

2022-2023 School Year Enrollment

As of May 11, 2023

Report by Esther R. Pearson-Pinckney MS, Social Service Coordinator

Head Start Sites	Funded Enrollment	Current Enrollment (Returning students)	Newly Placed Students	Vacancy	Family completed an application but still needs to bring in stuff
Dr. Mayo School	374	339	2 still waiting 9 submitted	24-17= 7 needed (1 class is closed)	8
Fair Haven	30	30	0	0	6
Jepson 50/50	8	8	0	0	1
Lincoln Bassett	17	16	0	1	2
Martinez	51	51	0	0	4
Truman	51	50	0	1	4
Total	531	494	11	26-17= 9 (1 class is closed)	25

CITY OF NEW HAVEN - LIVE



YEAR-TO-DATE BUDGET REPORT

FOR 2023 11									
ACCOUNTS	FOR:		ORIGINAL	TRANFRS/	REVISED			AVAILABLE	PCT
2532	EDUCATION HEAD START		APPROP	ADJUSTMTS	BUDGET	YTD EXPENDED	ENC/REQ	BUDGET	USED
25325278 EDUC. HEAD START - PA20									
25325278	53330	BUSINESS TRAVEL	5,564	0	5,564	.00	.00	5,564.00	.0%
25325278	55576	OTHER	61,370	0	61,370	22,205.00	1,250.00	37,915.00	38.2%
TOTAL EDUC. HEAD START - PA20			66,934	0	66,934	22,205.00	1,250.00	43,479.00	35.0%
25325279 EDUCATION HEAD START									
25325279	50110	SALARIES	162,352	0	162,352	130,739.21	.00	31,612.79	80.5%
25325279	50115	TEACHERS	918,422	0	918,422	481,188.98	.00	437,233.02	52.4%
25325279	50118	MANAGEMENT	559,752	0	559,752	409,005.74	.00	150,746.26	73.1%
25325279	50124	CLERICAL SALARIE	92,776	0	92,776	64,110.37	.00	28,665.63	69.1%
25325279	50128	PARAPROFESSIONAL	1,391,657	0	1,391,657	965,644.82	.00	426,012.18	69.4%
25325279	50135	OTHER PERSONNEL	234,380	0	234,380	245,057.57	.00	-10,677.57	104.6%
25325279	50136	PART TIME PAYROL	388,584	0	388,584	177,521.06	.00	211,062.94	45.7%
25325279	50140	LONGEVITY	30,378	0	30,378	24,452.50	.00	5,925.50	80.5%
25325279	50141	SEASONAL HELP	8,303	0	8,303	1,080.00	.00	7,223.00	13.0%
25325279	50175	EDUCATION INCENT	9,000	0	9,000	7,410.00	.00	1,590.00	82.3%
25325279	51809	HEALTH INSURANCE	1,377,329	0	1,377,329	607,363.61	.00	769,965.39	44.1%
25325279	51810	RETIREMENT CONTR	27,833	0	27,833	-578.00	.00	28,411.00	-2.1%
25325279	51813	RETIREMENT CONTR	23,226	0	23,226	-543.00	.00	23,769.00	-2.3%
25325279	53330	BUSINESS TRAVEL	5,000	-5,000	0	.00	.00	.00	.0%
25325279	55100	MATERIALS & SUPP	32,000	0	32,000	13,330.40	.00	18,669.60	41.7%
25325279	55576	OTHER	0	5,000	5,000	1,530.00	.00	3,470.00	30.6%
25325279	56601	TRANSPORTATION/B	320,000	0	320,000	156,771.00	.00	163,229.00	49.0%
25325279	56694	OTHER CONTRACTUA	183,445	0	183,445	137,632.79	44,870.00	942.21	99.5%
25325279	56904	0008 JOHN MARTINE	0	0	0	-273.00	.00	273.00	100.0%
25325279	58852	FICA/MEDICARE EM	214,264	0	214,264	139,209.15	.00	75,054.85	65.0%
25325279	59933	WORKERS COMPENSA	25,002	0	25,002	13,026.50	.00	11,975.50	52.1%
TOTAL EDUCATION HEAD START			6,003,703	0	6,003,703	3,573,679.70	44,870.00	2,385,153.30	60.3%
25326326 HEAD START BASIC DISCRET C/OV									
25326326	50136	0008 J. MARTINEZ	174,000	0	174,000	33,103.00	.00	140,897.00	19.0%
25326326	53310	HEAD START MILEA	5,000	0	5,000	.00	.00	5,000.00	.0%
25326326	53330	BUSINESS TRAVEL	20,000	0	20,000	18,615.80	.00	1,384.20	93.1%

CITY OF NEW HAVEN - LIVE



YEAR-TO-DATE BUDGET REPORT

FOR 2023 11

ACCOUNTS FOR:	ORIGINAL	TRANFRS/	REVISED	YTD EXPENDED	ENC/REQ	AVAILABLE	PCT
2532 EDUCATION HEAD START	APPROP	ADJUSTMTS	BUDGET			BUDGET	USED
25326326 54411 EQUIPMENT	386,000	0	386,000	90,744.36	233,635.44	61,620.20	84.0%
25326326 55100 MATERIALS & SUPP	67,000	0	67,000	63,085.74	1,941.72	1,972.54	97.1%
25326326 55101 MATERIALS & SUPP	18,000	0	18,000	16,685.42	1,099.29	215.29	98.8%
25326326 55574 H/S OTHER MATERI	5,000	0	5,000	4,397.88	.00	602.12	88.0%
25326326 56605 FIELD TRIPS	32,000	0	32,000	17,154.00	12,937.66	1,908.34	94.0%
25326326 56694 OTHER CONTRACTUA	334,542	0	334,542	18,148.00	104,155.50	212,238.50	36.6%
25326326 56697 H/S OTHER PURCHA	10,000	0	10,000	.00	.00	10,000.00	.0%
25326326 56800 HEAD START PAREN	30,000	0	30,000	4,324.00	5,660.98	20,015.02	33.3%
25326326 56901 HEAD START IN SE	67,860	0	67,860	.00	.00	67,860.00	.0%
25326326 58852 0008 FICA/MEDICAR	13,311	0	13,311	2,532.40	.00	10,778.60	19.0%
25326326 59933 0008 WORKERS COMP	1,183	0	1,183	83.91	.00	1,099.09	7.1%
TOTAL HEAD START BASIC DISCRET C/OV	1,163,896	0	1,163,896	268,874.51	359,430.59	535,590.90	54.0%

25326327 HEAD START DIS TRAINING C/OV

25326327 53330 BUSINESS TRAVEL	5,934	4,000	9,934	7,400.91	.00	2,533.09	74.5%
25326327 56694 OTHER CONTRACTUA	50,000	-4,000	46,000	7,602.00	.00	38,398.00	16.5%
TOTAL HEAD START DIS TRAINING C/OV	55,934	0	55,934	15,002.91	.00	40,931.09	26.8%

25326373 HEAD START SUPPLEMENT COLA

25326373 50110 HEAD START SALAR	0	3,621	3,621	3,621.00	.00	.00	100.0%
25326373 50115 TEACHERS	0	22,462	22,462	22,462.00	.00	.00	100.0%
25326373 50118 MANAGEMENT	0	9,770	9,770	9,770.00	.00	.00	100.0%
25326373 50124 CLERICAL SALARIE	0	1,933	1,933	1,933.00	.00	.00	100.0%
25326373 50128 PARA PROFESSIONA	0	28,909	28,909	28,909.00	.00	.00	100.0%
25326373 50135 OTHER PERSONNEL	0	6,996	6,996	6,996.00	.00	.00	100.0%
25326373 50136 PART TIME PAYROL	0	9,048	9,048	9,048.00	.00	.00	100.0%
25326373 50140 HEAD START LONGE	0	690	690	690.00	.00	.00	100.0%
25326373 50175 H/S EDUCATION IN	0	290	290	290.00	.00	.00	100.0%
25326373 51809 HEALTH INSURANCE	0	30,213	30,213	30,213.00	.00	.00	100.0%
25326373 51810 H/S RETIREMENT C	0	578	578	578.00	.00	.00	100.0%
25326373 51813 H/S 3144 SPECIAL	0	543	543	543.00	.00	.00	100.0%
25326373 53330 HEAD START BUSIN	0	16,290	16,290	.00	.00	16,290.00	.0%
25326373 55574 H/S OTHER MATERI	0	16,196	16,196	602.84	12,652.16	2,941.00	81.8%
25326373 56601 H/S TRANSPORTATI	0	11,439	11,439	11,439.00	.00	.00	100.0%
25326373 58852 FICA/MEDICARE EM	0	4,975	4,975	4,975.00	.00	.00	100.0%
25326373 59933 WORKERS COMPENSA	0	566	566	566.00	.00	.00	100.0%

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FOR 2023 11								
ACCOUNTS FOR:	ORIGINAL	TRANSFRS/	REVISED	YTD EXPENDED	ENC/REQ	AVAILABLE	PCT	
2532 EDUCATION HEAD START	APPROP	ADJUSTMTS	BUDGET			BUDGET	USED	
TOTAL HEAD START SUPPLEMENT COLA	0	164,519	164,519	132,635.84	12,652.16	19,231.00	88.3%	
25326410 HEAD START AMERICAN RESCUE C/O								
25326410 50141 0008 MARTINEZ SEA	136,080	-11,800	124,280	121,408.37	.00	2,871.63	97.7%	
25326410 51809 0048 HEALTH INSUR	0	1,997	1,997	1,996.18	.00	.82	100.0%	
25326410 54411 0048 H/S ARP EQUI	11,170	0	11,170	5,994.00	1,417.60	3,758.40	66.4%	
25326410 55100 0048 CELENTANO MA	3,500	0	3,500	904.47	.00	2,595.53	25.8%	
25326410 55576 0008 JOHN MARTINE	159,272	0	159,272	55,023.02	66,117.14	38,131.84	76.1%	
25326410 56694 0008 HEAD START J	33,358	97	33,455	16,630.00	16,825.00	.00	100.0%	
25326410 58852 0008 MARTINEZ FIC	10,410	-694	9,716	8,747.84	.00	968.16	90.0%	
25326410 59933 0008 MARTINEZ WOR	925	-53	872	690.83	.00	181.17	79.2%	
TOTAL HEAD START AMERICAN RESCUE C/O	354,715	-10,453	344,262	211,394.71	84,359.74	48,507.55	85.9%	
25326415 HEAD START CARES ACT CARRYOVER								
25326415 55574 OTHER MATERIALS	4,162	0	4,162	.00	.00	4,162.00	.0%	
25326415 56694 OTHER CONTRACTUA	150,000	0	150,000	73,471.46	76,528.54	.00	100.0%	
TOTAL HEAD START CARES ACT CARRYOVER	154,162	0	154,162	73,471.46	76,528.54	4,162.00	97.3%	
25326422 HEAD START CERRSA C/O								
25326422 50136 0008 J MARTINEZ P	34,957	-1,568	33,389	9,030.00	.00	24,359.00	27.0%	
25326422 54411 0443 H/S CERRSA C	1,436	0	1,436	.00	.00	1,436.00	.0%	
25326422 55100 0008 J MARTINEMAT	32,845	0	32,845	7,730.28	22,685.81	2,428.91	92.6%	
25326422 55576 0443 H/S CERRSA C	27,824	0	27,824	.00	.00	27,824.00	.0%	
25326422 58852 0008 FICA/MEDICAR	2,675	-120	2,555	690.83	.00	1,864.17	27.0%	
25326422 59933 0443 H/S CERRSA C	344	0	344	.00	.00	344.00	.0%	
TOTAL HEAD START CERRSA C/O	100,081	-1,688	98,393	17,451.11	22,685.81	58,256.08	40.8%	
25326433 HEAD START OPERATION								
25326433 50115 H/ S OPERATIONS	0	4,620	4,620	.00	.00	4,620.00	.0%	

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ACCOUNTS	FOR:		ORIGINAL	TRANFRS/	REVISED			AVAILABLE	PCT
2532	EDUCATION HEAD START		APPROP	ADJSTMTS	BUDGET	YTD EXPENDED	ENC/REQ	BUDGET	USED
25326433	50118	H/S OPERATIONS M	0	15,775	15,775	.00	.00	15,775.00	.0%
25326433	50128	H/S OPERATIONS P	0	102,725	102,725	.00	.00	102,725.00	.0%
25326433	50135	H/S OPERATIONS O	0	8,678	8,678	.00	.00	8,678.00	.0%
25326433	50136	H/S OPERATIONS P/T	0	168,202	168,202	.00	.00	168,202.00	.0%
25326433	51809	H/S OPERATIONS H	0	54,037	54,037	.00	.00	54,037.00	.0%
25326433	53330	H/S OPERATIONS B	0	35,000	35,000	.00	.00	35,000.00	.0%
25326433	55100	H/S OPERATIONMAT	0	204,000	204,000	.00	.00	204,000.00	.0%
25326433	55576	H/S OPERATION OT	0	280,069	280,069	.00	.00	280,069.00	.0%
25326433	56694	H/S OPERATIONS O	0	594,463	594,463	.00	.00	594,463.00	.0%
25326433	58852	H/S OPERATIONF/M	0	22,950	22,950	.00	.00	22,950.00	.0%
25326433	59933	H/S OPERATIONS W	0	2,040	2,040	.00	.00	2,040.00	.0%
TOTAL HEAD START OPERATION			0	1,492,559	1,492,559	.00	.00	1,492,559.00	.0%
25326434 TRAINING AND TECHNICAL ASST									
25326434	53330	H/S T & T ASST.	0	3,879	3,879	.00	.00	3,879.00	.0%
25326434	55576	H/S T & T ASST	0	44,612	44,612	.00	.00	44,612.00	.0%
TOTAL TRAINING AND TECHNICAL ASST			0	48,491	48,491	.00	.00	48,491.00	.0%
TOTAL EDUCATION HEAD START			7,899,425	1,693,428	9,592,853	4,314,715.24	601,776.84	4,676,360.92	51.3%
TOTAL EXPENSES			7,899,425	1,693,428	9,592,853	4,314,715.24	601,776.84	4,676,360.92	

CITY OF NEW HAVEN - LIVE



YEAR-TO-DATE BUDGET REPORT

FOR 2023 11								
ACCOUNTS	FOR:		ORIGINAL	TRANFRS/	REVISED		AVAILABLE	PCT
2568	ED HEAD START - USDA		APPROP	ADJSTMTS	BUDGET	YTD EXPENDED	BUDGET	USED
25685317 HEAD START EXPANSION								
25685317	50128	PARAPROFESSIONAL	0	69,981	69,981	59,983.74	9,997.26	85.7%
25685317	50136	PART TIME PAYROL	0	21,060	21,060	158.75	20,901.25	.8%
25685317	50140	LONGEVITY	0	575	575	575.00	.00	100.0%
25685317	50175	EDUCATION INCENT	0	1,000	1,000	1,000.00	.00	100.0%
25685317	51809	HEALTH INSURANCE	0	18,500	18,500	15,833.70	2,666.30	85.6%
25685317	51810	RETIREMENT CONTR	0	1,400	1,400	.00	1,400.00	.0%
25685317	55100	MATERIALS & SUPP	0	6,092	6,092	.00	1,952.70	67.9%
25685317	56605	FIELD TRIPS	0	3,000	3,000	845.00	2,155.00	28.2%
25685317	56800	PARENT ACTIVITIE	0	2,500	2,500	.00	2,103.25	15.9%
25685317	58852	FICA/MEDICARE EM	0	6,108	6,108	4,215.57	1,892.43	69.0%
25685317	59933	WORKERS COMPENSA	0	543	543	273.33	269.67	50.3%
TOTAL HEAD START EXPANSION			0	130,759	130,759	82,885.09	43,337.86	66.9%
TOTAL ED HEAD START - USDA			0	130,759	130,759	82,885.09	43,337.86	66.9%
TOTAL EXPENSES			0	130,759	130,759	82,885.09	43,337.86	

Shine Early Learning– New Haven Public Schools Head Start (NHPSHS) Scope of Work

Shine Early Learning is pleased to propose a scope of work that includes comprehensive services across all of NHPS's Head Start programs. There are three components to our partnership, all of which are expected to be implemented jointly: Community Assessment, Targeted Training & Technical Assistance, and Grant Development.

Included below are defined priority areas of support that will be strategically implemented throughout the course of three years (our contract term). On an annual basis, the Shine team and the NHPS's Head Start Director will develop specific goals and implementation plans based on these priorities that will be evaluated throughout the year through progress checkpoints and refined as needed.

(1) Community Assessment

The primary goal of this project is to ensure New Haven Public School Head Start conducts a thoughtful and comprehensive community assessment process that identifies the community strengths and needs, aligned to the Head Start Program Performance Standards, that will ultimately inform program planning.

The 2023 Community Assessment (CA) process is informed by the guidance and input of NHPS leadership and stakeholders from their immediate community. Every five years, Head Start programs are required by Section 1305.3, Title 45, Volume 4 of the Code of Federal Regulations, to conduct a community needs assessment with subsequent yearly updates.

The community needs assessment process will comprise four phases:

1. Planning and Survey Development
2. Outreach and Data Collection
3. Comprehensive Data Analysis
4. Community Assessment Report Development

This proposed process is flexible, and adjustments can be made as needed by NHPS or Shine.

Pricing and Fees (Community Assessment)

4-month contract at \$12,000 (*Payable at 50% \$6,000 upon contract execution and final payment \$6,000 within 2 months after initial payment*).

(2) Targeted Training & Technical Assistance

Program Design & Management

- **Strategic Planning:** Shine will work with the New Haven Public Schools' Head Start Director to incorporate a schedule of biannual assessment and planning around goal progress. Shine will align the data packets that correlate to the assessment calendar (*with data provided from NHPSHS) in order to assess progress on program goals.
- **Data Analysis:** Shine will refine program-wide monthly Manage By Information Reports (MBI) & quarterly Manage By Outcomes Reports (MBO). The MBO will be used during Data Days where staff will be trained to analyze their classroom data to drive informed decision making at the classroom level. Shine will work in partnership with the New Haven Public Schools' Head Start Director and designees to facilitate Data-Driven Leadership Meetings (investing in culture of data).
- **Strengthening the local Partnership for Compliance and Accountability:** Shine will provide onboarding training for the new Superintendent and the site Principal which may include:
 - Head Start Requirements and Expectations
 - Head Start and Shine Terminology (MBI/PIR, etc.)
 - Key Reports for monitoring and compliance
 - Understanding HS staff responsibilities in accordance to the Head Start Program Performance Standards and HS Act
 - Develop system of reporting incidents and licensing concerns
 - Develop an Action Plan for resolving and strengthening systems (Incident reporting, Incident Filing/tracking, and Incident Analysis)
- **Self-Assessment Process:** Shine will work in partnership with New Haven Public Schools' Head Start Director to refine the program's self-assessment process and develop a strategy to integrate the self-assessment rubric into the program's continuous improvement practices.

Early Childhood Education

- **Refine and Enhance Rubric based Coaching System:** Shine will train NHPS Head Start ECE leaders and teachers on the use of the Teacher Success Rubric (TSR) – a tool designed to outline performance expectations for teachers. Shine will work in partnership with ECE leads to update the current rubric and train the coaches how to implement the rubric and utilize the TSR data in teacher coaching and professional development design. Shine will work in partnership with NHPS Head Start's ECE leads to enhance coaching strategies and design tiered coaching models. Shine will conduct analyses based on CLASS and TVAL scores received by NHPS Head Start.
- **Strategic Support for Active Supervision and Compliance:** Shine will train NHPS education leads and teachers on the purpose of Center Level Groups (CLGs) (professional learning communities focused on active supervision and compliance) as a strategy for ensuring compliance to health and safety procedures. Shine will continue to work with

ECE leads to schedule CLGs throughout the program year.

- **Unconditional Positive Regard (UPR)**: Orients staff to foundational principles and best practices in co-designing psychologically safe and healthy spaces for families. Prepares staff to be welcoming and supportive regardless of how families engage in the program.

Family & Community Engagement

- **Family Partnership Process**: Shine will work in partnership with NHPS Head Start FCE leads to ensure Family Advocates implement a high-quality Family Partnership Process, including Family Engagement Contract, Family Success Roadmap, Goal Setting and Goal Progress. Shine will train FCE leads and FA's on the listed tools.
- **Building Capacity for High Quality Family Engagement**: Shine will build the capacity of NHPS Head Start FCE leads to implement a process of informal coaching that ensures the quality of interactions provided to families.
- **Coaching & FASR**: Shine will train NHPS Head Start FCE leads and Family Advocates on the Family Advocate Success rubric (FASR), a tool used to guide performance expectations for family services staff – including coaching supports. Shine will build the capacity of FCE leads to implement high quality coaching utilizing the FASR.
- **Unconditional Positive Regard (UPR)**: Orients staff to foundational principles and best practices in co-designing psychologically safe and healthy spaces for families. Prepares staff to be welcoming and supportive regardless of how families engage in the program.

The above PDM, ECE, and FCE services will be delivered through:

Monthly Implementation Meetings: Monthly, virtual meetings (utilizing Zoom or partner-preferred platforms and conference lines) between Shine and NHPS Head Start leads in each content area - PDM, ECE and FCE - These meetings may include web-based workshops that drive progress toward implementation of defined approaches in each area. *(At minimum 3 virtual meetings a month total and up to 2 additional virtual meetings per month to meet the program's needs)*

In-Person Training: Two in-person training opportunities per year, each training will be between 2-3 days. *NHPS Head Start and Shine will mutually determine the appropriate training each year based on NHPS Head Start's progress and implementation.*

In-Person Shine Leadership Academy: Shine Network participants may send key leadership members to participate in an annual professional development/training event at the Shine Leadership Academy

Document library membership: Agency leaders receive ongoing access to Shine Access, our document library containing thousands of Head Start/Early Head Start tools and resources.

Content-rich webinars: For Management Team members in the areas of PDM, ECE, and FCE with additional recorded webinars for front-line staff in select service areas.

Pricing and Fees (Ongoing Training & Technical Assistance)

3-year contract at \$70,000 per year *(Payable at 50% \$35,000 upon contract execution and final payment \$35,000 within 6 months after initial payment)*

(3) Grant Development

Shine is pleased to propose a collaborative support structure on grant development for NHPS. Our scope of work for this engagement is designed to make full use of existing resources and bring in additional capacity where it will have the most impact on application success. The roles and responsibilities we propose for this project are outlined below.

<i>Role</i>	<i>Lead</i>	<i>Description</i>
<i>Project strategy</i>	Collaborative, with Shine in the lead role for drafting the strategy with NHPSHS input.	Development of the program option/design, facilities strategy and the targeted geographic slot "spread" and appropriate staffing model for this grant
<i>Project Management</i>	Shine Grants Team member, PM	Coordinating and tracking project timelines, milestones, and documents; organizing team meetings and follow-up; and ensuring that all deliverables are on track for timely submission.
<i>Community engagement and support</i>	NHPSHS lead, with Shine support on strategy / prioritization	Developing a community engagement strategy; drafting and collecting letters of support, MOUs, and letters of intent from key stakeholders, community members, programmatic partners, and political supporters.
<i>Narrative development, Sections 1-6</i>	<i>Collaborative effort, section drafting and revision process as outlined during development process</i>	Role descriptions: Shine provides the initial narrative template and research for Section 1. NHPSHS provides all necessary inputs for Section 1 strategy and Sections 2–6. Shine compiles a 1st draft, to be revised by NHPSHS, and a 2nd draft, to be approved by NHPSHS.
<i>Budget development / fiscal inputs</i>	<i>Collaborative effort; see notes.</i>	Role descriptions: Shine leads an initial, 2-hour fiscal strategy session, and a fiscal lead will be for up to two hours of overall or budget-focused strategy sessions throughout the project. NHPSHS is responsible for the development of the overall budget model for the HS/EHS grant, the budget justification narrative according to FOA criteria, and fiscal inputs for standard forms (424s) related to the submission. Shine will provide (2) thorough reviews of each of the budget work papers, narrative, and 424s within an agreed-upon timeline.
<i>Appendix Creation</i>	Shine Grants team member PM, with NHPSHS support	Role description: Shine will consolidate required and optional appendix items based on NHPSHS inputs. Development, packaging, and finalizing appendix (File 2) document, with input from / review by the NHPSHS team. Shine PM takes the lead on developing, packaging, and finalizing the appendix, in collaboration with narrative lead(s) to ensure that appendix items are reflective of the application and the FOA requirements, and that the total page count is at or under 150. NHPSHS leads will track, collect, and send all grantee-required approvals and documents required by the FOA.

<i>Role</i>	<i>Lead</i>	<i>Description</i>
<i>Review</i>	Shine Early Learning / grant reviewers	Two rounds of narrative review, one read-through for overall strategy, two for FOA compliance / “criteria check.” As time permits, teams will also engage in a table read of part or all of the draft document after the first criteria check round. Timelines for review will be established to align with overall project creation deadlines and milestones to ensure time for both review and any necessary revisions.
<i>Packaging and submission</i>	Shine Early Learning / PM	Packaging of final narrative and appendix files for submission; preliminary fill-ins for standard forms / 424s related to the document. Upon NHPSHS's written approval of all submission package documents, Shine uploads and submits the application on grants.gov.

Pricing and Fees (Grant Development)

4-month contract at \$40,000 (Payable at 50% \$20,000 upon contract execution and final payment \$20,000 within 2 months after initial payment). The contract term may be extended, based on the Office of Head Start’s release of the Funding Opportunity Announcement and submission due date.