supporting how the curriculum is tied to outcomes for children that meet the requirements in 45CFR 1302.30. (HSPPS)



## 2. Criteria for Program Design and Approach pg. 54

- ▶ **2.A.** The curriculum or set of curricula and teaching practices proposed that promote progress toward school readiness goals.
- ▶ **2.B.** The process for establishing and measuring school readiness goals. Do those school readiness goals reflect the ages of children that the applicant proposes to serve in the program, and are they culturally and linguistically appropriate? If the school readiness goals were or will be established in consultation with the parents of children who will be participating in the program.
- ▶ **2.C.** How the applicant will meet the needs of infants and toddlers with disabilities.
- ▶ **2.E. The plan to meet the needs of the applicant's targeted population in the (i) child welfare system, (ii) dual language learners, (iii) homeless children, and (iv) pregnant women.**
- ▶ **2.F.** The plan to develop a unified birth-to-school-entry continuum of care and education through linkages with home visiting programs, Head Start, and other preschool programs.
- ▶ **2.G.** How the applicant will meet the health, mental health, nutritional, and oral health needs of program participants. (Look at pg. 33, 5<sup>th</sup> full paragraph.)





## 2. Criteria for Program Design and Approach Cont'd

- ▶ **2.H.** For applicants proposing center-based or family child care services: How the applicant describes a plan for observing teacher practice, including teacher-child interactions. For applicants proposing home-based services: How the applicant describes a plan for observing home visitor practice, including interactions with the family and child, and supporting the parents in their role as the child's primary caregiver/teacher. For all program services, discuss using this information to inform professional development and practice improvements. Include the name of any instruments to be used.
- ▶ **2.I.** The process for obtaining required screenings, including developmental hearing and vision, and referring for further evaluation as necessary.
- ▶ **2.J.** The process for selecting the specified assessment tool. The plan to use child assessment data to individualize the instruction and learning for each child and, as necessary, refer for additional evaluation and intervention; and to aggregate and analyze child-level assessment data.
- ▶ **2.K.** The plan to coordinate with public and private entities to assist the program in providing child health and developmental services and program management services.



## 2. Criteria for Program Design and Approach Cont'd

- ▶ **2.L.** The system proposed to deliver services to enrolled women post-pregnancy, including how the newborn infant and family will transition into the appropriate program option at the appropriate time.
- ▶ **2.M.** How the applicant will ensure that infants, toddlers, and their families participating in the program will have the opportunity to receive Head Start or other appropriate preschool services.
- ▶ **2.N.** The plan to facilitate the meaningful engagement of parents in activities designed to help them become full partners in the education of their children. Barriers to parent participation should be discussed.
- ▶ **2.O.** For applicants proposing EHS-CC Partnership: Evidence that the applicant has identified its partner sites and describes a thorough plan for sustaining its child care partners, as well as contingency plans for replacing proposed partners if any partnerships do not materialize or prove unsustainable.



## 3. Staffing pg. 34

- ▶ Applicants must describe the qualifications of their proposed staff, including their experience in providing child development services in accordance with 45 CFR § 1302.91. This includes a description of key program staff's major functions and responsibilities. Also describe the management staff's knowledge of the requirements of the proposed program, and how it will ensure that all program staff members understand how those standards are applicable to them. Describe the plan to include staff with infant/toddler expertise in decision-making roles.



# 3. Criteria for Staffing pg. 55

- ▶ **3.A.** The plan to ensure all teaching staff will meet the qualification requirements.
- ▶ **3.B.** Evidence of the proposed program director and proposed key program staff's ability to meet the required qualifications to administer an Early Head Start program, complex social service program, or early education services. (Look at pg 34, 3<sup>rd</sup> full para.)
- ▶ **3.C.** The plan to (i) attract, (ii) train, (iii) retain staff (Look at pg. 34, 4<sup>th</sup> full para.)
- ▶ **3.D.** How the applicant proposes to provide career development opportunities for professional, paraprofessional, and other staff, including family child care providers.
- ▶ **3.E.** If the plan to evaluate job applicants, including existing grantee staff, to determine which applicants are most capable of implementing a high-quality, comprehensive program is realistic.



## 4. Planning and Implementation pg. 34-35

### 4. Criteria pg. 55-56

- ▶ 4.A. Implementation plan and timeline
- ▶ State and local licensing requirements, the length of time required to obtain licensure for early childhood learning environments, and the impact on the proposed implementation plan for the timely provision of services.
- ▶ 4.B. The availability of appropriate facilities for proposed program models, and the anticipated timelines for completing any construction, renovation, or adaptation of space to meet requirements.
- ▶ 4.C. As applicable, plans for alternative service provision (e.g., temporary home- based services) during start-up, until contracts are in place and facilities are fully operational to ensure full enrollment not later than 12 months from the date of award.
- ▶ 4.D. Where facilities are not available, a plan to acquire facilities in accordance with federal Head Start regulations.
- ▶ 4.E. The ability to recruit, hire, and train qualified staff to support the proposed start date of Early Head Start and/or EHS-CC Partnership operations.
- ▶ 4.F. The plan for recruiting eligible children and families, and maintaining enrollment. **If proposing EHS-CC Partnership**, this plan must include how the applicant will identify and enroll families currently receiving CCDF subsidies.

## 5. Organizational Infrastructure and Management Systems pg. 35

- ▶ Applicants must demonstrate their ability to oversee operations that comply with applicable federal, state, and local law and regulations. The application must describe the capacity of senior executive managers (for example, Executive Director, Chief Operating Officer, Chief Financial Officer) and governing body to:
- ▶ (Continued on next slide.)



# 5. Criteria for Organizational Infrastructure and Management Systems pg. 56

- ▶ 5.A. The capacity of the senior executive managers and governing board to:
  - ▶ 5.A.(i) exercise effective oversight of program operations and accountability for federal funds;
  - ▶ 5.A.(ii) include the Policy Council in the planning and decision-making process;
  - ▶ 5.A.(iii) ensure representation of the diverse community served;
  - ▶ 5.A.(iv) set and monitor overall agency priorities and operational systems; and
  - ▶ 5.A.(v) conduct community assessment, annual self-assessments, and ongoing monitoring.
- ▶ 5.B. The ability to plan, constitute, and train a governing body in compliance with Head Start regulations. If applicable, an applicant can describe how its current governance structure would change to meet the requirement of the Head Start Act.
- ▶ 5.C. The existence of management systems for program planning, internal and external communication, record keeping, issuance of internal and external reports, and program self-assessment and monitoring.
- ▶ 5.D. For applicants proposing EHS-CC Partnership: The applicant's ability to work with partners, and ensure accountability for meeting HSPPS across multiple sites (as appropriate)



## 5. Additional for Organizational Infrastructure and Management System pg. 37

Provide the following information on the applicant organization and, if applicable, on any cooperating partners:

- ▶ Organizational charts; (Second File)
- ▶ Resumes (no more than two single-spaced pages in length); (Second File)
- ▶ Biographical Sketches (short narrative description); [\(Criteria Section 3.B\)](#)
- ▶ List of Board of Directors; [\(Narrative/Criteria Section 5.A.](#); put in Second File)
- ▶ Copy or description of the applicant organization's fiscal control and accountability procedures; [\(Criteria Section 5.C.](#) - Description; Second File - Copy of)
- ▶ Evidence that the applicant organization, and any partnering organizations, have relevant experience and expertise with administration, development, implementation, management, and evaluation of programs similar to that offered under this announcement; [\(Criteria Section 5.C.\)](#)
- ▶ Evidence that each participating organization, including partners and/or subcontractors, possess the organizational capability to fulfill their role(s) and function(s) effectively; [\(Criteria Section 5.D.\)](#)
- ▶ Information on compliance with federal/state/local government standards; [\(Criteria Section 5.A.\(i\)](#)
- ▶ Job descriptions for each vacant key position. [\(Discuss in Narrative/Criteria Section 3.B.; Refer to](#) and put in Second File)





# Additional Information on Awards pg.15

- ▶ Applicants must submit an annual (12 month) budget. The funding amount listed on Line 18a (Federal) of the SF424, Application for Federal Assistance, must reflect a full 12 months of funding. The federal funding amounts on the SF424 and the in the applicant's budget submission must match.
- ▶ Base funding is for use in program operations, staff, materials, equipment, facilities, etc.
- ▶ In addition to base funding, applicants should request an additional 2.5 percent of the base funding for training and technical assistance (T/TA) funding. T/TA funding is used for the purposes of improving program quality and helping prepare children to succeed in school
- ▶ Pre-award costs, including start-up costs, may be requested by an applicant in addition to the base operating and T/TA grant funds. **If requested, applicants must provide a separate budget for start-up/pre-award costs, in addition to a 12-month budget for the base funding awarded, within the page limitations stated for *The Project Budget and Budget Justification* in Section IV.2. *Content and Form of Application Submission***
- ▶ No more than 15 percent of total costs may be used for program administration.  
Admin Cost Waiver: pg 13

## 6. Budget and Budget Justification pg. 38

- ▶ All applicants are required to submit a project budget (424A) and budget justification with their application.
- ▶ The budget justification consists of a budget narrative and a line-item budget detail (i.e. **Excel spreadsheet(s)**) that includes detailed calculations (quantities, unit costs, and similar details for calculations to be duplicated) for "object class categories" as identified on the Budget Information Standard Form (424A, Section B. i.e. Personnel, Fringe Benefits, Travel, Equipment, ... )
- ▶ Applicants must demonstrate that funds are budgeted to provide all required comprehensive EHS services. Evidence of a reasonable per child cost, based on the proposed program type and program option(s), to ensure the maximum number of eligible children are served, must be included. **(Statement in narrative with cost per child.)**
- ▶ The application must clearly and accurately distinguish between the base operating funds, T/TA funds, total federal funds, and the applicant's non-federal share. Additionally, applications should provide a cost-effective budget that is aligned with the program services, staffing plan, and other program components proposed in the application narrative. **Describes the plan for the expenditure of T/TA funds. For applicants proposing EHS-CC Partnership, applicant must include sufficient T/TA resources to assist the child care and family child care partners with meeting HSPPS.**

## 6. Additional Budget and Budget Justification - General pg. 40

This section contains the details to include for each Object Class Category's Budget Narrative and/or Line Item Budget. For example,

### PERSONNEL:

Description: Costs of employee salaries and wages.

Justification: Identify the project director or principal investigator, if known at the time of application. For each staff person provide: the title; time commitment to the project in months, time commitment to the project as a percentage or FTE; annual salary; grant salary; wage rates, etc. Do not include the costs of consultants, personnel costs of delegate agencies, or of specific project(s) and/or businesses to be financed by the applicant. Contractors and consultants should not be placed under this category.

## 6. Non-Federal Share

- ▶ Grantees must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (federal) share plus the non-federal share. **(OR, 25% of the federal funds alone.)** The non-federal share may be met by cash or in-kind contributions, although applicants are encouraged to meet their match requirements through cash contributions. **(Budget narrative and line item budget also required for NFS.)**
- ▶ To receive a waiver ... pg. 18
- ▶ Budget Justification: pg. 43, 4<sup>th</sup> full para.

If an applicant is relying on match from a third party, then a firm commitment of these resources (letter(s) or other documentation) is required to be submitted....



# Second File pg. 24

- ▶ Appendices (must be readable) - suggested 73 pages
  - For Profits: Certificate of Good Standing (pg. 36)
  - Board of Directors Attestation
  - Proof of Legal Status of Applicant (pg. 36)
  - Proof of Policy Council Approval
  - Organizational Capacity documentation (e.g., resumes, job descriptions, organizational charts)
  - Signed memoranda of understanding
  - Third-party agreements
  - Indirect cost rate agreement (IDR)
  - Letters of support
  - Oversight of Federal Awards
  - Protection of Sensitive and/or Confidential Information
  - Other supporting documents (i.e. NFS commitment(s), Board list, documents from CC partner(s) )



# Electronic Submission

- ▶ Electronic applications will only be accepted via [www.Grants.gov](http://www.Grants.gov). ACF will not accept applications submitted via email or via facsimile.
- ▶ Each applicant is required to upload **ONLY** two electronic files, excluding SFs and OMB-approved forms. **File One:** Must contain the entire Project Description, and the Budget and Budget Justification (including a line-item budget and a budget narrative). **File Two:** Must contain all documents required **(and desired)** in the Appendices.

# Questions

