NORTHWEST NATIVE CHAMBER

CCIF Tribal Recipient Implementation Guide

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As a Child Care Infrastructure Fund (CCIF) applicant or recipient, you have access to the Northwest Native Chamber's Professional Service Providers (PSP), a network of industry experts who enhance our Technical Assistance team. By connecting with an NWNC Resource Navigator, you can receive grant-supported PSP services tailored to help you achieve your business goals, at no cost to you!

Please note that funding for PSP services is subject to grant availability, and requests for PSP support must be approved by NWNC.

Our PSP Directory connects you with experienced professionals in key business areas, including:

- **Legal Assistance:** Business contracts, operating agreements, and general business legal matters.
- **Marketing & Branding:** Marketing plan development and marketing evaluations to improve your digital marketing across all channels.
- **Financial & Accounting Support:** Financial advising, financial statements, and advanced tax support.
- **Tax Preparation & Consulting:** Tax advising on deductions and grant implications, and tax preparation.
- **Bookkeeping Support:** Chart of Accounts setup, reconciliation, software training, and general bookkeeping assistance.
- **Capital Consulting:** Capital readiness assessments, funding strategies, debt management strategies, understanding loan products/rates/terms, and preparing for loans and grants.
- **Grant Writing & Project Development Support:** Assistance with funding proposals and project planning for your CCIF application.
- **HR & Compliance Services:** Employee handbooks, HR policies and management, payroll advising, and labor law compliance.
- **Business Planning:** Access to business planning software with financial projection tools, supported by an NWNC Resource Navigator.

Need more information?

MyKel Johnson is more than happy to help answer all of your CCIF questions.
mjohnson@nwnc.org

For general questions, contact a NWNC Resource Navigator today!
CCIFSupport@NWNC.org

02 Introduction

This guide offers Tribal Nations and Tribal-serving organizations:

- **Clear explanations** of CCIF expectations
- **Guidance** on aligning internal Tribal governance with state processes
- **Recommendations** for communication, documentation, and risk management
- **Step-by-step considerations** for implementation
- **Examples** and narrative framing to strengthen reporting and compliance
- **Culturally grounded practices** that support sovereignty-driven decision-making

This guide was created to support Oregon's Tribal Nations and Tribal-serving organizations in successfully implementing Child Care Infrastructure Fund (CCIF) awards. It blends official CCIF requirements with culturally grounded practices, including Tribal governance context, and lessons learned from earlier rounds of Tribal participation. It is not a substitute for your signed contract agreement with Business Oregon. It is a companion to help you manage the award on your terms. Where there are differences between this guide and the final award agreement, the contract agreement governs. Always refer back to the signed contract agreement for official requirements.

The **Northwest Native Chamber (NWNC)** exists to strengthen the economic and cultural vitality of Native communities. We view child care as essential economic infrastructure—supporting working families, fostering early learning, and sustaining Tribal economies. By engaging in this work, NWNC helps Tribes secure resources that expand access to high-quality, culturally grounded care, ensuring children and communities can thrive.

Working with Your Business Oregon Project Manager

Each recipient is assigned a Business Oregon Project Manager who will serve as your primary point of contact. Your Project Manager will confirm deliverables, track progress, and support you if challenges arise or if changes occur during planning, construction, procurement, or closeout. They support compliance but do not manage day-to-day work, which stays with your internal team.

The most successful Tribal projects treat the Project Manager as a partner to keep informed rather than a regulator to avoid. Sending early drafts of budgets, scopes of work, or construction timelines often reduces delays later. Likewise, explaining internal Tribal governance processes such as council resolution schedules, cultural reviews, or procurement timelines helps Business Oregon understand that Tribes make decisions through sovereign government systems that are different from the decision pathways of an individual child care provider or small business.

At any point during implementation, if questions come up about contract terms, allowable costs, or amendments, discuss them directly with your Project Manager. NWNC can help you prepare, but only the Project Manager can approve changes. Clear roles from the start help. You should name a single point of contact, usually the CCIF Project Lead or fiscal manager, to keep communication consistent.

03 Project Implementation

Understanding the Award You Received

Once your CCIF contract is executed, the award becomes both a funding opportunity and a set of responsibilities. While contracts vary based on project type, scopes, and budget, the requirements and structure of the agreement are consistent across all recipients.

The first step is to review the contract in full, ideally with your project lead, finance staff, legal team, and any program directors involved in implementation. The agreement outlines the exact amount awarded, the approved scope of work, the eligible and ineligible uses of funds, the reimbursement process, and the documentation required for reporting and closeout.

Most importantly, it clarifies what Business Oregon expects to see as evidence that the project is progressing as planned—items such as contractor bids, invoices, proof of payment, photos, and written updates. These requirements may feel administrative, but they serve as protection for both the Tribe and the state, ensuring that the project follows a clear, documented path from beginning to end.

Pro Tip: Teams that sit down together to walk through the agreement, page by page, understand the project better, communicate more effectively, and avoid costly mistakes. Your first "construction task" should be reading the contract together.

Project Scope and Eligible Activities

Every CCIF contract is tied to a specific scope. For some recipients, the focus is on simpler renovations, others are pursuing new construction, property acquisition, or major expansion. While the work itself varies, the principle is the same: CCIF funds must be used for capital improvements to fixed, immovable child care infrastructure.

Pro Tip: Cross-check each planned expenditure with your agreement's budget section before committing funds.

Expenses such as design work, engineering, permitting, and materials are generally allowable when tied directly to the approved project. What CCIF cannot fund are administrative salaries, indirect costs, or most programmatic expenses. If a cost is not tied to a permanently affixed improvement, it is likely not eligible.

This clarity becomes even more important when project scopes shift, as they often do. If a contractor's estimate changes, if material costs fluctuate, or if your team decides that portions of the original plan need to be adjusted, those changes must be communicated to Business Oregon and approved by your project manager or through the contract amendment process before any adjustment can be implemented. Scope adjustments are common, but they require early dialogue and sometimes an amendment.

Environmental Review Requirement

Before any construction activity begins, an environmental review must be completed. This requirement is included in the contract to ensure the project complies with relevant state and federal environmental laws.

Many Tribes maintain their own environmental, cultural, or archaeological review processes as part of sovereign governance. These Tribal processes come first. Business Oregon recognizes and respects Tribal authority over land stewardship, and the State review requirement does not replace, override, or interfere with Tribal review processes. In addition to the Tribal process, the contract requires documentation of the State's environmental review. The State review is administrative in nature and ensures compliance with Oregon program requirements and applicable laws.

To support project planning and avoid delays, recipients are encouraged to communicate expected review timelines with Business Oregon. This helps align the sovereign review process with state contract milestones and ensure the project remains on track for reimbursement and implementation.

Documentation and Internal Alignment

CCIF funding can be structured in different ways depending on the type of project and the language in the award contract. While the program is generally reimbursement-based, **Tribes are not required to front all project costs** if documentation shows that funds are needed before work can begin (for example, contractor mobilization, deposits, or down payments).

Funding may be disbursed in one of the following ways, depending on the contract and project type:

Reimbursement

The Tribe pays costs first and then submits documentation (invoice, proof of payment, etc.) to receive funds.

Advance ("As-Needed") Disbursement

If a contractor or vendor requires funds upfront, the Tribe may submit the invoice to Business Oregon and request payment before the cost is incurred.

Upfront Disbursement for Eligible Purchases

Certain expenses, such as property acquisition, may be fully funded upfront and sent directly to escrow.

Invoices, receipts, contracts, and proof of payment must be collected, organized, and readily available throughout the project. Photos are another important aspect of documentation to demonstrate progress, especially at key milestones, to help tell the full story of your project.

Pro Tip: Creating a system for documentation early on, as well as establishing a shared understanding of who receives what information, and when, keeps the project moving without surprises.

Timelines and Milestones

Each CCIF agreement includes a project timeline that outlines the expected start and completion dates. We know Tribes often encounter factors that extend timelines, such as procurement processes, cultural reviews, contractor availability, or council scheduling. The key is not to meet the timeline perfectly, but to stay in communication. While these dates may be flexible, they serve as a baseline for tracking progress.

If delays arise, they should be shared with your Business Oregon Project Manager early so that adjustments can be made. Many projects require timeline extensions or amended work plans; this is normal and not a reflection of poor performance. Transparency simply ensures that both the Tribe and the state remain aligned.

Important Timelines to Be Aware Of

- **Funding rounds**: Round 3 is the final round unless more funds are secured.
- **Funding usage**: For 2024 & 2025 recipients, funds must be spend by May 21, 2027.
- **Contract execution date (project start)**: The official beginning of your CCIF project timeline. Eligible expenses must occur after this date.
- **Reimbursement request windows**: Costs are reimbursed after payment is made. Plan for regular reimbursement submissions rather than waiting until the end of the project to request funds.
- **Progress reporting and documentation check-ins**: Narrative updates, photos, invoices, and proof of payment may be requested as often as quarterly.
- **Final reimbursement submission**: All remaining invoices and reimbursement requests must be submitted by the deadline specified by Business Oregon (often shortly after project completion).

Developing an Early Construction Readiness Plan

Before construction begins, several foundational steps help ensure that the project remains on schedule, aligned with scope, and compliant with CCIF requirements. For many Tribes, this includes confirming site conditions, conducting environmental or cultural surveys when appropriate, and gathering cost estimates.

Even when a project is at the conceptual stage, it helps to visualize what readiness looks like. For example, understanding whether the planned site sits on Tribal trust land or fee land may influence the review process. Knowing whether the project will require excavation can help determine if additional environmental or cultural protocols are needed. And identifying potential contractors early, especially those who meet TERO requirements or Tribal preference, can reduce surprises later.

Some Tribes have found it helpful to conduct a pre-assessment of the site with facilities staff before engaging outside vendors. This internal walk-through often highlights factors that may not appear in contractor bids, such as drainage concerns, electrical limitations, or potential structural considerations. These insights support stronger procurement decisions and more accurate scopes of work.

Managing Risk Early

No infrastructure project is free of risk. Materials may cost more than anticipated, contractors may withdraw, unexpected site conditions may appear, and internal staffing changes may create gaps. The most successful projects name these risks early and build buffers around them.

This can include setting aside contingency funds, exploring alternative vendors, identifying backup project leads in case of staffing changes, or planning communication strategies in advance. Risk management is not about expecting problems, it's about preparing to navigate them with confidence and transparency.

A strong beginning saves months of time down the line. Before touching a single contract or construction task, take time to bring your internal team together, clarify roles, review the project scope, understand governance timelines, and identify early risks. This initial investment creates clarity and stability for the entire project lifecycle.

Strong communication reduces delays and ensures alignment.

- Keep Business Oregon informed about major project milestones
- Share draft budgets or scopes early for preliminary feedback
- Communicate Tribal governance steps (e.g., council resolutions) that may affect timelines

Pro Tip: Name risks early and build buffers (i.e, having an alternative vendor or identifying back up project leads in case of staffing changes).

04 Navigating Procurement Through a Sovereign Lens

For Tribal Nations, procurement is not just a purchasing process; it is a form of governance. It reflects Tribal laws, TERO policies, Indian preference provisions, contracting thresholds, and cultural expectations of fairness and transparency. Because every Tribe's procurement system is unique, the path to securing vendors, selecting contractors, and documenting the decision-making process will look different from one Nation to another.

The CCIF contract references Oregon's Public Contracting Code (ORS 279A/B/C). Tribes, as sovereign governments, maintain their own procurement laws and are not required to adopt state contracting systems. Business Oregon may, however, request documentation showing the Tribe followed its own fair and transparent procurement process. Providing Tribal procurement policy, TERO provisions, or a brief narrative of selection steps is sufficient to meet this requirement and affirms the sovereignty of Tribal decision-making.

Tribes that clearly document their procurement decisions avoid complications during reimbursement or closeout. Documentation tells the story of how the Tribe upheld its own laws while selecting qualified vendors.

Prevailing Wage (PWR) and Davis–Bacon Requirements

Some CCIF-funded construction may trigger Oregon Prevailing Wage Rates (PWR) or federal Davis–Bacon requirements. Whether these apply depends on the project scope, funding source, and contract structure. If PWR does apply, contractors must pay state-determined wage rates and submit required documentation. This does not replace Tribal contracting laws, TERO requirements, Indian preference, or construction authority on reservation, fee, or trust land. It is simply an added wage compliance requirement tied to this particular state funding source.

Because PWR can materially affect construction cost and bidding, Tribes should confirm early with their Business Oregon Project Manager whether their project falls under PWR rules and plan accordingly.

Working With Contractors and Vendors

Contractors play a significant role in CCIF-funded projects, and selecting one who understands Tribal contexts is crucial. Some Tribes choose to work with long-trusted contractors who are familiar with the local environment, the Tribe's expectations, and the realities of building in rural or culturally sensitive spaces. Others may issue new solicitations or engage multiple bidders.

Regardless of approach, the contracting process is most successful when the Tribe and the contractor both understand the CCIF requirements. Contractors should be aware that:

- Funds are reimbursed, not advanced (However, contractors may receive an advance payment upon submission of documentation demonstrating the need for the advance).
- Documentation must be itemized
- Change orders must be written and approved
- Work must align with the approved scope
- Project photos and updates may be needed
- Timelines should be realistic

If a contractor has never worked with Tribal Nations or with state-funded grants and contracts, it is helpful to walk them through the process, set clear expectations and identify channels of communication early. This clear communication reduces friction later, especially when invoices or change orders need to be reconciled with the CCIF-approved budget.

Contract Review and Internal Approvals

Many Tribes have internal review processes for contracts: legal review, TERO clearance, council approval, or administrative signoff. These are important sovereign protections and should not be rushed. However, they can add time to the process, which is why early coordination among internal teams is essential.

Legal teams often review:

- Scope of work
- Insurance requirements
- Indemnification clauses
- Sovereign immunity language
- Payment schedules
- Contractor responsibilities

If the contractor uses their own contract template, there may be provisions that need to be modified or removed. Having your legal team engaged early prevents contract revisions from delaying the start of construction.

Some Tribal governments also require council approval for contracts over a certain threshold. If this applies to your Nation, it is helpful to anticipate which contracts may require council review and schedule them in advance. Understanding internal approval cycles helps the project stay aligned with CCIF timelines.

05 Project Management

Before diving into compliance, spending, and reporting, it's important to have strong internal systems in place. This section introduces the internal structures that help Tribes manage CCIF projects in a way that reflects Tribal governance, supports smooth communication, and prepares your team for state-required documentation. These practices strengthen sovereignty and ensure the project stays organized from planning through closeout.

Key Components:

- Internal Workflows: Mapping who approves budgets, contracts, design plans, or change orders
- Roles & Responsibilities: Identifying a project manager, fiscal lead, procurement lead, and reporting lead
- Internal Communications: Keeping leadership, council, administrators, and finance teams aligned
- Central Document Storage: Maintaining a shared folder for all CCIF materials
- Risk Management: Identifying financial, construction, or staffing risks early
- Financial Controls: Ensuring spending aligns with budget lines and Tribal law
- Cross-Department Coordination: Regular check-ins between early learning, planning, procurement, legal, and finance

Keep the CCIF Project Worksheet updated throughout the project. It captures key decisions, responsibilities, and requirements in one place, making it easy for team members to stay informed and maintain continuity.

Pro Tip: Use the CCIF Tribal Contract Compliance Worksheet in this guide to jeep everyone aligned.

Managing Changes in Scope, Budget, or Timeline

No infrastructure project goes exactly as planned. Unexpected site conditions, cost escalations, workforce shortages, supply chain issues, or internal governance changes can all affect scope, budget, or timeline. CCIF allows reasonable flexibility, but only when changes are communicated early and documented clearly.

If the project scope changes, even slightly, the Tribe should communicate with Business Oregon. This may include removing or adding building features, adjusting square footage, substituting materials, or altering the layout. These changes may require a formal amendment to the contract.

Budget realignment is another common scenario. Material costs may rise unexpectedly, or bids may come in higher than anticipated. Tribal finance teams may need to reallocate funds within the CCIF budget. Business Oregon generally allows adjustments, but they must understand the rationale and see documentation that supports the change.

Timeline adjustments are also normal. Internal council processes, environmental or cultural reviews, contractor scheduling, or weather can push the project forward. Business Oregon can extend timelines when delays are communicated proactively.

The Importance of Change Orders

When project changes occur the recipient must contact their assigned CCIF project manager at Business Oregon to notify them of the change as soon as possible. To request changes, depending on the type of change, an email approval could be sufficient; however you may be asked to complete a "Request For Project Change" form to formally request an amendment to the contract.

It is important to know that a request to change the contract is not a guarantee that the contract will be amended. Some contractors prefer verbal agreements or informal adjustments, but for CCIF compliance, written change orders are essential. They confirm what changed, why it changed, who approved it, and whether the cost was adjusted.

Change orders protect the Tribe as much as they protect the project. They help maintain a clean record of decisions, which supports reimbursement and prevents confusion during closeout. They are also helpful for internal continuity when staff turnover occurs — new staff can easily understand what happened, when, and why.

Construction teams focus on materials and labor, but CCIF projects also "build" a documentation trail. Every invoice, change order, contract, and piece of communication is part of the project story. Keep these records organized from day one, and ensure every change is written down, approved, and saved. It will make reimbursement smooth and closeout far easier. All questions about funding use or grant changes should be directed to the assigned CCIF Project Manager at Business Oregon — not the TA provider.directed to the assigned CCIF Project Manager at Business Oregon — not the TA provider.

06 Spending, Compliance, and Reporting

This section explains how CCIF dollars are accessed and tracked, including when advances are possible, how reimbursements are processed, and what documentation and quarterly reports are required. Clear recordkeeping and steady communication with Business Oregon help ensure funds flow smoothly from project start through closeout.

Understanding How CCIF Funds Flow: Advances and Reimbursements

Advance and reimbursement arrangements vary by project and are finalized through discussions with your Business Oregon Project Manager. While CCIF generally operates as a reimbursement program, Tribes may request an advance when early project costs or cash-flow needs make upfront spending difficult. Advances are not automatic, but may be approved when the Tribe demonstrates a clear purpose and plan for how the funds will be used.

Many Tribes have used advances to cover design work, early contractor mobilization, or deposits required before construction begins. After any approved advance is used, the project typically shifts to a reimbursement model: the Tribe pays eligible expenses and then submits documentation for repayment. Both advances and reimbursements require clear records and alignment with the approved project scope, but the timing of cash flow will differ.

Why Documentation Matters So Much

CCIF requires precise recordkeeping. Whether the expense is paid using an advance or reimbursed after the fact, Business Oregon must see:

- **What** was purchased,
- **Why** it was purchased,
- **How** it matches the approved scope, and
- **Evidence** the purchase was made appropriately.

For reimbursement requests, documentation typically includes invoices, proof of payment, and short descriptions of completed work. For advance requests, documentation must show how the advance was used once those early costs have been incurred.

Most Tribes find it helpful to assign one internal point of contact to coordinate these materials. When procurement, finance, and program teams all share responsibility for documentation, information can get lost or duplicated. A designated documentation lead creates consistency from the earliest stages of spending through final closeout.

How Reimbursements Work in Practice

Once the Tribe pays an eligible expense, the reimbursement process begins. The Tribe submits a financial packet to Business Oregon that includes:

- An invoice from the contractor or vendor,
- Proof that the Tribe paid that invoice,
- Completed disbursement request form provided by CCIF and
- A simple explanation of how the expense fits within the approved project.

Reimbursements generally flow more quickly when the packet is complete on the first submission. Delays most often occur when invoices lack detail, when proof of payment is unclear, or when an expense appears to fall outside the approved scope. These issues are usually easy to resolve, but they extend timelines unnecessarily.

Consistency is more important than complexity. A simple, organized approach is far more effective than an elaborate one.

Quarterly Reports: What They Represent

Project awards that are $100,000 or less will complete a report at 8-weeks and then quarterly there after until their project is complete. All projects over $100,000 will complete quarterly reports on a qarterly basis. Your project manager will send you reminder emails before your 8-week Report is due This report marks the first monitoring milestone. Even if you don't have much to report yet, you must still log in and submit a brief status update. Business Oregon will verify that all reported activities align with your approved budget and grant agreement. Following your initial 8-week report Minor Repair and Renovation recipients will report on a quarterly basis. All other project types due quarterly. Your project manager will send you reminder emails before your Quarterly Report is due. These reports will continue until your project is fully completed and closed out. Business Oregon will verify that all reported activities align with your approved budget and grant agreement.

All CCIF contracts require quarterly reporting. These reports include a narrative summary of progress, updates on spending, any challenges encountered, and photos demonstrating work completed. The intent is not to create excessive administrative work but to maintain a rhythm of communication between the Tribe and Business Oregon.

These quarterly updates often become touchpoints that keep the project aligned. Many Tribal teams find that preparing for each quarter naturally encourages them to keep documentation organized, track expenditures, and revisit timelines.

Tribal staff who managed CCIF projects in earlier rounds noted that quarterly reporting helped highlight where internal coordination needed strengthening. For example, if facilities completed a portion of construction but finance had not yet gathered the invoices, the reporting process would reveal the need for improved communication.

Project awards that are $100,000 or less will complete a report at 8-weeks and then quarterly there after until their project is complete. All projects over $100,000 will complete quarterly reports on a qarterly basis. Even if you don't have much to report yet, you must still log in and submit a brief status update.

Following your initial 8-week report Minor Repair and Renovation recipients will report on a quarterly basis.

Monitoring and Progress Review

Business Oregon may occasionally request additional information or clarification about project progress. These requests are not audits, they are usually tied to missing information or questions about how a particular cost relates to the approved scope.

Monitoring is generally light-touch, especially when communication has been consistent. The state does not evaluate whether the project is "fast enough" or "big enough"; instead, it simply ensures funds are being used for the intended purpose and that documentation supports expenditures.

If Business Oregon has questions, they typically ask for:

- clarification on an invoice,
- additional photos,
- confirmation of a timeline shift, or
- an updated budget if costs have changed.

These exchanges are part of normal project oversight and rarely require significant effort when internal documentation is strong.

07 Preparing for Project Closeout

Closeout is the final phase of the CCIF project, marking the end of construction and the completion of documentation. Closeout requires the Tribe to submit a final report, a summary of expenditures, photos of completed work, and confirmation that the facility will be used for child care for the required continued use period.

Many Tribes find that closeout goes smoothly when they have maintained organized records throughout the project. Storing contracts, invoices, payment records, photos, and correspondence in a central location allows the final packet to come together quickly.

Closeout is also an opportunity to reflect on what the project accomplished. Tribes often use this moment to highlight community impacts, staff stories, or cultural significance. These narratives can demonstrate that the investment was not just a construction project — it was a contribution to a Sovereign Nation's future.

For Tribal governments, closeout can feel like both an ending and a beginning. The physical work may be complete, but the building will now serve generations of children, families, teachers, and community members.

08 Understanding the Continued Use Period

The continued use period is one of the most important long-term commitments tied to a CCIF award. While it may seem like a small administrative detail at first, it is actually a central part of how the state ensures that capital investments serve children and families well into the future.

The requirement is simple in concept:

- Any facility improved with CCIF dollars must remain dedicated to child care or early learning services for a set number of years.
- The exact number depends on the amount of funding:
- 3 years for awards between $20,000 and $49,999
- 5 years for awards between $50,000 and $299,999
- 10 years for awards between $300,000 and $2,000,000
- No continued use period required for Planning Grant recipients (CCIF Round 1 only)

While these are state guidelines, they interact with Tribal realities, building lifespans, governance decisions, and community needs in nuanced ways. The continued use period rarely conflicts with Tribal goals; in most cases, Tribes far exceed the minimum requirement simply because the building is essential to their early learning system. Still, it is important to understand what the continued use period means in practice.

The contract requires that the recipient maintain an active child care license or Program Record with the Department of Early Learning and Care through the entire continued use period.

Scan the QR code to learn more about the child care license.

Tribes may operate under their own Tribal licensing requirements; however, the state requires confirmation that the program remains legally authorized to provide care during the continued use window. This requirement does not restrict Tribal licensing authority , it simply ensures CCIF-funded spaces remain in child care use.

Continued Use Is About Purpose, Not Perfection

The state does not require the building to look the same, serve the same number of children, or operate under the same program model over the course of the period. What matters is that:

- The facility continues to be used for child care or early learning,
- Significant portions of the CCIF-funded space remain dedicated to that purpose, and
- The building is not repurposed for unrelated functions (e.g., office space, storage, administrative use).

If the Tribe remodels, changes licensing types, expands, or shifts programming within the building, these adjustments generally do not violate the continued use requirement. What matters is that the facility continues to serve young children and families.

Documenting Continued Use

Most of the time, demonstrating continued use is straightforward. Tribes can show:

- The program is still operating,
- The building is in use by children,
- Staff are employed in early learning roles,
- The space is maintained for child care activities, and
- Services continue to be offered to Tribal and/or community families.

This documentation may come from annual reports, licensing records, CCDF or Head Start documentation, program schedules, or simple narratives. Business Oregon does not require extensive or burdensome proof; they simply need assurance that the facility continues to serve its intended purpose.

Insurance and Damage/Condemnation Obligations

The contract also requires that the facility be insured against physical loss or damage during construction and for the duration of the continued use period. If the building is damaged or destroyed, insurance proceeds must be applied to rebuild unless the state provides alternative approval and conditions. This does not supersede Tribal risk management protocols, it only governs how CCIF-funded improvements must be treated if a loss occurs.

What Happens if Community Needs Change?

Community needs evolve. A Tribe may experience rapid growth, a shift toward different early learning models, or a need to combine services into a new building. In these cases, Business Oregon is often willing to discuss options.

If a Tribe anticipates a significant change in how the building will be used — such as:

- Transitioning part of the building to another program,
- Building a newer facility and shifting services, or
- Closing a portion of the child care program temporarily

— the best approach is early communication.
The state may allow:

- Partial continued-use agreements,
- Modified use plans,
- Continued use through alternative early childhood programming, or
- A transition to a new space if child care services remain available.

These adjustments are considered on a case-by-case basis and generally require documentation or an amendment. Tribes that communicate early almost always find a workable path forward.

If the Facility Cannot Be Used for Child Care

In rare circumstances, a building may become unusable (e.g., due to natural disasters, safety issues, structural problems) or program closure may become unavoidable. If the facility cannot meet the continued use requirement, Business Oregon may initiate a process to determine whether repayment of a prorated portion of your CCIF funds is required.

This conversation is not punitive, it is a standard requirement in state contracts, and the state will typically work closely with the Tribe to understand the circumstances and identify paths that avoid repayment when possible.

Most importantly, the state prefers solutions that keep early learning services available, even if they must be relocated, paused, or remodeled.

Tribal Sovereignty and the Continued Use Period

The continued use requirement does not override sovereign authority. Tribes remain fully in control of their land use, building decisions, and program operations. The requirement simply reflects a shared commitment: that public funds used to improve a child care facility continue supporting young children and families.

Think of the continued use period as part of the building's long-term stewardship. Create a simple internal plan for monitoring child care use, maintenance, and documentation over time. This plan helps ensure that program changes, staffing transitions, or facility needs are all aligned with the requirement long before the end of the period.

Pro Tip: Plan for the Entire Lifecycle of the Building. Create a simple internal plan for monitoring child care use, maintenance, and documentation over time.

09 Closing Note

Every Tribal child care project begins with a simple truth: children deserve to grow in places that reflect who they are. CCIF funding helps create those places, but the vision, direction, and cultural grounding come entirely from the Tribe.

Throughout this guide, we have highlighted the practical steps needed to manage a CCIF project: establishing internal coordination, documenting procurement, navigating contractor agreements, communicating with Business Oregon, and maintaining clear records. Yet beneath these technical steps lies the real heart of the work, the sovereign authority and cultural wisdom that guide every decision.

This guide recognizes that Tribal governance is not a barrier but a strength; that transparency and communication build trust; and that cultural priorities are not separate from infrastructure work but central to it. When Tribes lead with their own systems, values, and pace, CCIF becomes a resource that supports self-determined nation-building.

Thank you for your leadership, your commitment to Tribal children and families, and your stewardship of this critical infrastructure. Your work continues a long legacy of care, resilience, and cultural strength.

"Child care is more than a building. It is where our children learn who they are, and it supports every working family in our Nation."

— Tribal Early Learning Leader, 2025 Needs Assessment

Appendix A: Tribal-specific FAQ

1. What is the core purpose of CCIF?

CCIF is designed to expand and strengthen Oregon's child care infrastructure by funding capital projects—such as renovations, expansions, or new construction—that increase safe, high-quality child care options. For Tribal Nations, this often means upgrading facilities to support cultural education, language programs, and community-rooted care.

2. Are Tribes required to follow state systems or procurement rules?

No. Tribes use their own procurement, contracting, cultural review, and governance systems. CCIF only requires that your process is documented and transparent. Tribal sovereignty—and your internal pathways—remain at the center of the project.

3. Can Tribes request advances instead of reimbursement-only payments?

Yes. While CCIF primarily uses a reimbursement model, Tribes may request an advance to support early project costs. Business Oregon reviews advance requests on a case-by-case basis. After that, remaining costs generally move through reimbursement.

4. What counts as an eligible CCIF expense?

Eligible expenses must be tied to fixed, immovable capital improvements—for example, construction, major renovations, permanently installed equipment, design work, and engineering tied to the project. Expenses like staffing, indirect costs, and materials not affixed to the building are generally not eligible.

For more information about eligible expenses visit:
https://www.oregon.gov/biz/programs/child_care_infrastructure/Pages/guidelines.aspx
https://www.oregon.gov/biz/Publications/ChildcareInfra/RFGA/Round3/CCIF_3.0_RFGA_English.pdf

5. What kind of documentation does Business Oregon need?

Documentation must show what was done, how it relates to the approved scope, and that the Tribe paid for it. This typically includes:

- Invoices
- Proof of payment (cancelled checks, financial statements, etc.)
- Photos of completed work
- Simple narrative descriptions

6. How often do we need to report?

Most awards over $100,000 require quarterly reports. These updates summarize progress, describe challenges, and include photos. Reporting is meant to support communication, not add administrative burden.

7. What if our project hits delays or the scope changes?

Delays and changes are normal. Communicate early with your Business Oregon Project Manager. The state can adjust timelines or amend agreements when needed. Transparency protects your project from compliance issues.

8. How does the "continued use period" work?

Facilities improved with CCIF funds must be used for child care for:

- 3 years (contracts under $100k)
- 5 years ($100k–$299k)
- 10 years ($300k+)

This requirement aligns well with Tribal values of long-term planning and community care. If future changes to the building are needed, discuss them early with Business Oregon.

9. What makes Tribal CCIF projects most successful?

Tribal teams consistently point to three factors:
Strong internal coordination among early learning, finance, procurement, facilities, and council.
Consistent documentation, kept organized from day one.
Proactive communication with Business Oregon about changes, delays, or questions.
These three practices reduce stress, prevent delays, and support smoother closeout.

10. How does culture fit into CCIF projects?

Culture is the foundation. While CCIF funds infrastructure, Tribal Nations design spaces that support:

- Language immersion
- Elder involvement
- Seasonal teaching
- Indigenous knowledge systems
- Intergenerational caregiving

The state's compliance system is simply a framework. The purpose, identity, and community meaning of the project come from Tribal values.

11. Who should we contact when we have questions?

Business Oregon is your official contact for CCIF requirements, amendments, and reimbursement approval. NWNC can support technical assistance, review documents, and guide best practices. All questions about funding use or grant changes should be directed to the assigned CCIF Project Manager at Business Oregon — not the TA provider.

12. What should we keep in mind during closeout?

Closeout is easier when records are organized throughout the project. The final packet typically includes:

- A narrative summary
- Photos of completed work
- A final expenditure report
- Confirmation of continued child care use

CCIF Tribal Contract Compliance Worksheet

NOTE: This worksheet summarizes state documentation requirements only and does not override Tribal sovereignty, Tribal law, contracting practices, or authority over construction on reservation, fee land, trust land, or fee to trust land.

SECTION A — PRE-CONSTRUCTION READINESS

A1. Environmental Review (State + Tribal)
Tribal environmental/cultural review completed?

Yes No

State-required environmental review completed?

Yes No

Notes:

A2. Prevailing Wage Determination (PWR / Davis–Bacon)
Determination completed with Business Oregon?

Yes No

Summary of determination:

Contractors notified (if PWR applies)?

Yes No

A3. Landowner Consent (Exhibit D)
Required only if the CCIF applicant is not the landowner.
Is the facility on land owned by the applicant?

Yes → No action needed

No → Consent required

Landowner Consent Form completed?

Yes No

A4. Project Start Deadline
Construction must begin within 180 days of contract execution.

Contract executed on:

180-day deadline:

Has construction begun?

Yes No

A5. All Financing Secured
All project funds must be secured before disbursement.
Have all additional funds been secured?

Yes No

Documentation available?

Yes No

SECTION B — PROCUREMENT & CONTRACTING

B1. Tribal Procurement Documentation
Tribal law governs procurement; state only requires documentation.
Tribal procurement policy on file?

Yes No

TERO / Indian Preference applied & documented?

Yes No

Vendor selection narrative completed?

Yes No

B2. Budget Compliance
Any budget line shifts? If yes, written state approval is required.

Yes No

Pre-award costs excluded?

Yes No

B3. Contracting Readiness
Scope of Work finalized?

Yes No

Contractor aware of reimbursement/advance structure?

Yes No

Contractor aware of PWR (if applicable)?

Yes No

Insurance requirements shared?

Yes No

SECTION C – SPENDING & DOCUMENTATION

C1. Advance Request (Optional)
Advance requested?

Yes No

Supporting documentation submitted?

Yes No

C2. Reimbursement Documentation
For every expense, maintain:

- Invoice
- Proof of payment
- Work description
- Photos (when relevant)

Central documentation folder established?

Yes No

Staff responsible

C3. Record Retention
Records must be retained for the full state-required period (often tied to bond maturity).
Retention plan established?

Yes No

SECTION D — REPORTING

D1. Quarterly Reports Submitted:

- April 15: Yes No
- July 15: Yes No
- October 15: Yes No
- January 15: Yes No

D2. Communication of Delays or Adverse Conditions
Any delays this quarter?

Yes No

Communicated to Business Oregon?

Yes No

D3. OBDD Monitoring Access
(Does NOT allow state authority over Tribal land — only project site review.)
If requested, can OBDD inspect the project?

Yes No

SECTION E — CLOSEOUT PREPARATION

E1. Final Report Materials Collected:
- Final financial summary
- Certificate of occupancy / completion
- Photos of completed work
- Confirmation of active license/program record
- Final narrative impact statement
- All invoices + payments reconciled

Status:

Complete In progress

SECTION F — CONTINUED USE PERIOD (3–10 YEARS)

F1. Active License/Program Record
Maintained for the required continued-use period?

Yes No

F2. Insurance Coverage
Facility must remain insured for the continued use period.
Insurance active?

Yes No

F3. Protection of CCIF-Funded Improvements
If the building is damaged or condemned:
Insurance/condemnation proceeds must support rebuilding unless state agrees otherwise.
(This does not restrict Tribal land authority; only governs use of CCIF funds.)

F4. Restrictions on Sale/Transfer
Facility or CCIF-funded project elements cannot be sold/transferred without OBDD consent.

Acknowledged

F5. Annual Service Updates (3 years)

Year 1

Year 2

Year 3

SECTION G — COMPLIANCE WITH LAWS (STATE REQUIREMENTS ONLY)

State requirements do not supersede Tribal law or construction authority.

- Oregon tax law compliance: Yes
- ORS 279A/B/C documentation (Tribal procurement governs): Prepared
- Prevailing wage (if applicable): Implemented
- Environmental/permitting compliance: Documented
- Good-faith effort to include certified MWESB/DV vendors (does not override Tribal preference):

  Documented

SECTION H — DEFAULT PREVENTION CHECK

Default can occur if reports aren't submitted, false statements are made, or obligations aren't met.

All quarterly reports submitted.

All communications documented.

No unapproved budget shifts.

No misuse of funds.