



NORTHWEST
NATIVE
CHAMBER



CCIF Tribal Funding Guide



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NWNC's Technical Assistance Program

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

How to Access PSP Services

- 1. Consult with Your Resource Navigator:** Discuss your business needs and goals to determine eligibility for PSP services.
- 2. Referral Process:** If recommended, your Navigator will submit a referral to connect you with a provider.
- 3. Funding Determination:** The PSP will develop a Scope of Work, which NWNC will review for funding availability.



How to Use This Guide

Introduction

Access to public funding is essential in sustaining and expanding child care services, and ensures that families receive high-quality, culturally responsive care. By securing financial support, Tribes can strengthen their programs, enhance early learning opportunities, and provide holistic resources for our communities.

The Northwest Native Chamber (NWNK) 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, NWNK helps Tribes secure resources that expand access to high-quality, culturally grounded care, ensuring children and communities can thrive.

The Child Care Infrastructure Fund (CCIF) supports the expansion and improvement of child care facilities. This program provides grants to help providers renovate, expand, or build child care spaces, increasing access to high-quality care—particularly in rural and tribal communities where options may be limited. Investing in infrastructure strengthens the child care system, ensuring families have access to safe, nurturing, and culturally appropriate learning environments for their children.

Purpose of This Guide

This guide is designed to support Tribal Nations in Oregon, Tribal-led programs, and allied partners in confidently navigating the Child Care Infrastructure Fund (CCIF), from application through fund implementation and closeout. It centers Tribal sovereignty, values, and context, and offers concrete, step-by-step explanations, templates, and strategies tailored to the unique realities Tribal communities face.

Recognition of Tribal Sovereignty, Diversity, & Historic Underinvestment

1. **Sovereignty and Self-Determination:** Tribal Nations are sovereign governments, and this guide is meant to support—not direct—your unique processes, codes, and community priorities.
2. **Diversity in Capacity and Context:** Each Tribe has different resources, geography, and readiness; this guide provides flexible steps for wherever you are in the process.
3. **Addressing Historic Underservice:** Gaps in Tribal child care infrastructure come from historic underinvestment, and CCIF should help close these gaps by supporting both planning and implementation.
4. **Balancing Culture with Compliance:** Tribal child care is a pillar of community well-being, and applications should center culture, family, and language rather than solely fit into rigid compliance boxes.
5. **Tribal Data Governance:** Tribes have the inherent right to govern their own data, ensuring reporting and information sharing are guided by sovereignty and consent.

1. Begin with the **Preparing to Apply** section to assess readiness and plan your strategy.
2. Use the **CCIF Application Walkthrough for Tribal Applicants** resource when completing your submission.
3. Explore **Resources & Templates** for ready-to-use tools and examples.
4. **This guide is designed to support—not replace—your internal review, legal counsel, and community consultation.**

Background: CCIF & Tribal Participation

- In 2023, the Oregon Legislature passed House Bill 3005, allocating \$50 million in lottery bond funds to establish CCIF to support capital investments in early learning and child care infrastructure.
- By mid-2025, the first two rounds of CCIF allocated \$30 million in grants statewide. According to [DELIC's Office of Tribal Affairs 2024 Annual Report](#), four Tribes (Confederated Tribes of Siletz Indians, Burns Paiute Tribe, Coquille Indian Tribe, and Confederated Tribes of Grand Ronde) received CCIF funding in Round 1 totaling \$2,195,000 for projects such as planning, construction, and property acquisition. The Confederated Tribes of Warm Springs, who applied for a \$75,000 planning grant, were not awarded in Round 1.
- In Round Two, CCIF awarded \$1,912,500 to the Confederated Tribes of Warm Springs for a major renovation/new construction project. Proposals for New Construction/Major Renovation funding for both Cow Creek Band of Umpqua Tribe of Indians and a tribal enterprise of the Confederated Tribes of the Umatilla Indian Reservation, totaling \$2,102,827 in requested funding, were not awarded in Round 2.

Preparing to Apply – Tribal Readiness & Planning

Preparing a strong application for the Child Care Infrastructure Fund (CCIF) begins long before the application opens. Most Tribes in Oregon need at least 4–8 weeks for internal approvals, cross-department coordination, and land-use or procurement compliance. In the third (and most likely final) round of CCIF funding, there is a 91-day application window.

Tribal governments and Tribal-affiliated child care programs receive priority scoring in Round 3. This applies to both on-reservation and off-reservation programs that are Tribally Operated, culturally specific, or directly governed by a Tribe.

The following document offers a step-by-step CCIF application journey map, grounded in Tribal case studies, real-world challenges, and proven strategies to help your team assess readiness, avoid delays, and build a competitive, culturally aligned proposal.

Governance Approval & Aligning CCIF with Tribal Priorities

A strong application doesn't just list what you're constructing; it explains why this project is meaningful for your Nation, and how it fits into a larger plan to support families, culture, workforce, and community well-being.

Framing the Project in Community Terms

Your proposal should clearly connect the facility to broader goals. For example:



Cultural revitalization

A child care center that supports language immersion, seasonal teachings, or community-based education



Workforce development

A center that creates jobs, supports teacher training, or builds Tribal capacity in early education



Economic mobility

A facility that enables parents (especially Native families) to return to work or training



Geographic equity

A site that provides access for rural families or urban Tribal members often excluded from services

Recommended Next Steps

- Review Business Oregon's CCIF resources that detail the goals, guidelines, and scoring criteria of the grant:
 - [Official Request for Grant Applications \(RFGA\)](#)
 - [Official Program Guidelines](#)
 - [Scoring Rubrics by Project Category](#)
 - [Frequently Asked Questions \(FAQ\) sheet](#)
- Develop a grant resolution template in advance (NICCA Example)
- Use NWNC's Readiness Matrix to vet funding opportunities based on timing, capacity, and strategic fit
- Consider creating a simple internal review process—such as a checklist or small working group, that can help vet proposals for readiness, alignment, and feasibility before they move forward for formal Tribal approval

Staffing Capacity & Reporting Structures

Managing an infrastructure project like one funded by CCIF is different from running a program. It's not just about service delivery — it's about design, construction, procurement, oversight, and reporting. To manage that, you need two kinds of leadership on the project from the start: 1) A visionary who understands the purpose of the project and can speak to how it meets community needs. 2) A scheduler who tracks deadlines, moves paperwork, pushes approvals, and keeps the project on course from start to finish.

Assigning Core Roles

At minimum, the team should identify a Project Manager (PM) or dual leads, one with child care or program knowledge, and one from planning, finance, or facilities. These leads don't need to be dedicated full-time, but their roles should be clear.

Equally important is naming a grant compliance and reporting lead. Someone must be responsible for submitting financial reporting, collecting invoices, tracking progress, and reporting back to Business Oregon.

Before the application is even submitted, it's wise to define a basic structure for operations and responsibilities:

- Who approves contractor invoices and change orders?
- Who communicates with the architect or builder?
- Who coordinates with finance when documentation is needed?
- Who will step in if someone leaves or is reassigned?

Key Tasks to Cover

Even well-funded projects can hit roadblocks without clear roles and responsibilities. Establishing roles early builds confidence, not just within your team, but also with Tribal leadership and external funders. It shows that your program isn't just ready to apply, but ready to manage and deliver the project successfully.

As you prepare your CCIF application, make sure the following responsibilities are clearly assigned:

- **Project Manager is assigned:** someone who owns the overall vision and coordination
- **Grant reporting contact is identified:** person responsible for compliance and reimbursement
- **Contractor oversight plan is in place:** even if simple (e.g., weekly check-ins or site visits)

Understanding Allowable Expenses and Eligibility



Pro Tip: By reviewing the [RFGA](#) and [CCIF Checklist](#) closely and matching your budget line by line to allowable uses, you improve your chances and ensure your project is fully fundable from the start.

Understanding what CCIF will and won't fund is critical before you start budgeting or drafting your narrative. While the application process emphasizes need and readiness, eligibility is non-negotiable. No matter how compelling your story is, if the budget includes ineligible costs, your project may be denied or delayed. CCIF funds can be used for:

- Construction of new facilities
- Renovation or major upgrades of existing buildings and structures (like playgrounds)
- Acquisition of property or buildings
- Some soft costs directly tied to the capital work (like engineering, design, permitting)

But several common needs are not covered by CCIF. These include:

- Administrative salaries or indirect costs
- Staff training or professional development
- Classroom materials or supplies

Lessons Learned to Support Application Success

Several Tribes in earlier rounds ran into delays or scoring penalties because of technical eligibility issues. Here are a few red flags to watch for:

-  **Misplacing narrative information or not highlighting key sections.** Make sure each part of your application aligns with the instructions and that important information, like community impact or project readiness, is clearly visible. Reviewers need to see how your project meets scoring criteria.
-  **Tight timelines and internal approvals.** Some Tribes experienced delays because projects could not move forward without formal approval from their governing body. Build in extra time for Tribal council or leadership approvals to ensure deadlines are met.
-  **Incomplete or vague budgets and supporting documents.** Applications lacking detailed budgets, contractor bids, or supporting documents may face scoring challenges. Include all relevant attachments, such as cost estimates, letters of support, or formal Tribal approvals, to demonstrate feasibility and transparency.
-  **Assumptions about licensing or requirements.** CCIF allows for Tribal licensing. Be sure to clearly explain your system and how it aligns with your Tribe's health and safety standards instead of assuming state licensing rules apply.

Key Components of a Successful Application

A strong CCIF application doesn't just describe a building or infrastructure project, it explains why that infrastructure matters to your community and to families right now. That means pairing narrative and numbers: telling a clear story rooted in community need, while backing it up with relevant, usable data.

Data doesn't need to be complicated. But it does need to be specific enough to show that your proposed project is grounded in evidence, whether that evidence comes from a formal needs assessment, program waitlist, or stories shared by families and staff.

What Data to Include

Start with what you already have. If your Tribe has conducted a Tribal child care needs assessment, that's your best starting point. If Tribes have completed a site visit with the Northwest Native Chamber, you can also request a Tribal profile from NWNC. If not, you can reference broader findings from the 2025 Oregon Tribal Child Care Needs Assessment (or whichever source you're using), and supplement with local data like:

- Number of children under age 5 in your service area
- Number of families on waitlists
- Unmet need for infant/toddler care
- Barriers related to distance, transportation, or rural location
- Community feedback or surveys (even small ones)
- Other supporting data sources:
 - Your Tribe's [Child Care and Development Fund \(CCDF\) Triennial Child Count](#) (or CCDF Plan)
 - [Community Needs Assessment\(s\)](#) conducted by your Tribe's Head Start program

If your proposal is for new construction or renovation, strengthen your case by including:

Conceptual drawings or site plans

- Facility condition reports or safety inspections
- Photos of outdated or overcrowded spaces
- Documentation of land status (fee, trust, leased, etc.)

Even informal data, like daily reports of families turned away due to lack of space, can help illustrate the need, especially when combined with visuals or quotes.

How to Frame the Narrative

A good project narrative answers two big questions:

1. What problem are we trying to solve?
2. Why is this the right time to solve it?

You don't need to use technical language, just be clear and explain how the project connects to unmet child care needs, workforce gaps, or family access issues in your community. If your Nation is growing, cite population changes. If your current building is unsafe or overcrowded, explain how it limits your program's impact.

Make sure to connect the project to Tribal values, community goals, and strategic plans – not just infrastructure needs. The strongest applications are those where the building is a means to something greater: language revitalization, intergenerational care, cultural transmission, or workforce empowerment.



Pro Tip: Visuals Make a Difference

Consider creating a one-page infographic, data dashboard, or visual summary of your needs data. This could include:

- A simple bar graph showing child population by age
- A map highlighting service gaps across your area
- A quote from a parent or provider about the lack of infant care
- A side-by-side photo of an outdated room and a proposed design

CCIF Application Walkthrough for Tribal Applicants

This guide supports Tribal Nations in Oregon in navigating the Child Care Infrastructure Fund (CCIF) application process. It integrates practical steps, culturally grounded strategies, and key scoring language to strengthen applications and streamline internal coordination.

Step 1: Prepare Your Portal Access

Use the Business Oregon CCIF portal. Create an account using a team-monitored email and assign a project coordinator.

Pro Tip: Remember to save your CCIF Application frequently, as autosave is not enabled. To avoid losing progress, it's recommended to create a separate document, complete your responses there, and then copy them into the portal.

Step 2: Craft a Powerful Project Narrative

Your narrative matters. Reviewers look for alignment with:

- Community need (especially for infant/toddler care, extended hours, or culturally specific programming)
- Geographic equity (child care deserts, Tribal lands, or rural areas)
- Economic impact (supporting Tribal workforce or business goals)

Use the narrative to show:

- How the project addresses gaps in access
- Why now – what's driving urgency (e.g., unsafe facility, enrollment demand)
- How the facility will reflect Tribal values, language, and design priorities

Pro Tip: Mirror the CCIF scoring language in your narrative. For example, "place-based," "readiness to proceed," "priority population," and "program sustainability."

Step 3: Build Your Budget and Spending Plan

- Separate eligible costs (construction, permitting) from ineligible (staff time, indirect).
- Include two itemized bids. If CCIF won't cover everything, describe additional sources.

Pro Tip: Your Finance team should double-check eligibility and narrative alignment.

Step 4: Document Procurement and Compliance

- Summarize your Tribal procurement process, including Indian preference policies (TERO).
- Document vendor selection and approvals. Upload contracts and memos if possible.

Step 5: Gather Required Documentation Early

CCIF requires a number of attachments, some of which take time to compile:

Must-have documents (based on project type):

- Two (2) detailed contractor bids (Not required for Minor Renovation projects, only attestation)

- Project budget by line item
- Timeline/work plan (start and completion dates)
- Proof of property ownership or leaseholder approval
- Photos of site conditions
- Zoning documentation, if applicable
- Council resolution or authorizing letter

For new construction, major renovations, or property acquisition, also include:

- Site plans, design drawings, or preliminary architectural work
- Comparative Market Analysis
- Permits or land use compatibility forms

Pro Tip: Start collecting documents as soon as you're considering applying. Missing attachments are a common reason applications are scored lower or disqualified.

Step 6: Solve Challenges Proactively

Common issues and strategies:

- Missing resolution? Pre-schedule on Council agenda.
- Budget lacks support? Assign financial lead.
- Narrative too vague? Add data and quotes.
- Procurement unclear? Submit a short explanation of policy.

Pro Tip: Use an internal review checklist before submission.

Step 7: Strategic Advice for Key Application Questions

The following guidance will help you respond effectively to specific narrative questions in the CCIF application, using scoring language and strategies that resonate with reviewers.

- Use key scoring terms: readiness to proceed, community alignment, program sustainability.
- Be specific. Reference Tribal plans, population data, or governance structure.
- Document your process—budgets, procurement, approvals—all strengthen your case.

E1.1 – Describe the Need

Show the gap between what your community needs and what currently exists. Use hard data (waitlists, child care desert designation, facility limitations) and connect that data to lived experience (quotes from families, staff burnout, transportation barriers).

- Use terms like: "priority population," "geographic isolation," "child care desert," "underserved region."
- Tip: Include population data by age group, especially for infant/toddler care.

E1.2 – Describe the Response

Describe what you will build, expand, or repair – but frame it as a solution to your community's specific problem. Include the number of slots added or preserved, new service hours, and features supporting cultural or language instruction.

- Use terms like: "preserve child care access," "expand infant/toddler care," "culturally specific," "kinship-based care."
- Tip: Make it clear this is a shovel-ready solution with community input behind it.

E1.3 – Community Alignment

Reference existing Tribal priorities or strategic plans: early learning, workforce, health, housing. Name your partners (education, housing, Elders) and describe how the project supports broader Tribal goals.



- Use terms like: “governance-aligned,” “interdepartmental collaboration,” “community co-design.”
- Tip: Highlight how your approach reflects family values and cultural teachings.

E2.1 and E3 – Project Work Plan

List clear activities with specific start/end dates. If applying for Major Renovation/New Construction funding OR Property Acquisition funding, attach bids and/or show that zoning steps are underway or complete. Avoid vague milestones. Reviewers want confidence that you’re ready to proceed quickly after the award.

- Use terms like: “permit ready,” “secured contractor,” “bid approved by Tribal council.”
- Tip: Include planning or environmental reviews if already completed.

G1.4 – Economic Sustainability Plan

Scoring rewards applicants who show how they’ll sustain operations after the grant:

- Programs must agree to provide care within 180 days of project completion and remain open for 3–10 years depending on award size.
- Describe revenue streams: e.g., ERDC, Preschool Promise, private pay, Tribal subsidy, Head Start/Early Head Start, CACFP, etc.
- Mention any cash reserves, partnerships, shared services, or business coaching support
- Share how your program stays full (e.g., strong enrollment, waitlists, community reputation)

If you’re a new provider, demonstrate how you’re preparing:

- Business training or coaching
- Operational budget and staffing plan

Continued Use Period Requirement: 3–10 Years

- Projects funded through CCIF must remain in use for child care purposes for a minimum of 3 to 10 years, depending on the size of the award. Check the RFGA for details on specific continued use periods.
- The use period begins once construction is complete or equipment is installed and the facility is operational.
- The larger the award, the longer the required continued use period:
 - 3 years for awards under \$100,000
 - 5 years for awards between \$100,001 and \$299,999
 - 10 years for awards of \$300,000 or more
- Why it matters: If the use requirement isn’t met (e.g. the program closes or changes purpose), you may be required to repay a portion of the funds.



Pro Tip: Include a brief statement in your sustainability plan confirming your Tribe’s commitment to operating the facility for at least the required duration and maintaining documentation of its continued use. This sustainability plan can mention specific indicators of sustainability as listed in the [official scoring rubric](#), such as hiring skilled staff, maintaining enrollment or a waitlist, operating near full capacity, participating in shared services, or being a publicly funded organization like Head Start, among others.

Closing Note

The Child Care Infrastructure Fund is a practical opportunity for Tribal Nations to invest in child care facilities that meet both community needs and cultural priorities.

This guide is intended to support your existing capacity – offering clear strategies, templates, and tools to help navigate the application and project process from start to finish.

By approaching this funding with strong planning, clear governance, and alignment with Tribal goals and values, you're not just meeting compliance requirements – you're advancing infrastructure on your own terms.

Use this guide as a resource, and adapt it to fit your Nation's process. Whether you're renovating a facility, expanding services, or planning for the future, your project reflects your community's priorities and long-term vision.



"In Tribal communities, child care is more than a service—it is a central pillar of cultural survival, workforce development, and intergenerational community health. Access to child care allows Tribal employees to remain in the workforce, supports retention of Tribal government and enterprise staff, and provides vital opportunities for language immersion and cultural transmission for young children."

Exercise A: Using a Tribal Readiness Matrix to Decide Whether to Apply

Why This Matters for Your Tribe

Not every funding opportunity is a good fit—even if the need is real. In rounds 1 and 2, there were instances of rushed processes or submitted applications that were ultimately denied, not due to lack of vision or effort, but because the application timeline simply didn't match the Tribe's timeline or requirements.

A Readiness Matrix is a simple planning tool used by grant managers, capital project teams, and Tribal planning departments to help make fast, strategic decisions about whether or not to pursue a grant opportunity like CCIF. It protects limited staff capacity, aligns with Tribal Council cycles, and ensures your team is only spending time on proposals that are ready, eligible, and aligned with your Nation's priorities.

What is a Readiness Matrix?

Rather than waiting until an RFGA is open, the Readiness Matrix helps you decide up front. It's a quick scoring tool that helps your team assess:

Can we apply in time?

Do we have the right staff, site, and internal support?

Is this project ready or shovel-ready?

Is this a real opportunity—or just a hopeful maybe?

How to Use It – In Practice

Step 1: Gather Your Core Grant Team

Before you start drafting anything for CCIF, take time to bring together the people who can help answer one key question:

Can we realistically apply for this grant and should we?

This isn't a decision that should fall to one person. It requires input from across your program, finance, planning, and leadership teams. Keep it simple. Invite 3–5 people who can speak to the following:

- **Project readiness** – Is the project scoped, budgeted, and connected to a real facility or need?
- **Timeline & governance** – Will we be able to get a Council resolution or formal approval in time?
- **Staff capacity** – Can someone take the lead on writing, and someone else manage the grant if awarded?
- **Financial readiness** – Can we track CCIF-eligible expenses and cover anything the grant won't fund?

This often includes:

- Early Learning or Program Director
- Tribal Planner or Facilities Lead
- Finance Director or Controller
- Grant Writer or Admin Staff
- Someone familiar with Council approvals

What to Do

1. Pull up the CCIF grant info:
 - Use the [most recent guidelines](#).
 - Review the [Round 3 Request for Grant Applications](#) (RFGA) for more in-depth details on eligibility and what to focus on in your application.
 - Review the [Round 3 Application Checklist](#) prepared by Business Oregon.
2. Check your calendar:
 - Count the number of working weeks until the application is due
3. Ask key questions:
 - Is this project ready to go, or are we starting from scratch?
 - Can we get a resolution in time?
 - Who will write the grant? Who will manage it if we get funded?
 - Are we applying because it fits a plan—or just because it's open?



Why It Matters: If these questions aren't answered early, teams often run into delays with approvals, budgeting, or unclear responsibilities. Taking one hour to do this upfront protects staff time and increases your chances of submitting a strong application. Even if you decide not to apply this round, the conversation will help you prepare better for the next one. You can also use the Readiness Matrix (below) to walk through these questions as a team.

Step 2: Answer the Tribal Readiness Matrix Questions (Score 0–2 each)

Decision Factor	Ask Yourself...	0 = No	1 = Maybe	2 = Yes
1. Council Approval Feasibility	Can we secure a Tribal Council resolution before the deadline?			
2. Project Readiness	Do we know the site, budget, and basic scope?			
3. Staffing Bandwidth	Do we have a team member who can write/ manage the grant?			
4. Funding Alignment	Are our expenses eligible (capital-only, no indirect)?			
5. Strategic Fit	Does the project advance our Nation's ECE, housing, or economic goals?			
6. Gap/Match Funding	Can we cover non-CCIF expenses (e.g., planning, indirect)?			
7. Builds on Past Work	Is this part of a phased project or previous investment?			
8. Competitive Position	Based on the scoring rubric, do we have a real shot (e.g., high need, readiness)?			

Step 3: Tally Your Score

Total Score	Decision	Suggested Action
0–7	No-Go	Hold off, or prepare early for future rounds. Consider feasibility funding elsewhere.
8–12	Maybe	Proceed only if capacity allows. Seek technical assistance to strengthen your case.
13–16	Go	You're well-positioned. Start writing and gathering documents.

Exercise B: CCIF Round 3 – Internal Briefing Sheet for Tribal Leadership

This one-pager is designed to help staff prepare and present the key details of a potential Child Care Infrastructure Fund (CCIF) Round 3 project to Tribal leadership and decision-makers. Use it to summarize the opportunity, project concept, timelines, and current readiness.

CCIF Round 3 – At a Glance

- Administered by: Business Oregon
- Funds Available: \$20 million
- Maximum Grant Amount: \$2 million
- No Match Requirement
- Projects funded through CCIF must remain in use for child care purposes for a minimum of 3 to 10 years, depending on the size of the award.
- Eligible Use: Capital-only (construction, renovation, acquisition)
- Ineligible Costs: Staffing, administration, indirect, feasibility studies, and most planning activities

Proposed Project Summary

Project Name:

Facility/Location:

Project Type(check one):

☐ Minor Renovations ☐ Major Renovation/New Construction ☐ Property Acquisition

Brief Description:

Readiness Summary

- Has a site been identified? ☐ Yes ☐ No
- Is the project scoped and costed? ☐ Yes ☐ No
- Do we have recent child care needs data? ☐ Yes ☐ No
- Has the project been reviewed by Facilities/Planning? ☐ Yes ☐ No
- Estimated total project cost: \$
- Potential matching funds (if any):

Governance & Timeline Considerations

- Next available Tribal Council meeting:
- Is a resolution required to apply? ☐ Yes ☐ No
- Staff lead(s) for the grant application:
- Estimated time needed to prepare application:

Exercise C: CCIF Round 3 Pre-Application Readiness Checklist

Tailored for Tribal Early Learning and Infrastructure Teams

1. Alignment with CCIF Goals & Priorities

Does your project clearly support one or more CCIF Round 3 goals?

- ☐ Increases the number of children served (by opening a new site or increasing square footage)
- ☐ Preserves existing slots through safety upgrades or facility improvements
- ☐ Increases access to infant/toddler care, extended hours, or culturally specific programming
- ☐ Responds to urgent infrastructure needs like unsafe conditions or licensing barriers
- ☐ Helps your program move up in license type or increase site capacity

Does your project serve priority populations identified in CCIF scoring?

- ☐ Families in child care deserts (use OSU Child Care Desert map)
- ☐ Tribal communities
- ☐ Families using Employment-Related Day Care (ERDC)
- ☐ Children needing extended or year-round care
- ☐ Programs offering instruction in languages other than English

2. Allowable Uses of CCIF Funds

- ☐ Construction or renovation of child care facilities
- ☐ ADA compliance upgrades, HVAC, electrical, fire suppression
- ☐ Pre-development and architectural drawings
- ☐ Permanently installed playground equipment
- ☐ Modular units (if fixed/permitted)

CCIF funds cannot be used for staff salaries, training, or program costs; moveable furniture, toys, or supplies; indirect or administrative expenses; or items like vehicles, marketing, or technology.

3. Financial & Budget Considerations

☐ Budget Scope and Documentation

- ☐ Is the project budget between \$20,000 and \$2,000,000?
- ☐ Do you have at least two detailed contractor bids?
- ☐ Is your budget itemized by construction line item?
- ☐ If the CCIF request doesn't cover the full cost, do you have match or additional funding secured?

Indirect & Administrative Costs

- ☐ Have you planned for admin and grant management costs separately, since CCIF won't fund them?

4. Timeline & Project Readiness

Is your project ready to move forward quickly?

- ☐ Can you start construction within 60–90 days of award?
- ☐ Can all funds be spent by the mandatory deadline?



- ☐ Is land use or zoning already cleared (if applicable)?
- ☐ Are permits or designs in progress or complete?

Council Approval & Internal Review

- ☐ Is a Tribal Council resolution or letter of support scheduled or in process?
- ☐ Has your finance/legal team reviewed procurement and contracting processes?

5. Reporting, Evaluation & Sustainability

What will you need to track during the grant?

- ☐ Submit invoices, photos, progress reports quarterly (for grants over \$100K)
- ☐ Complete a full closeout package with receipts and impact summary

Do you have a plan to sustain services after the grant?

- ☐ Business model and funding sources (ERDC, Preschool Promise, Tribal funds)
- ☐ Facility operations, staff retention, and enrollment targets
- ☐ Back-up plan if project scope or timeline needs to shift
- ☐ Maintain services at the project site for 3–10 years (based on award size)

6. Community and Cultural Alignment

Can you show how this project reflects your community's priorities?

- ☐ Includes cultural or language instruction
- ☐ Designed with input from parents, Elders, or other stakeholders
- ☐ Tied to Tribal early learning, workforce, housing, or health priorities
- ☐ Builds from prior assessments or Tribal planning documents

7. Reviewing the CCIF Project Checklist

Once your Tribe has decided to move forward with a CCIF application, it's important to review the official [Round 3 Application Checklist provided by Business Oregon](#).

Business Oregon's Checklist outlines key components, such as continued use requirements, contractor bids, budgets, and planning documents, that are used to assess readiness and eligibility. While much of the checklist is directly applicable to Tribal applicants, some items reflect state-specific processes that may not align with Tribal governance (such as Secretary of State registration or city/county zoning documentation). **Tribes are not required to register with the Oregon Secretary of State** or follow local land use procedures—**Tribal planning offices may provide documentation instead**. Use the checklist as a guide, but adapt it to reflect your internal processes and sovereign governance structures.

Appendix: Resources, Tools, and Templates

- **Downloadable Tools:**
 - [Request for Grant Applications \(RFGA\)](#)
 - [Application checklist](#)
 - [Scoring Rubric](#)
 - [Budget template with sample formulas](#)
 - Spending and Expense Tools
 - [Sources & Uses planning document](#)
 - [Major Renovation/New Construction Template](#)
 - Contracting and site readiness checklists
 - [Site Preparation and Construction Phases Step-by-Step Guide](#)
 - [Site Readiness Evaluation for Property Acquisition](#)
 - [Minor Renovations/Repairs Site Readiness Checklist](#)
 - Tribal Readiness Matrix
 - CCIF Round 3 Tribal Leadership Brief
 - CCIF Round 3 Tribal Readiness Checklist
 - [CCIF-specific and Tribal-specific language](#)