

2024
Home Visiting Services Account
Fall StartUp Funding Opportunity

Oct. 2, 2024

Application Guidance

Strengthening Families Washington



Washington State Department of
CHILDREN, YOUTH & FAMILIES

2024 HVSA Fall StartUp Funding Opportunity Summary

Purpose: The purpose of this announcement is to provide information to those organizations applying for the 2024 Home Visiting Services Account Fall StartUp Funding Opportunity. This Funding Opportunity is intended to increase the number of families served by newly formed home visiting programs through a competitive award process. This guidance offers an overview of the priorities associated with the funding opportunity, explains the application submission requirements and template, topic areas and questions. The complete instructions for the Application are within this Guidance document.

Oct. 17, 2024 Webinar: Application Bidder's Webinar (120 minutes) **highly recommended**

Letters of Intent to Apply Deadline: Oct. 25, 2024, 12pm (*note, all applicants intending to apply **must** submit a Letter of Intent by this deadline*)

Application Deadline: Nov. 18, 2024, 12 pm

Total Funding Available: up to \$250K for 1 StartUp program to deliver new home visiting services.

Scope: Applications may not exceed \$250,000 per proposal. *Proposals with 12-month annual expansion budgets in excess of \$250,000 will be disqualified.*

Eligible Organizations: Organizations may apply for these funds if they intend to start up one of the 8 allowable home visiting models listed below and they are not currently implementing the proposed start up home visiting model. Eligible organizations include local government agencies including health departments and school districts, nonprofit organizations, educational institutions, and federally recognized Tribes located in Washington State.

Eligible Models: The following **voluntary** program models currently operating in Washington State are eligible for startup: Early Head Start Home-Based Program (EHS), Early Steps to School Success (ESSS), Family Spirit, Nurse-Family Partnership (NFP), Outreach Doula, Parents as Teachers (PAT), ParentChild+, and Steps Towards Effective Enjoyable Parenting (STEEP).

Priority Populations and Service Areas: Programs must intend to serve HVSA priority populations (listed on pages 9-10), and may serve families residing anywhere in Washington State.

Contract Term: February 1, 2025 - June 30, 2024 (to be followed by *annual* contracts running the state fiscal years of July 1 through June 30 in subsequent years, subject to available funds).

Key Dates: 2024 HVSA Fall Startup Funding Opportunity

Oct. 1, 2024, 5 pm	Application/LOI/Budget Template and Guidance Released
Oct. 17, 1:00-3:00	Webinar: Application Bidder's Webinar (120 min.) ~ highly recommended https://dcyf.zoom.us/j/85640125259?pwd=7LwQCghbojP00Pmt6JmttDh8ymHN73.1 Meeting ID: 856 4012 5259 Passcode: 607982
Oct. 25, 2024	Deadline for Letter of Intent (LOI) <i>Required</i>
Nov. 8, 2024	Last day to submit questions about the HVSA Fall StartUp Funding Opportunity
Nov. 13, 2024	Last FAQ for Applications Posted on DCYF Home Visiting Web Site <i>(Please note - at this point no communication will be released from DCYF the entire process is completed and awards are determined)</i>
Nov. 18, 2024, 12pm	Deadline for 2024 HVSA Fall StartUp Applications
Dec. 10-13, 2024	Panel Review of Applications
Jan. 7, 2025	Announcement of Awardees for 2024 HVSA Fall StartUp
Jan. 8 – 15, 2025	Contract Negotiations with Awardees
Feb 1, 2025	Contract Execution/Start Date for Startup work

All times are Pacific Time

Contact Information:

For more information please contact the DCYF Home Visiting Inbox at: home.visiting@dcyf.wa.gov

Application Submission Instructions Summary:

- All applicants intending to apply **must** submit a Letter of Intent using the LOI template provided alongside this guidance by **October 25th** to home.visiting@dcyf.wa.gov.
- All applications for funding and supplemental materials must be submitted electronically as one packet/email to home.visiting@dcyf.wa.gov by **Nov. 18, 2024** no later than 12 pm PT. Applications submitted after this date/time will not be accepted for review.
- Documents may be in pdf format except for the Budget submission must remain in excel.
- **Applicants proposing 12-month annual budgets in excess of \$250,000 will be disqualified.** The proposed 12-month Annual Ongoing Budget *February 1, 2025 – January 31, 2026* must be submitted in the provided excel template.
- Please use at least Arial 10-point font with 1" margins throughout (except for the budget).
- Please use the detailed instructions in this guidance for more specific instructions.

Supplemental Materials Check List: please align with 8 documents listed in application

- Organization Letter of Authorization for Applying for these funds
- Model Fidelity Letter
- Organizational Chart
- Organization Operating Budget
- List of current board members of the Fiscal Agent/Lead Organization
- Indirect Rate Documentation/Federal Certification, if exceeding 10% indirect rate

Applications that are missing supplemental materials will receive 5-point reductions from their overall score for each missing document.

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1. Home Visiting Services Account Overview

The 2010 Washington Early Learning Plan lays out a 10-year roadmap to support achieving the state’s early learning vision to ensure that all kids start life with a solid foundation to be successful. Strategy #5¹ directly addresses the role of home visiting:

Make evidence-based and promising prenatal and child (birth to 5 years) home visitation services more widely available to at-risk families and caregivers.

Concurrent with the Early Learning Plan, the Washington State Legislature established the Home Visiting Services Account² (HVSA) in 2010 to leverage state and federal home visiting funds by matching them with private investments. Its purpose is to increase the availability of high-quality evidence-based, research-based, and promising home visiting practices in Washington. During State Fiscal Year 2024-25, the HVSA has issued 44 contracts with local implementation agencies (LIAs) to provide home visiting in communities throughout Washington for an annual investment of \$23.3 million.

The HVSA resides within the state’s treasury and is administered by the Department of Children, Youth & Families (DCYF). HVSA legislation guides the expenditures, bid process, and values of this work. The HVSA is aligned with DCYF’s vision: “All Washington’s children and youth grow up safe and healthy – thriving physically, emotionally and educationally, nurtured by family and community.” Home visiting continues to be a key strategy outlined in the DCYF [Racial Equity and Strategic Plan](#).

Expenditures

According to the HVSA legislation ([RCW 43.216.130](#)) funds must be:

- Used for implementing evidence-based, research-based, and promising home visiting models that:
 - Enhance child development and well-being by alleviating the effects on child development of poverty and other known risk factors
 - Reduce the incidence of child abuse and neglect
 - Promote school readiness for young children and their families
- Administered through a competitive application process

Values

HVSA funding investments are informed by a number of **values** developed through the collaborative work of Washington’s many home visiting stakeholders, including the HVSA Advisory Committee. These values include:

- **Portfolio Approach:** The HVSA applies a portfolio approach to fund a range of models and programs, supporting home visiting that will meet the needs of diverse communities and populations.
- **Diverse Representation:** The HVSA seeks that the portfolio of funded programs includes representation from diverse geographic, racial, and cultural communities.
- **Funding a Range of Capacity:** The HVSA invests in a wide range of program capacity, including small, medium, and large organizations.
- **Contractor Participation:** The HVSA fosters participatory engagement with contractors across technical assistance, continuous quality improvement, and evaluation processes.

¹ 2010 Washington Early Learning Plan, p.13 accessed at: [Washington State Early Learning Plan Executive Summary](#)

² Full text of the HVSA statute is accessible at: <http://app.leg.wa.gov/rcw/default.aspx?cite=43.216.130>

Home Visiting Outcomes

Washington has developed a monitoring and evaluation framework for home visiting programs funded through the HVSA in alignment with the federal Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program, administered through the Health Resources and Services Administration (HRSA). The HVSA seeks to impact the following outcomes:

- Improved maternal and newborn health;
- Prevention of child injuries, child abuse, neglect, maltreatment, and reduction of emergency department visits;
- Improvement in school readiness and achievement;
- Reduction in crime or domestic violence;
- Improvements in family economic self-sufficiency; and
- Improvements in the coordination and referrals for other community resources and supports.

The HVSA has established Aligned Measures that all contractors agree to collect and share data on for all participants enrolled in the HVSA funded programs. These include the following performance measures:

- Breastfeeding
- Depression Screening
- Well Child Visit
- Child Maltreatment
- Parent-Child Interaction
- Early Language and Literacy Activities
- Developmental Screening
- Intimate Partner Violence Screening

Additionally, programs are required to collect and report on participant demographics and service utilization information (e.g., enrollment and visit frequency).

Start Early Washington Implementation Hub

To develop and maintain “the infrastructure for home visiting programs, including training, quality improvement, and evaluation,” as required by the HVSA statute, DCYF contracts with Start Early Washington (formerly Thrive Washington & Ounce Washington) to serve as the Implementation Hub. The Hub supports scale up of new services, in addition to ongoing supports for quality implementation. These supports include model fidelity, continuous quality improvement (CQI), coaching, training, and technical assistance (TA) in a framework informed by Implementation Science, delivered as part of a coordinated state home visiting system. All HVSA contractors are required to participate in all aspects of TA offered by the Implementation Hub TA initiated through the completion of a TA Self-Reflection and follow-up by developing and implementing a TA Plan.

Department of Health

DCYF contracts with Washington State Department of Health (DOH) to lead data monitoring and evaluation efforts for the HVSA. This includes establishing data sharing agreements with each program to facilitate sharing of program data with DCYF and DOH. DOH manages the data processing and reporting to meet state and national funding requirements. DOH works closely with funded programs to ensure complete, accurate, and timely data reporting; DOH also supplies data to programs to support continuous quality improvement and overall HVSA evaluation efforts.

2. Funding Opportunity Description

Background

The Department of Children, Youth & Families conducted a [home visiting scan](#) in the Fall 2019 which identified 9,863 slots³ for home visiting across 10 models in Washington. Currently, the HVSA funds approximately 2,800 slots; this amounts to 25 to 30% of all voluntary, early childhood home visiting in Washington. The slots available contrasts starkly with the need; based on the [2020 Home Visiting Needs Assessment](#), an estimated 44,329 families would benefit from home visiting.

In the 2023 State fiscal year budget the Washington State Legislature authorized funds to expand the reach of home visiting in the state in both SFY24 and SFY25. These funds are the source of the HVSA funds for this funding opportunity.

During the 2018 Legislative Session, the Legislature required the HVSA to develop report proposing a plan to expand home visiting to scale. This report, [Opportunities and Considerations for Expanding Home Visiting Services in Washington State](#), presented a scenario for full-scale StartUp of home visiting across Washington State to reach a minimum saturation of home visiting services in every county based upon findings from the 2017 Home Visiting Needs Assessment. The 2024 HVSA Fall StartUp Funding Opportunity reflects additional steps guided by the methodology detailed in the StartUp plan, and it is one of the policy documents guiding this funding opportunity.

Funding Availability

This funding opportunity makes available up to \$250K will be released for one (1) Start-Up program delivering new home visiting services.

Scope of Funding Requests

Proposals will be accepted for a maximum annual funding request of \$250,000 per proposal. Regardless of the level of funding requested or awarded, contractors will be required to ramp up and subsequently maintain model fidelity (as defined by the model proposed) and participate in all training, technical assistance, and evaluation activities. Applicants will not be prioritized based on the amount (high or low) of their budget request.

Funding Period

The funding period is anticipated to be February 1, 2025 through June 30, 2025 followed by ongoing annual contracts running the state fiscal year of July 1 through June 30, subject to available funding. DCYF/HVSA contracts are typically for one year, with the intention to fund programs in subsequent years based on funding availability, contract compliance, and contractor performance. Contracts are renewed annually at level funding if programs remain in good contract standing.

³ A slot refers to the enrollment capacity of the program. For some programs a slot is the number of mothers that can be served, while for others it refers to the number of children. *The HVSA defines slots as the number of families and pregnant mothers for the purposes of reporting consistent data across models.*

Eligibility Requirements

Eligible Organizations:

Organizations may apply for these funds if they intend to start up one of the 8 allowable **home visiting** models listed below and they are not currently implementing the proposed start up home visiting model. Eligible organizations include local government agencies including health departments and school districts, nonprofit organizations, educational institutions, and federally recognized Tribes located in Washington State.

Eligible Home Visiting Models:

Start-up/Installation Phase of a home visiting program using one of the 8 allowable models. This funding opportunity is open to the following **voluntary** evidence-based (EB)/research-based (RB) models and promising practices (PP) home visiting models currently in operation in Washington State.

- Early Head Start Home-Based Program (EHS)
- Early Steps to School Success (ESSS)
- Family Spirit
- Nurse-Family Partnership (NFP)
- Outreach Doula
- ParentChild+ (formerly Parent-Child Home Program)
- Parents as Teachers (PAT)
- Steps Toward Effective, Enjoyable Parenting (STEEP)

[Implementation Science research](#) demonstrates that the “Installation Stage” of a new program supports the creation of infrastructure and ensures successful implementation of a program. Through this process, communities will engage in a capacity building process that includes an opportunity for installation of a home visiting program that meets the needs of the community.

Eligible Service Population:

All organizations supported through this funding must prioritize recruitment and enrollment of families experiencing high levels of vulnerability, and they must demonstrate their experience at successfully reaching these groups. Home visiting is a powerful child abuse and neglect prevention strategy, programs should prioritize families who may experience more challenges and likelihood for child welfare involvement.

Required Populations

Current HVSA programming prioritizes families with the following characteristics or circumstances:

- Poverty/Low income/Economic Insecurity
- Homeless/Unstable Housing
- Parent Mental Health/Behavioral Health Illness
- Racial and ethnic groups experiencing disproportionality
- Enrolled in WorkFirst/TANF
- Prior Involvement in Child Welfare System
- Intimate Partner Violence
- Non-English Speaking or Recent Immigrant Families
- Current and Previously Incarcerated Parents
- Teen Parents
- History or current experience with Substance Use, including Tobacco
- Parents with Low Educational Attainment
- Parents and/or Children with Disabilities
- Currently or formerly in the Military

All contractors are expected to enroll participants who each possess at least two of these priority characteristics in order to receive HVSA funded home visiting services.

Eligible Participant Age Groups:

Applicants are eligible to apply for funding if they serve children ages 0 through 4 years (prenatal up to a child's fifth birthday).

Home Visiting and Rates-Based Payment Method

During SFY23-24, DCYF began the process to plan and implement rates-based payment methodology for all state funded contracted services. As a result, the method of payment for contracts is changing to reflect this policy shift. Currently, DCYF has developed regionalized rates payments for 5 of the 8 eligible program models. While only 3 of 5 are implementing rates in current contracts, we will be utilizing the established rates to support budget development for all 5 of the models that WILL be moving into rates. The regionalized rates are presented in the budget worksheets for each of these 5 models and will be used towards calculating the overall program budget, in combination with allowable direct billables. Please note, rates implementation will not be required for NFP and PAT until SFY26 (July 1, 2025). The following models are required to use the DCYF model rate for their budget determination:

- Family Spirit
- Nurse-Family Partnership (NFP)
- Outreach Doula
- ParentChild+ (formerly Parent-Child Home Program)
- Parents as Teachers (PAT)

The following models remain exempt from rates-based payment and will continue cost reimbursement/budget-based approach. Successful expansion for a program implementing one of these models may result in movement into the rates planning phase. If rates are required, this would not be required before contracts are executed, instead be planned over the course of SFY26.

- Early Head Start Home-Based Program (EHS)
- Early Steps to School Success (ESSS)
- Steps Toward Effective, Enjoyable Parenting (STEEP)

The DCYF Home Visiting Team will work with the organization selected to implement the StartUp program through the first year of implementation to support transition to a rates-based payment methodology.

Additional information about rates payment planning is available on the Home Visiting Web page <https://www.dcyf.wa.gov/services/child-dev-support-providers/home-visiting/contract-budget> under Rate Setting.

Values Informing HVSA Funding Decisions

The general eligibility guidelines noted above provide a threshold for applications. DCYF will also apply review criteria to identify the strongest proposals according to general funding priorities of the HVSA. Competitive proposals will detail scopes of work and elements that are closely aligned with the review criteria listed below.

The overarching values informing HVSA funding decisions include:

- **Community need:** Utilizing the 2017 and 2020 Home Visiting Needs Assessments and local data sources, there is evidence of unmet community need. The application clearly shows the need for home visiting services and a gap in existing resources.
- **Model and organizational fit in the community:** How does the proposed home visiting model fit the needs of the community? To what extent is the applicant positioned in the community to carry out this work? Does the applicant provide evidence that the demand for its home visiting services exceeds its current capacity to provide?

- **Supporting diverse communities:** How does the applicant ensure they effectively respond to the needs of their clients through strengths-based approaches? To what extent does the applicant demonstrate attention to promoting equity and cultural competency in alignment with the demographics of its target population? Does it incorporate elements of trauma-informed practice in its work and support staff training to continuously enhance its service provision to the community?
- **Organization’s commitment to home visiting:** What is the organization’s long-term commitment to the home visiting program? Does this proposed StartUp advance the organization’s mission, vision, and values? Is the organization willing to sustain a high-quality program without the guarantee of increasing financial investment from the HVSA?
- **Organizational and program capacity to implement services proposed:** Is the applicant organization financially stable and healthy? Is it equipped to handle a state-funded contract that includes organizational and fiscal requirements? Does it have the foundations to implement a quality home visiting program including recruiting and retaining qualified staff and meeting complex data collection and management expectations? To what extent is it positioned in the community to have/develop strong referral networks to better serve clients? Does the organization demonstrate a clear plan for and capacity to expand slots?
- **Commitment to implementation with quality:** Continuous quality improvement (CQI) is critical to creating a quality home visiting system in Washington State. To what extent does the applicant use data to continuously inform and improve its practices? Does its staff engage in reflective supervision and ongoing training to provide quality home visiting services? Does it adequately engage in training and technical assistance activities to continue improving the quality of implementation?
- **Contributing to a strong, coordinated system of services supporting young children and their families:** This system encompasses partners from child welfare, economic supports, antipoverty services, Birth to 3 initiatives, and local early learning coalitions.
- **Engagement and Reflection:** How willing is the program to engage in a process of technical assistance and support if they have areas of growth in one or more of the above-mentioned areas? How reflective is the organization, and what is the ability to acknowledge areas of growth?

For this funding opportunity, reviewers will be directed to consider the additional priorities identified below in finalizing the group’s funding recommendations for this application with respect to both *balancing the HVSA portfolio* across program models, geography and high need communities:

- **Funding a range of programs and organizations:** Is the HVSA funding a diverse set of models to better serve the State’s diverse communities? Is the HVSA sufficiently balanced in its support of StartUp of services in existing programs and building capacity in start-up programs?
- **Statewide representation:** Is the HVSA portfolio continuing to stay balanced in its geographic representation of statewide contracts in home visiting?

3. Application Instructions

General Instructions

All organizations intending to apply for 2024 HVSA Fall StartUp Funds must submit a Letter of Intent to Apply by 12 pm PT on Oct. 25, 2024.

All organizations intending to apply for 2024 HVSA Fall StartUp Funds **must submit their Applications by 12 pm PT on Nov. 18, 2024.** In addition, application finalists may be asked to participate in an interview and presentation to be scheduled individually.

- Complete the Application template provided by DCYF and described in this guidance and provided to you electronically from the HVSA via home.visiting@dcyf.wa.gov.
- Gather the Supplemental Documents also listed in the Application.
- Complete the Budget template accompanying the application in the MS Excel format provided.
- Submit all of these documents to home.visiting@dcyf.wa.gov.
- **Application Packets with the application template, supplemental documents and proposed budget must be submitted by 12 pm PT Nov. 18, 2024.**

Application Overview

The Application consists of 10 sections. Each section contains a set of questions or requested information from the applicant.

Application Component	Total
Organization Information	Not scored
Funding Request Overview	Not scored
Proposed Community/Population to be Served and Capacity to Reach	35 points
Advancing Equity and Reducing Disparities	30 points
Staffing	40 points
Home Visiting Service Content	15 points
Program Quality, Fidelity and Technical Assistance	35 points
Organization Infrastructure	20 points
Budget Proposal	not scored
Supplemental Documents	not scored
Total Points	175 points

Submission Instructions

1. **All applicants must submit a completed application by 12 pm PT Nov. 18, 2024** with full response to all questions below. An electronic version of this application at <https://www.dcyf.wa.gov/services/child-dev-support-providers/home-visiting>.
 - Completed applications must be typed in Arial 10-point font (or equivalent/larger), with all margins no less than 1". Please use the word counts as recommendations.
 - **Applications (Sections I to VIII) may not exceed 25 pages in length** including questions and answers (excluding Section IX-Budget Proposal and Section X-Supplemental Documents). **Any pages of Sections 1 to VIII beyond the 25-page limit will not be included in the review process and therefore not scored.** This page limit does not apply to Section IX Budget Template and Section X Supplemental Documents.
2. Webinars and Application Technical Assistance
 - We understand the time and effort required to complete this application. Please make use of the technical assistance described below to clarify any questions you may have for developing and submitting the application:
 - Applicant Bidders' Webinar** (highly recommended) on **Oct. 17, 2024** at the following [link](https://dcyf.zoom.us/j/85640125259?pwd=7LwQCghbojP00Pmt6JmttDh8ymHN73.1):
<https://dcyf.zoom.us/j/85640125259?pwd=7LwQCghbojP00Pmt6JmttDh8ymHN73.1>
 Meeting ID: 856 4012 5259
 Passcode: 607982
 - **Questions about the Application:** Questions asked during the webinars as well as those submitted to the HV Inbox (home.visiting@dcyf.wa.gov) *on or before* Nov. 8, 2024 will be consolidated with responses assembled into an FAQ document to be posted weekly on the home visiting web page <https://www.dcyf.wa.gov/services/child-dev-support-providers/home-visiting>. The last updated post of

the FAQ document will be. Please use “2024 HVSA Fall StartUp Application Question” in the title of your email with questions.

- **Questions about program elements or model fidelity:** Please connect with Start Early Washington technical assistance provider/state model lead:

Nurse-Family Partnership: Trish Dauer, pdauer@startearly.org

Parents as Teachers: Gabriela Rosario, grosario@startearly.org

Parent-Child+: Pamela Williams, pwilliams@startearly.org

All other models: Cassie Morley, cmorley@startearly.org

3. Application Completion

- Provide the requested responses to all questions in the application section below within the fields provided, keeping your text within the specified word limits (denoted for each question). All questions are required, unless noted specifically in the instructions for that question.
- Assemble all of your supporting documents in electronic format.
- Name ALL your supporting document files using your organization name and the document title. For example, e.g. ABC Public Health Department HV Program Budget; ABC Public Health Department Professional Reference).

4. Budget Proposal Completion

- Please follow the directions in the Budget Proposal Section below in completing the Proposed 12-Month Annual Operating Budget for February 1, 2025 through January 31, 2026 using the worksheet within the MS Excel *2024 HVSA Fall StartUp Application Budget Templates* provided as part of the application packet. **You must complete and submit the budget proposal using the template and format provided and submit the Budget in this excel format; pdf versions of the budget will not be accepted.**
- Your 12-month StartUp budget proposal may not exceed \$250,000. An application with a Proposed Annual Startup Budget that exceeds \$250,000 will be disqualified.
- Name your proposed budget file with “your organization name” and “2024 Proposed Budget” (e.g. *ABC Public Health Department 2024 Proposed Budget*).

5. Submission

- To submit your application, email your Application, Budget Proposal and Supporting Documents [in 1 email packet to home.visiting@dcyf.wa.gov](mailto:home.visiting@dcyf.wa.gov)

6. Application Deadline

- Applications (including all supporting documents) *must be received no later than 12 pm PT on Nov. 18, 2024. No applications or supporting documents will be accepted after this deadline for any reason.* It is best to submit your application well ahead of the noon deadline in the event you encounter technical difficulties that occasionally arise.

Special Instructions

The section below provides additional special instructions that will help to inform your answers for the Community Profile, Application, and Budget and Attachments sections of the application. *Please keep the Priorities of this Funding Opportunity (starting on page 8) and the Values Informing HVSA Funding Decisions (starting on page 9) in mind as you develop your responses to the sections below.*

This Application, in combination with your Letter of Intent serves as the description of the core components of the home visiting services you propose to deliver during the contract term. It will serve as the foundation for the potential contract and deliverables. If your StartUp request is successful, your application will be used to:

- **Develop the Statement of Work for your Contract:** the content in the application will serve refine population and service targets outlined in the contract.

- **Maintain Implementation Focus:** Home visiting programs rely on fidelity in implementation to produce high-quality services. Your application serves as the rubric for your program to implement the core activities and fidelity requirements of the model utilized.
- **Guide Program Performance:** Your application is designed around the elements the HVSA contract statement of work, which in turn forms the structure of the HVSA Quarterly Progress Reports to DCYF, which demonstrate program progress, achievements and challenges.
- **Guide Continuous Quality Improvement Activities:** The structure of the contract creates a framework for assessing program progress against expectations and charting a path for potential course corrections.

I. Organization Information (not scored):

Section I asks primarily for details of the organization making application for StartUp funds, including the sources and amounts of funding for your entire organization. Please report your UEI number. Go [here](#) to view your UEI. In addition, please include updated contact information for your organization and program, as this is how we will be contacting you with interview and award information.

II. Funding Request Overview (not scored):

In **Section II**, applicants will present the final project *StartUp* budget and *StartUp* service capacity/caseload. These will be considered your final proposal, if different from the anticipated numbers in your submitted LOI.

In this section, please attend to the column headers in providing information for you proposed startup, and totals for caseload and budget numbers.

- A. Please select from among this list of 8 models; only these models are eligible for this StartUp funding opportunity.
- B. **Home Visiting Program Service Scope:** The Requested Number of New FY25 HVSA StartUp funded slots are those slots you are requesting funding for in this application. **Please make sure these align with the “new slots/caseload” numbers you present throughout the entire application, particularly in Section III Proposed Community/Population to be Served (sections A and B).** It is important that the scope of the proposal be realistic within the proposed annual budget.
- C. **Home Visiting Program 12-month Budget:** The requested s new funding you are requesting for in this application. **If the Requested New 2024 HVSA Fall StartUp Funding exceeds \$250,000, this application will not be considered.** This Requested Funding here should match exactly the Budget Total as submitted in your 2024 HVSA StartUp Budget Template excel file.
- D. **Home Visiting Program Funders:** Please describe all of the funding applicable to your StartUp home visiting program that will coincide with the timeline of this StartUp (e.g., February 1, 2025 onward).
- E. **Brief Abstract:** Please provide a short paragraph that summarizes key features of your StartUp proposal; consider this information that might be presented in a list of funding awards or a newsletter article.

III. Proposed Community/Population to be Served and Capacity to Reach (35 points):

In this section, applicants will describe the population they plan to serve in terms of the priority populations, communities, and services areas listed below and starting on page 10 of this guidance as well as any other defining characteristics.

A. Proposed Community/Population to be Served

1. Service Area: First, applicants are asked to describe their proposed service area and why they want to reach this area.

This section includes completion of 2 tables to delineate the expected number of families to be served (slots) by county and by DCYF Rate Region. Applicants should use complete the County table depicting how many families they expect to serve in one or more of the counties listed; programs may serve more than one

county, but it is not expected. Using the numbers presented in the county table, applicants should transfer that to the DCYF Rate Region table. Please note that the DCYF Rate Regions include contiguous counties and are presented in a geographical order, with counties specified for each. Programs may serve more than one rate region, but it is not expected. Both tables should add up to the same total number of families expected to be served, **and the total from each table must equal the proposed number of slots you've indicated in Section IIB Funding Request Overview/Proposed Service Scope.**

2. Priority Populations: Applicants are asked to describe the population characteristics that you anticipate will be served by the new program. Then, using the table below, indicate which of the HVSA Priority Populations will be served. *All contractors are expected to enroll participants who each possess **at least two (2) of the HVSA priority characteristics** in order to receive HVSA funding.* Participants may possess other characteristics, and each contractor is not required to serve participants with all of these characteristics.

- | | |
|--|---|
| · Poverty/Low income/Economic Insecurity | · Non-English Speaking or Recent Immigrant Families |
| · Homeless/Unstable Housing | · Current and Previously Incarcerated Parents |
| · Parent Mental/Behavioral Health Illness | · Teen Parents |
| · Racial and ethnic groups experiencing disproportionality | · History or current experience with Substance Use, including Tobacco |
| · Enrolled in WorkFirst/TANF | · Parents with Low Educational Attainment |
| · Prior Involvement in Child Welfare System | · Parents and/or Children with Disabilities |
| · Intimate Partner Violence | · Currently or formerly in the Military |

B. Capacity to Reach Proposed Populations and Service Area:

1. Applicants are asked to describe their strengths and capacities to reach their proposed StartUp populations and services areas— addressing their current organization’s fit into the existing service array and other connections to families.
2. Applicants are asked to describe how the program will bring participants into their program through outreach, referrals, recruitment and enrollment activities, and by specifically depicting organizations and programs with which you have relationships to help bring families into the new program.
3. Finally, DCYF recognizes the challenge of engaging families and sustaining their engagement through program completion, and asks applicants to share how they plan to approach engagement using examples from other programs implemented.

IV. Advancing Equity and Reducing Disparities (30 points):

The Department of Children, Youth & Families is committed to advancing equity and eliminating disparities in outcomes for children based on race and ethnicity. Applicants should describe how this StartUp program will contribute towards their community and organization’s work to advance racial equity. For example, how will your program StartUp specifically address barriers encountered by families and children of color that result in disparities in their readiness for Kindergarten or in their overrepresentation within child welfare services. Additional facets of promoting equity include engaging participants in program leadership, organization leadership connection to community, and organizational practices that actually support and promote services to meet the diverse cultures and experiences of the families served.

V. Staffing (40 points):

In **Section V**, applicants will describe how they will staff the proposed startup.

A. Staffing Plan and Caseload Expectations:

1. Staffing Plan: Applicants will present the staffing details of the proposed startup. Please provide FTE allocation that reflects only the portion of the FTE needed for this 2024 StartUp proposal. Please refer to the definitions below to inform your answers in this section (and use these same definitions later in Section V).

- **Full-Time Equivalent (FTE):** The Application requests information on the FTEs necessary to implement your home visiting program. An FTE is a ratio of the total number of hours worked to the total number of hours for a full-time position. For example, if an employee works 20 hours per week and your standard work week is 40 hours, then the employee is a 0.5 FTE.

All programs will complete the first two staff roles identified in the table:

- **Home Visitor:** Staff that directly delivers home visiting services.
- **Supervisor:** Staff that administers supervision to home visitors. In some programs, Supervisors also deliver home visits; if this is the case for your program, please indicate the expected caseload for supervisors; when applicable, please use the DCYF standardized staffing ratio depicted in the application and in the table below.

Program Model	Caseload/Staffing Ratios	
Family Spirit	1 FTE Health Educator	14 families
	1 FTE Supervisor	5 Health Educators
ParentChild+	1 FTE Early Learning Speclst	13 enrolled families
	1 FTE Coordinator	3 Early Learning Specialists
Outreach Doula	1 FTE Cm'ty-based Doula	13 enrolled families
	1 FTE Supervisor	4 Doulas
Parents As Teachers (PAT)	1 FTE Parent Educator	18 enrolled families
	1 FTE PAT Supervisor	6 PAT Educators
Nurse Family Partnership (NFP)	1 FTE Nurse Home Visitor	21 enrolled families
	1FTE NFP Supervisor	8 Nurse Home Visitors

As the roles in the remainder of the table are incorporated in the current rates calculations, these rows should only be completed by models in rates delayed status (NFP and PAT) and rates exempt status (EHS-HB, ESSS, STEEP) using the same definitions for FTE:

- **Administrative Support Staff:** Staff that provides direct administrative support to the home visiting program.
- **Data Support Staff:** Staff that provides data support to the program, such as data entry, reporting and data analysis.
- **Management Staff:** Staff who supervise the Home Visiting Supervisor that provides management or director-level administrative oversight of the program. These may be the division/department managers or executive directors.
- **Additional Direct Service Staff:** Staff that provides direct service to enrolled families and is not the home visitor. Examples include, a nutrition specialist, or infant mental health specialist.
- **Consultants/Subcontracts:** If your program includes a subcontract for home visiting services (supervisors and/or home visitors), please include the FTEs funded through the subcontract in the Application staffing. Use the "Justification" column in the Budget Proposal to indicate and describe the FTE in the subcontractor expense category. Do not include staffing for subcontracts that are not directly related to provision of home visiting services. Do not include subcontracted infant mental health consultants.

While not scored, applicants are also asked to describe a bit more detail on staffing – who will be subcontracted (not employees of the organization) and who will be newly hired versus have hours expanded.

2. Caseload Expectations – For most program models, DCYF has established standardized caseloads as presented in the table above; however, this has not yet been determined for the rates exempt program models (Early Head Start- Home Based, Early Steps to School Success, and STEEP). Therefore, only rates exempt program models complete the caseload expectations table, where applicants will depict the anticipated caseload (number of families to be served in a typical month) by each staff role depicted in the table and aligning with the DCYF standardized caseload.

- **Caseload:** Caseload refers to the number of clients you anticipate each home visitor and supervisor (if applicable to your model) will serve using funding from this StartUp application. Please present the typical number of families a 1.0 FTE home visitor will hold onto their caseload at any given time. If you have different levels of caseload, please indicate the range and provide detail in the comments section. Consider the following in reporting your caseload for each FTE:
 - Consult the caseload ratios recommended by your program model.
 - Ensure the caseload is reported in proportion to the FTE. For example, if your model recommends a home visitor-to-family ratio of 1:24, and your application is proposing a .5 FTE, you would likely report a caseload of 12.
 - We recognize that a number of different factors impact caseload size, such as the capacity of the home visitor or the geography of the service area. Please propose caseloads for each FTE that are reflective of the DCYF HVSA standardized model caseloads, as well as the specific characteristics of staff and communities served. The HVSA has minimum caseload expectations based on investment levels. It is very important that your caseload projection be realistic, sustainable over time and demonstrates efficient use of public dollars (use the overall StartUp expectations for families served as a guide in developing your caseloads).
- Caseload across all FTEs should be aligned with the funded number of families served at a given time (Maximum Service Capacity).

B. Timeline

The applicant will depict the timeline by placing an “x” in each relevant cell for the months when the following StartUp steps are anticipated to occur: program planning for startup, preparation for program startup and implementation, staff recruitment, staff hiring, staff training, when home visitors are expected to begin visiting families, and when it is expected that the caseload will be full.

C. Staffing Recruitment and Retention

This section asks the applicant to describe their approach to recruiting, hiring and retaining staff as it impacts the proposed startup program. First, applicants will describe the anticipated abilities and challenges to quickly hire and train staff to initiate and ramp up services. Next, applicants will describe their approach to hiring that will result in identifying staff who are a good fit for home visiting and representative of the population to be served in the startup, particularly the diverse needs, cultures and experiences of the participants in your proposed service area. Finally, applicants will share the strengths and weaknesses of their organization’s current staff retention through reflection on their recent history of turnover of service worker and supervisor staff roles, the causes of turnover, and how the program works to retain staff and prevent turnover, particularly as it will inform their practice with the proposed startup.

D. Staff Support and Supervision

The applicant is asked to describe their current use of Reflective Supervision with program service staff, the benefits they see from using RS,. In addition, the applicant is asked to describe strategies the organization uses to support their staff to be trauma-informed and deliver high quality home visiting services to a diverse array of families.

Reflective Supervision is a specialized and distinctive form of competency-based professional development provided to multidisciplinary early childhood home visitors. It emphasizes relationship development between the home visitor and supervisor; between home visitor and parent; and between parent and

infant/toddler. Reflective supervision attends to the emotional content of the work and how reactions to the content affect the work. Reflective Supervision does not replace the other modalities of supervision; however, the other modalities may incorporate RS techniques and enhancements.

VI. Home Visiting Service Content (15 points):

1. In the **Home Visit Content** section, applicants will provide a brief description of the essential components of their service delivery as well as the expected frequency of visits; as DCYF expects programs to abide by model fidelity standards, it is not expected that service content will vary from the delivery of the proposed home visiting program model. Applicants should simply provide summative approach and share expected enhancements, if applicable. If services or frequency vary by participant characteristics, this should be summarized.

2. Each program model has expectations for **screening and assessment**, and applicants are asked to describe their protocols for assessing specific family characteristics and needs. Please include the tools used, as well as when and how frequent these assessments occur. Finally, applicants should provide a short description of how their home visitors are trained to administer each of the tools described in the table.

3. The applicant is asked to, applicants are asked to describe how their proposed program will address needs and issues identified through program participation, screening and assessments by completing the table of **Outgoing Referral Networks** - describing 8-10 programs to whom program participants are referred to meet specific services and the current referring relationship; if relevant, the applicant may note if their own program or one within their organization addresses an issue.

VII. Program Management, Quality, Technical Assistance and Evaluation (35 points):

Home visiting programs funded by the HVSA are expected to maintain fidelity to their program model, as monitored by the national office of their program model. They are also expected to establish a close partnership with the program model lead at Start Early Washington Implementation Hub (as described on page 7 of this Guidance).

A. Quality, Fidelity, and Technical Assistance

1. Applicants will describe how they manage current programs (and plan to manage this startup) to be successful in implementation and to assure performance in areas such as enrollment, home visitors' caseloads, screening assessments, frequency of visits, and other essential program components.

2. Applicants are asked to describe how and from who they currently receive technical assistance to sustain fidelity to other programs serving families within their organization.

Annually, contracted programs are expected to submit a letter from their model's national program office assessing if their program is meeting the fidelity requirements of their program model. For programs not currently funded by the HVSA, this letter is a required supplemental document (#2) to be submitted with the application. If no national program office exists, that letter may come from Start Early Washington. Programs currently contracted with DCYF for HVSA home visiting services have already submitted this letter.

B. Evaluation and Data Collection

1. Applicants will describe how they currently collect data on participants (including demographic information, service utilization, and program impacts) and how they apply what they learn from program data to improve their program.

2. Applicants are asked to identify the data system they use, if applicable.

3. The HVSA expects all contractors to collect data for participating caregivers and children to track program efforts on the following:

- System and Program Performance Indicators

- Enrollment and Service Utilization
- Demographic Information

This data is used to support home visiting program evaluation; some of the indicators tracked require client data matching with other State education and social services systems. Contractors establish Data Sharing Agreements with the HVSA data manager/steward WA Department of Health.

Applicants are asked to acknowledge (by checking a box) that by applying for this HVSA StartUp Funding Opportunity they accept the expectations that their program/organization will seek consent from participant families to routinely share information collected by the HV program with DCYF for evaluation purposes. If applicants have concerns, they may share these in the comments box below the acknowledgement.

More information on evaluation and data collection expectations will be presented at the Bidders' Webinar on Oct. 17, 2024.

4. Continuous Quality Improvement (CQI) is a required activity for all HVSA-funded programs, so applicants are asked to describe an example of how their organization currently works to improve its methods and service delivery. The example should detail typical CQI elements, including the area for improvement/topic that was being explored, how potential improvement ideas were tested, what was learned from the process, and what program adjustments were made as a result of those learnings.

VIII. Organization Infrastructure (20 points):

Section VIII explores the organizational and program context for the StartUp proposal. To be successful, home visiting programs must be housed within organizations that will offer support and guidance from the policy and program level. The HVSA is seeking to learn about the applicant organization's management, structure, and commitment to the home visiting program and its startup.

1. Applicants are asked to present a brief description of their organization's mission, history, strategic goals and programs, and leadership. This response is intended to introduce the organization to the application reviewers.
2. Applicants are asked to discuss their organization's resources to support this StartUp effort and to maintain high quality home visiting services during implementation, resources include management, administration, communications, human resources, financial systems, and other infrastructure, and other "behind the scenes" supports.
3. Applicants will describe their experience and ability, using specific examples, to successfully manage complex, multi-year grants and projects. The description should include financial management/accounting capacity, fiscal oversight of grant funds, their ability to accurately track programmatic and financial expenditures across multiple fund sources and payment points. Because the HVSA uses public funds, all contractors must meet state fiscal requirements ahead of reimbursement of expenses.
4. Applicants are asked to reflect on the organization's commitment to the home visiting program and the startup program, in particular. The HVSA cannot assure annual funding increases, so programs must often adapt to static financial investment without expectation of annual funding increases (e.g. cost of living adjustments).

IX. 12-Month Startup Budget Proposal (Required, not Scored)

Each applicant is required to submit a proposed budget using the MS Excel 2024 HVSA Fall SB6109 Application Budget Template provided electronically with this application and guidance. The 12-month StartUp budget proposal should support the initial startup/installation phase and early implementation to serve the proposed scope and service area detailed in the proposal. **Your 12-month StartUp budget proposal should match your application response in Section II.C. and may not exceed \$250,000.** An application with a 12-month budget that exceeds \$250,000 may not be considered.

Budget Template Instructions

1. **Please submit the proposed startup budget using MS Excel 2024 HVSA Fall StartUp Application Budget Template.**
2. Your Budget Proposal is an anticipated, 12-month budget presenting **the costs it would take to implement your proposed StartUp for one year**; please only depict costs for the proposed application components. Contracts are typically renewed annually, subject to available funds. Subsequent budgets for ongoing implementation will be renegotiated upon contract renewal, beginning with SFY26; the DCYF Rates Payment status relevant to the program model will inform the ongoing implementation budget at that time.
3. Program ramp up and implementation costs:
 - Your expansion budget proposal should include one-time only expenses related to program installation such costs related to hiring and initial management, initial required model training and travel expenses for new staff, purchase of supplies to support new employees, initial model fees, etc.
 - As your program transitions to initial implementation within the 12-month period, your budget proposal will also include anticipated ongoing program expenses such as program travel, ongoing training, materials and supplies, etc. once your program is fully staffed, operational, and direct services have begun.
 - Applicants will depict all of these expenses in the budget template, and total costs may not exceed \$250,000.
 - For rates-implementing and rates-delayed program models, **the new SFY26 contract will transition into a rates based payment methodology sometime during SFY26.** DCYF will work with the successful contractor to support that transition later in the current and subsequent state fiscal years.
4. To complete the budget template:
 - Please populate the Proposed # Slots (cell C5), corresponding to your response in Section IIIB of your Application. The total number of slots may not exceed your model specific expected caseload for 1.0 FTE home visitor and should match the Proposed Service Scope – number of new family slots in Section IIB of your application.
 - Column B defines the line item in each Budget Category; use these to determine how to categorize your projected expenses and where to enter them in the template. You may edit the category names to fit your program, and you may use the suggested categories or edit them to meet your specific budget/expense categories. For Personnel, please itemize each proposed staff position to be funded with the position title and provide additional detail in the Comments/Justification Column D. Please note that this funding will support a maximum of 1.0 FTE home visitor (which may be one person or a combination of people adding up to no more than 1.0 FTE).
 - For each line item, enter the anticipated dollar expenditure for the entire 12-month period in the cells in Column C. Please note that some expenses may be incurred for the initial expansion/ramp-up the program that will not be ongoing expenses; these may include initial purchase of supplies, laptops, cell phones, and model training, as well as other costs.
 - **Be sure to include any expenses required by the HVSA** (e.g. the semi-annual meetings) **and your home visiting model** (e.g., required national model trainings). If applicable, consult with your state model lead for specific instructions. The HVSA requires contractors to participate in ongoing trainings offered to improve model fidelity and data collection and reporting, continuous quality improvement, and other topics. Contractors are expected to send at least one representative to

two semi-annual all HVSA program meetings in the Seattle area each year (Fall and Spring) and quarterly model supervisor meetings (if applicable). It is anticipated, but not certain, these meetings will be in-person; make sure to account for this travel in your proposed budget if applicable. In addition, as will be explained in the Bidders' Webinar on Oct. 17, 2024 all HVSA programs are required to submit appropriate backup documentation (requiring fiscal support) and participate in mandatory data collection and share that data with DOH.

- For each line item, be sure to provide a detailed description of the justification for the line item in the Comments/Justification Column D, including the formula used to determine the amount specified in the expense column, and for personnel the FTE of that individual to be charged to the program; if the position is not yet hired, please indicate "to be hired."

The DCYF Home Visiting cost study work has found that the expenses for home visitor salary and benefits is, on average, approximately 50% of an LIA's operating costs. As this is only an average, there are many reasons why a budget may not adhere to that benchmark. If your home visitor compensation costs are less than 40% or higher than 65% of your proposed total annual operating budget, it would be helpful to clarify the reason for this in your comments column. Home visitor compensation costs include the salaries and benefits expense for the portion of personnel FTE performing home visits.

- After listing all line-item expenses, provide your allowable indirect costs. Use the justification cells to describe how your agency calculates its indirect rate. If your program includes an indirect rate that exceeds 10% of the direct costs, you must attach an approved federal certificate that supports the rate presented in your budgets as one of your Supplemental Documents. This document may be in pdf format.

5. When your budget has been completed, name the file with your organization name and Budget (e.g. *ABC Public Health Proposed Budget*) and include it in your supplemental documents sent with your application submission. ***Please send only the Excel version of the Budget***; not a PDF.

6. **Before submitting this budget template including your Proposed StartUp Budget, please review your materials and ensure the following:**

- Your StartUp Budget Total in your Budget template matches your Proposed StartUp Annual Budget in the Application (Section IIC).
- You have used the Comments/Justification Column D to detail the justification for the Proposed Expenses. The detail will help to support your request; and if left blank, it may result in misunderstanding or inaccurate interpretation of your request by reviewers. Providing sufficient detail in the Comments/Justification Column allows reviewers to understand the specifics of and justification for your expense categories.
- The staffing/FTE counts described in the Budget Proposal are the same as the FTE counts presented in your Application Staffing Plan (Section VA).
- Budget calculations are error free and do not exceed allowable requests.
- If the indirect rate exceeds 10% of the direct costs, you have submitted documentation of federal certification that verifies the indirect rate proposed in the budgets.

X. Supplemental Documents (Required, not Scored) – all required for a complete submission of the application

In order for your application to be eligible for review, applicants must submit the application and all of the following supporting documents. Please note, a 5-point deduction from overall application score will occur for each required supplemental document that is missing from the application packet. *Please ensure all document filenames include your organization name and the title of the document (listed below).*

All of the documents listed and described below may be submitted in pdf format. Please submit these along with your application and budget.

1. Organization Letter of Authorization
Letter of authorization from the Executive Director (or appropriate director) allowing organization application for these funds. This letter should identify a back-up contact person if the primary contact person is not available for an extended period of time.
2. Organizational Chart
Current organizational chart with clear indication of where the home visiting program or staff resides
3. Organization Operating Budget
Current year of the organization's annual operating budget
4. List of Current Board Members
List of current board members, including name, role on the board, job title/role in the community, city of residence
5. Proof of Tax-Exempt Status under the IRS code, if applicable
Certification, letter from Secretary of State, other documentation indicating organization is a public or not-for-profit entity.
6. Most Recent Audited Financials
Most recent independent financial audit including audited financial statements
7. Indirect Rate Documentation/Certification
The approved federal certificate that supports the rate presented in your budgets, if the indirect rate exceeds 10% of the direct costs

4. Review Process and Award Notification

Review Process

DCYF implements a peer review process to ensure fair and neutral selection of HVSA investments. An overview of the process for this funding opportunity is below:

1. **Compliance Review:** DCYF staff review all Applications to ensure compliance with the eligibility and other requirements outlined in the application packet.
2. **Model Lead Review:** Start Early Washington Model Leads will review each application to assess fidelity to program model elements for the presented program and proposed startup, including proposed ramp-up plan, staffing plan, and home visiting content/assessments. This review is shared with the peer reviewers in the next phase.
3. **Individual Peer Review:** All proposals are reviewed and scored individually by system and service peers with knowledge of home visiting; the panel may also include parents. Reviewers will see the Model Lead Review during this review phase.
4. **Funding Decisions:** The decision to contract with applicants will be determined according to the priorities outlined in the Funding Priorities section of this guidance document. All funding recommendations will be

evaluated by the Home Visiting Management Team. A final contract award may differ from the applicant budget request, based upon available funding.

Award Notification

The anticipated date to inform applicants of award decisions and application status is January 7, 2025.

Contractor Requirements

Proposed Deliverables

For awarded contractors, the application submitted for this funding opportunity will serve as the basis for the contract. Contractors will be required to complete the activities, outputs and outcomes proposed in the application. It is therefore critical that the deliverables proposed in the application are well-informed and meet HVSA requirements.

Data Collection and Quality Improvement Activities

Awarded contractors will be required to:

- Participate in data collection at the child and family-levels to meet HVSA evaluation requirements.
- Participate in all required model trainings to maintain model fidelity, all HVSA orientations and trainings, site visits, and monthly coaching calls.
- Maintain, assure security of, and report on child and family-level data which includes using the data system specified by the model, DCYF and DOH including:
 - Number of families served
 - Names of family members receiving services (primary caregiver and target child)
 - Individual client identifier such as date of birth
 - Dates of service (by month); and
- Annual amount expended
- Using the HVSA methodology and with support from Start Early WA, implement Continuous Quality Improvement processes to track, assure and improve quality of processes and services provided.
- Submit monthly and quarterly home visiting enrollment and financial activity reports to DCYF.

More information about data collection expectations will be provided at the Oct. 17, 2024 Bidders' Webinar.