



Atlantic Coast Child Welfare Implementation Center

Partners for Change

A member of the National Child Welfare Training and Technical Assistance Network, a service of the Children's Bureau, U.S. Department of Health and Human Services

Implementation Project Request for Applications

Background

In the fall of 2008, the Department of Health and Human Services (HHS), Administration for Children and Families, Children's Bureau (CB) expanded its Training and Technical Assistance (T/TA) Network by establishing five Child Welfare Implementation Centers. The T/TA Network is made up of 27 organizations funded by the CB to provide a comprehensive array of supports to state and tribal child welfare agencies to meet their mandate of meeting the safety, permanency, and well-being of children served by the child welfare system. The Child Welfare Implementation Centers, through cooperative agreements with the CB, provide expertise in implementing change strategies through in-depth and long-term consultation and support to state and tribal child welfare agencies.

The **Atlantic Coast Child Welfare Implementation Center** (ACCWIC) is one of the five Child Welfare Technical Assistance Implementation Centers established by the CB in October 2008. The ACCWIC provides coordinated, individualized, intensive technical assistance to States, Tribes, and the District of Columbia's public child welfare agencies. These services are delivered in collaboration with National Resource Centers, other members of the National Child Welfare T/TA Network, and the CB. The ACCWIC serves Region III (Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia) and Region IV (Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee).

Purpose

The ACCWIC and the other four regional Child Welfare Implementation Centers are guided by the Child and Family Services Review (CFSR) principles and Systems of Care (SOC) framework.ⁱ The Implementation Centers are designed to provide individualized, intensive, long-term technical assistance and consultation to state and tribal agencies through individualized Implementation Projects.

Implementation Projects are selected through a competitive request for application (RFA) process and supported by the Child Welfare Implementation Centers to advance state and tribal plans for improving child welfare outcomes by fostering changes in organizational culture, administration, and practices with children and families. Upon selection, Implementation Projects will be developed into mutually binding agreements between the Implementation Center and the state or tribal agency. Projects will be implemented over 24 months (October 1 start date) or 27 months (July 1 start date).

Description of Implementation Projects

The RFA process provides the opportunity for child welfare agencies to work closely with the ACCWIC to develop Implementation Project proposals with clear action steps toward achieving measurable outcomes that contribute to successful systems change. In this first round (start dates July 1, 2009 or October 1, 200), the ACCWIC is requesting applications for one of two types of projects: (1) Change Management Implementation Projects and (2) Family and/or Youth Engagement Implementation Projects. The goals and expectations of each project type are described below.

Goals for Implementation Projects:

1. Implement core strategies to achieve sustainable systems change.
2. Improve the organization's culture, structure, policy, and/or practice.
3. Obtain measurable progress on relevant safety, permanency, and well-being indicators of system performance.

Change Management Implementation Projects

Change Management Implementation Projects (CMIPs) are intended to "meet child welfare agencies where they are" by providing the change management tools necessary for effective implementation and sustainability of systems or program change strategies *currently underway*. Many child welfare agencies have active projects that have been initiated as part of their Child and Family Services Reviews (CFSR) or Program Implementation Plans (PIPs) that could benefit from tailored T/TA around implementation and change management. CMIPs focus on the systems change process. They are designed for a child welfare agency with an active project that could benefit from technical assistance in implementing or sustaining systems change. CMIPs will draw on resources via the Implementation Center and T/TA Network to adopt sound methodologies for systems change, including assessment, goal development, strategic planning, change management, action planning, and evaluation. These projects will build upon and share the knowledge, skills, and experiences of the child welfare agency in improving outcomes for children, youth, and families.

Individualized Implementation Projects: Family and/or Youth Engagement

In round one, the focus for Individualized Implementation Projects (IIP) is family and/or youth engagement and involvement. This focus is based upon a review of first and second round CFSR findings, which identified Areas Needing Improvement for the outcome areas of promoting continuity of family relationships and connections for children (Permanency 2), and enhancing the capacity of families to care for their children's needs (Well-Being 1). Based on their review of CFSR findings in both regions, the ACCWIC Regional Advisory Board also identified family and/or youth engagement as a priority in these Regions. Individualized Implementation Projects are designed to assist States and Tribes in adopting and implementing evidence-based or promising practices related to improving family and/or youth engagement and involvement.

Implementation projects may pursue systemic change within a child welfare system or across multiple systems that are integral to successful child welfare practice. The ACCWIC will enhance existing services of the T/TA Network by providing long-term, coordinated, individualized, and intensive technical assistance.

Eligible Applicants

States, the District of Columbia, and Tribes that are currently receiving formula grant funds administered by the Children's Bureau are eligible to apply and be considered for support for Implementation Projects.

A Tribal Child Welfare Agency must be a formula grantee in order to be eligible for an implementation project. A Tribe that is a IV-B grantee, for example, is eligible to apply. (If a Tribal consortium receiving IV-B applies for an implementation project, CB will not require that every member of that consortium participate in the proposed project activities as a condition of eligibility.) Federally-recognized Tribes that are not receiving formula grant funds are not eligible to apply or be considered for projects.

Only one application will be accepted from each eligible child welfare agency.

Application Process

- Submit a Concept Paper by March 6, 2009ⁱⁱ
- Attend the Regional Forum March 17-19 and receive technical assistance on the application process.
- Submit an application for a project by April 17, 2009
- Upon approval of the project, enter into a Memorandum of Agreement with the ACCWIC.

Application Outline

Each Application must contain the following items in the order listed:

1. Cover sheet (see Appendix A)
2. Project Abstract
3. Project Description
 - a. Problem Statement and Need for Assistance
 - b. Past/Current/Planned Training, Technical Assistance & Grants
 - c. Approach
 - d. Logic Model
4. Resource Plan Request and Justification (see Appendix E)

RFA Review and Evaluation

The goal of the ACCWIC is to support state and tribal agencies in making systemic changes to improve their policies and practices to achieve better outcomes for children and families. The application process is considered to be a partnership in which the ACCWIC provides hands on technical assistance and support. ACCWIC staff members who are involved in providing technical assistance will not participate in the evaluation of applications. Applications will be reviewed by an independent team that will include members of the ACCWIC Regional Advisory Board, representatives from the Children's Bureau Regional Offices, and subject matter experts from the National Resource Centers and/or other members of the National Child Welfare Training and Technical Assistance Network (T/TA Network). Review teams will rate each application according to specified criteria and identify strengths and limitations related to each rating.

Results of the proposal review will be synthesized and final selection of projects will be made in consultation with the CB Federal Project Officer and Regional office staff. The ACCWIC will provide comprehensive feedback on state and tribal applications not selected for a project and every effort will be made to work with these applicants related to other resources that may be available to support systems change through the existing T/TA Network. These applicants will also be engaged to participate in the peer-to-peer network to promote information sharing across all jurisdictions in Region III and IV. Consultation will also be available to consider developing applications in a future year.

Please see Appendix B for a description of the evaluation criteria and rating methodology.

Application Contents

1. **Cover Sheet:** See Appendix A.
2. **Project Abstract:** Provide a summary statement of the proposed project (one page maximum). If the focus of the project has changed since the submission of your concept paper, please describe the new project and the rationale for your change of focus.
3. **Project Description** (maximum 10 pages) - See Appendix B for RFA evaluation criteria and methodology (Evaluated Section of RFA -100 Point Maximum).
 - a. **Problem Statement and Need for Assistance (25 Points)**
Statement should include:
 - Clear statement of problem/issue to be addressed,
 - Desired goals and relevant Child and Family Services Review systemic factors and/or outcomes that are the target of this initiative;
 - Description of how the project corresponds with the, the Child and Family Services Plan, the CFSR process and PIP, past T/TA, Child Welfare reform initiatives, baseline data, trend data, etc. that can also be used to measure improvement in problem/condition;

- Discussion about agency capacities and strengths that will be used to address the problem and support readiness for change; and
- Evidence and sufficient data to support the need.

b. Past/Current/Planned Training, Technical Assistance, & Grants (10 Points)

Complete the chart in Appendix C. List any related past (3-5 years) and all current and planned training and/or technical assistance, grants or initiatives from any public or private entity, including private foundations. Include relevant T/TA and/or grants received by stakeholders/collaborators, and any other relevant local, state or federal funded initiatives that could be linked to help achieve goals and objectives identified in the Implementation Project application. (i.e. System of Care grants from either the Substance Abuse and Mental Health Services Administration, Center for Mental Health Services (short title: Children's Mental Health Initiative) or the Administration for Children and Families, Children's Bureau).

c. Approach (50 Points)

Describe the proposal approach including:

- Proposed activities and estimated timelines for 24-27 months in a feasible work plan;
- Evidence of organizational and leadership commitment and designation of a qualified project manager with sufficient time to dedicate to project implementation;
- Evidence of agency readiness for change and understanding of the need for change management (for CMIP proposals), and/or family/ youth engagement (for IIP proposals);
- Identification of key staff and stakeholders/collaborators (both internal and external) and discussion of their involvement in planning, commitment and willingness to link with other relevant projects or initiatives, and roles in proposed project activities;
- Clear description of the desired change, how it will impact the problem/issue, how it will result in systemic change and includes objectives that are action oriented, specific, realistic, measurable, time limited and lead achievement of identified goals and outcomes;
- Description of how the proposed project is integrated with the agency's strategic plan, States' Child and Family Services Plan, Child Welfare reform initiatives , CSFR, and PIP;
- Type of technical assistance (TA) the project will require and how the TA will enhance past, current and planned technical assistance discussed in section 3b to meet objectives of outcomes of the proposed project;
- Potential challenges and barriers to successfully implementing the project and how ACCWIC can assist in addressing these issues;
- Discussion about how the resulting systemic change will be institutionalized and project efforts will be sustained; and

- Description of capacity and infrastructure to support data collection and capability to describe change strategies and measure implementation change and outcomes.

d. Logic Model (15 Points)

Insert a logic model to provide a visual presentation of the relationship among the resources available, planned activities, outputs, organizational outcomes, and child/family outcomes. The template for developing your logic model is available in Appendix D.

4. Resource Plan Request and Justification

As part of the initial planning for each project, the ACCWIC must assess identified needs and allocate sufficient resources for selected projects. If your project is selected, the ACCWIC will work with your project leadership to further develop and refine the resources needed for successful implementation. In order to assist in this process, please:

- Complete the Resource Plan Request & Justification chart included in Appendix E; and.
- Provide narrative as to how existing resources, including any local or state funded initiatives and efforts related to past, current and planned technical assistance referenced section 3b, will be integrated to contribute to the systemic change effort. (It may be helpful to incorporate and/or reference your response to the 7th bullet under the Project Description in 3c.)

Application Formatting and Submission

The application must be typed, single-spaced, printed on one side, with one-inch margins, using standard 12-pt fonts. All pages must be numbered.

Mailed and electronic applications will be accepted. Grant applications will not be accepted via fax.

If submitting your application by mail, do not use binders, plastic inserts, tabs or any item that cannot be easily copied on a photocopy machine with an automatic feed. Use a clip to securely bind the application together.

Page Limit: The application limit is 10 single space pages not including the cover sheet, abstract, logic model, and Appendix C and E charts.

Due Dates: The ACCWIC is funded for five years; new projects will be funded in cycles during years one through four. The ACCWIC will award at minimum two projects in July 2009 and two projects in October 2009. To be considered for these July or October funding cycles, applications must be received by, 5:00 pm on April 17, 2009 EST. Late applications will not be eligible for funding during year one.

Future funding cycles will be announced in 2010 and 2011.

Electronic Submission (Preferred): Send to:

Diane DePanfilis, ACCWIC Principal Investigator at ryc@ssw.umaryland.edu

You will receive a confirmation email once the completeness of your application is verified.

Submission by Mail:

Diane DePanfilis, Principal Investigator
The Atlantic Coast Child Welfare Implementation Center
University of Maryland School of Social Work
525 West Redwood Street
Baltimore, MD 21201

List of Appendices

Appendix A	Cover Sheet
Appendix B	Application Review and Selection Criteria
Appendix C	Past/Current/Planned Training, Technical Assistance & Grant Chart
Appendix D	Logic Model Template
Appendix E	Resource Plan Request and Justification Chart
Appendix F	List of Required Certifications and Assurances (to be executed upon selection and award)

Appendix A

Request for Proposal Cover Sheet

- 1. Eligibility:** Identify Name of State (District of Columbia) or Tribe

- 2. Applicant's name:** Name of Agency and Project Lead

- 3. Applicant's mailing address:**

- 4. Applicant's email address:**

- 5. Applicant's phone number:**

- 6. Name and organization/agency of person(s) who completed the Application:**

- 7. Project title:**

- 8. Round one cycle preference:** July or October 2009

- 9. Duration of the project:** 27 or 24 months

- 10. Agreement to Sign Required Certifications and Assurances (see Appendix F):** Yes or No

Appendix B

Implementation Project Application Review and Selection Criteria

Applications submitted by eligible state (including the District of Columbia) and tribal child welfare agencies in Regions III and IV will be reviewed by an independent team that will include members of the Regional Advisory Board and subject matter experts including representatives from National Resource Centers, and/or other members of the National Child Welfare Training and Technical Assistance Network (T/TA Network). The application process is considered to be a partnership between the Atlantic Coast Child Welfare Implementation Center (ACCWIC) and eligible child welfare agencies with the provision of hands-on technical assistance and support provided by the ACCWIC to the applicants. Due to this partnership, the ACCWIC staff will not participate in the evaluation of applications.

Applications will be scored based upon the below-described selection criteria. Reviewers will score the applications independently, scores will be added, and the applications will be rank ordered. Reviewers will also be asked to comment on overall readiness, need, feasibility, and commitment. Readiness for organizational and systemic change is an important area of assessment, but reviewers will be instructed to not use “readiness” as the sole or principal criterion for recommending a site for an implementation project. The purpose of the review is not to select only sites determined to be “high performers,” or that have a high degree of readiness due to greater access to resources. Rather, assessment of readiness will be part of the selection process, along with consideration of need, feasibility, and commitment.

Applications with the highest scores and favorable comments will be forwarded as recommended for approval to the Children’s Bureau. State and tribal child welfare agencies whose applications are not recommended for approval will be provided comprehensive feedback and consultation from the ACCWIC to prepare for potential resubmission in the next funding cycle. Applications that are not selected for Implementation Projects will also be referred to the Regional Offices and the National Resource Centers for review and consideration for other forms of T/TA.

Project Rating Scale

<u>Rating</u>	<u>Descriptive Guidance</u>
5	Excellent - The response exceeds all requirements and expectations
4	Very Good –The response satisfies all requirements and exceeds some expectations
3	Good - The response satisfies all requirements
2	Fair - The response meets minimal requirements but has identifiable deficits
1	Minimal - The response is incomplete and does not provide adequate information to evaluate criteria
0	Nonresponsive -The response did not address criteria

Application Contents

1. Cover Sheet: NOT EVALUATED

2. Project Abstract: NOT EVALUATED

3. Project Description: Total Potential Points = 100

3a. Criteria for Evaluating Problem Statement and Need for Assistance 20 POINTS	Max	Score
1. Provides clear statement of problem/issue to be addressed	5	
2. Includes desired goals and relevant Child and Family Services Review systemic factors and/or outcomes that are the target of this initiative	5	
3. Describes how project corresponds with the CFSP, CFSR and PIP, T/TA, Child Welfare reform initiatives, baseline data, trend data, etc. that can also be used to measure improvement in problem/condition	5	
4. Discusses agency capacities and strengths that will be used to address the problem and support readiness for change	5	
5. Includes evidence and sufficient data to support the need	5	
Section Total	25	
Reviewer's Comments (<i>Strengths/Limitations</i>):		

3b. Criteria for Evaluating Past/Current/Planned Technical Assistance 10 POINTS	Max	Score
1. Chart is completed and includes related past and all current and planned technical assistance (TA), issues addressed, and provider of TA and discusses whether or not there are other relevant local, state or federal funded initiatives	5	
2. Chart identifies resource(s) from other public/private resources outside of the CB T/TA Network including assistance from foundations and other stakeholder/collaborator resources (received and/or planned)	5	
Section Total	10	
Reviewer's Comments (<i>Strengths/Limitations</i>):		

3c. Criteria for Evaluating the Project Approach 50 POINTS	Max	Score
1. Describes proposed activities and estimated timelines for 24-36 months in a feasible work plan	5	
2. Evidence of organizational and leadership commitment and designation of a credible project manager with sufficient time to dedicate to project implementation	5	
3. Shows evidence of agency readiness for change and understanding of the need for change management (for CMIP proposals), and/or family/youth engagement (for IIP proposals)	5	
4. Identifies key staff and stakeholders/collaborators (both internal and external) and discussion of their involvement in planning, commitment and willingness to link with other relevant projects or initiatives, and roles in proposed project activities	5	
5. Gives a clear description of the desired change, how it will impact the problem/issue, how it will result in systemic change and includes objectives that are action oriented, specific, realistic, measurable, time limited and lead achievement of identified goal and outcomes	5	
6. Describes how the proposed project is integrated with the agency's strategic plan, States' Child and Family Services Plan, Child Welfare reform initiatives, CSFR, and PIP	5	
7. Identifies type of technical assistance (TA) the project will require and how the TA will enhance past, current and planned technical assistance discussed in section 3b to meet objectives of outcomes of the proposed project	5	
8. Identifies potential challenges and barriers to successfully implementing the project and how ACCWIC can assist in addressing these issues	5	
9. Discusses how the resulting systemic change will be institutionalized and project efforts will be sustained	5	
10. Describes capacity and infrastructure to support data collection and capability to describe change strategies and measure implementation change and outcomes	5	
Section Total	50	
Reviewer's Comments (<i>Strengths/Limitations</i>):		

3d. Criteria for Evaluating The Logic Model 15 POINTS	Max	Score
1. Project goals are Specific, Measureable, Achievable, Realistic, and Time-Limited (SMART)	5	
2. The logic model presents resources, activities, outputs, organizational outcomes, and child/family outcomes	5	
3. The relationship among the resources, activities, outcomes is clear	5	
Section Total	15	
Reviewer's Comments (<i>Strengths/Limitations</i>):		

TOTAL APPLICATION SCORE = ___/100

Reviewer's Comments on overall readiness, need, feasibility, and commitment:

Appendix D ACCWIC Logic Model Template

<p>Problem statement. Defines the issue area that is being addressed through this implementation project</p>				
<p>Implementation Project Goals. Defines goals for positive change as a result of the project, including improved organizational performance, service provision, or outcomes for clients served</p>				
<p>Resources Organizational resources for project design and implementation (for example)</p> <ul style="list-style-type: none"> ▪ Organizational assessment ▪ Community assessment/ service array ▪ Project planning ▪ Implementation/ action planning ▪ Communication planning/ management ▪ Workforce development ▪ Peer resources ▪ Policy development ▪ Evaluation ▪ Child-welfare subject matter TA 	<p>Activities Strategies to address problem (for example)</p> <ul style="list-style-type: none"> ▪ Assessing readiness for change ▪ Developing a detailed work plan ▪ Implementing the plan ▪ Convening key stakeholders ▪ Tracking the achievement of goals and implementation activities 	<p>Outputs Products of activities (for example)</p> <ul style="list-style-type: none"> ▪ Family centered practice model ▪ Supervisory assessment instrument ▪ Policies and procedures ▪ Curriculum development ▪ Interagency strategic plan 	<p>Organizational Outcomes Improvements for the agency (for example)</p> <ul style="list-style-type: none"> ▪ Statewide information system ▪ Case review system ▪ Quality assurance system ▪ Staff and provider training ▪ Service array and resource development ▪ Agency responsiveness to the community ▪ Foster and adoptive home licensing, approval, and recruitment 	<p>Child/Family Outcomes Improvements for children and families (for example)</p> <ul style="list-style-type: none"> ▪ Children are protected from abuse/neglect ▪ Children are safely maintained in their homes ▪ Children have permanency/stability in their living situations ▪ Continuity of family relationships is preserved for children ▪ Families have enhanced capacity to provide for their children's needs ▪ Children receive appropriate educational, health, and mental health services to meet their needs

Appendix E

4. Resource Plan Request and Justification Chart

The following is a menu of resources that may be made available to your project in order to support implementation. Please check all those that are anticipated to be needed. For each identified need, provide a brief description of how you envision each resource being utilized in your project.

<i>Category</i>	<i>Need (Yes/No)</i>	<i>Brief Description/Justification (It may be helpful to reference and/or incorporate your response to the 7th bullet under the Project Description in 3c.)</i>
1. Organizational Assessment		
2. Community Assessment/Service Array		
3. Strategic Planning		
4. Project Planning		
5. Implementation/Action Planning		
6. Project Management		
7. Communication Planning/Management		

8. Workforce Development	a. Training Curriculum Development		
	b. Train the Trainer		
	c. Leadership Development		
	d. Supervisor/Manager Development		
9. Peer Resources	a. Peer-to-Peer Learning		
	b. Coaching /Mentoring		
10. Policy Development			
11. Evaluation	b. Quality Assurance		
	c. Data Management		
	d. Program/Project Evaluation		

12. Child Welfare Related Subject Matter Technical Assistance	e. Family Engagement		
	f. Youth Engagement		
	g. Systems of Care		
	d. Interagency Coordination		
	e. Court/Legal		
	f. Individualized Assessment		
	g. Case Planning		
	h. Practice Model Development		
	i. Safety (specify i.e. Screening. Risk Assessment)		
	j. Permanency (specify		

	i.e. Kinship, Adoption)		
	k. Well Being (specify i.e. Health, Mental Health, Substance Abuse, Education)		
13. Individualized Project Resources	h. Local Project Coordination		
	i. Project Related Travel (i.e. Peer-to-Peer learning)		
	j. Family/Youth Participation Support (i.e. Stipends)		
	k. Outreach Materials/Supplies		
	l. Meeting/Forum Space Rental		
	m. Other (specify)		
14. Other (specify)	a.		
	b.		

Appendix F

Upon selection, child welfare agencies will be required to complete the certifications and assurances as part of the negotiated Memorandum of Agreement. The list certifications and assurances could include (as applicable), but are not limited to the following:

- Affidavit for Debarment Certifications, Clean Air and Water Certifications and Anti-Lobbying Certifications (compliance with certification requirements under Circular OMB A110)
- Disclosure of Lobbying Activities (SF-LLL in compliance with 31 U.S.C. 1352)
- Anti-Prostitution and Related Activities Certification
- U.S. Federal Government Subcontract and Procurement Compliance (provisions of the Federal Acquisition Regulations (FAR)) to include, as applicable:
 - Anti-Kickback Procedures (52.203-7)
 - Buy American Act & Balance of Payments Program (52.225-3)
 - Contract Work Hours & Safety Standard Act – Overtime Comp (52.222-4)
 - Equal Employment Opportunity as amended by EO 11375 and 41 CFR part 60 (52.222-26)
 - Integrity of Unit Prices (52.215.26(a)(b))
 - Notice to the Government of Labor Disputes (52.222-1)
 - Preference for US Flag Air Carriers (for international air travel only) (52.247-63)
 - Restrictions on Subcontractor Sales to the Government (52.203-6)
 - Service Contract Act of 1965 Reserved (52.222-41)
 - Termination for Convenience of Government (Education & Nonprofit Institutions) (52.249-5(a)-(f))
 - Restrictions on Certain Foreign Purchases (52.225-11)
 - Affirmative Action for Handicapped Workers (52.222-36)
 - Vietnam Era Veterans (52.222-35)
 - Audit – Negotiation(52.215-2)
 - Employment Reports on Special Disabled Veterans/Veterans of the Vietnam Era (52.222-37)
 - Examination of Records by Comptroller General (52.215-1)
 - Utilization of Small Business Concerns & Small Disadvantaged Business Concerns (52.219-8)
 - Walsh-Healey Public Contracts Act (52.222-20)
 - Authorization and Consent (52.227-1)
 - Notice and Assistance re: Patent and Copyright Infringement (52.227-2)
 - Preference for Privately-Owned US Flag Commercial Vessels (52.247-64)
 - Protecting the Government's Interests when Subcontracting with Contractors
 - Debarred, Suspended, or Proposed for Debarment (52.209-6)
 - Utilization of Labor Surplus Area Concern (52.220-3)
 - Utilization of Woman-Owned Small Business (52.219-13)
 - Price Reduction for Defective Cost or Pricing Data – Subcontractor Cost or Pricing Data

- (52.215-24) or Subcontractor Cost of Pricing Data – Modifications (52.215-25)
- Limitations on Payments (52.203-12)
- Notice of Employee Rights Concerning Payment of Union Dues or fees (29 CFR Part 470)
- Labor Surplus Area Subcontracting Program (52.220-4)
- Small Business and Small Disadvantaged Business Subcontracting Plan (52.219-9)
- Filing of Relevant Patent Applications (52.227-10; 52.223-3; 52.204-7005; 52.227-11,12; 52.227-7013; 52.208-1; 52.227-7018; 52.204-2; 52.203-7001; and 52.227-7037)
- Examination of Records by Comptroller General (52.215-1)

^{i i} Implementation Centers are expected to drive necessary systemic change while subscribing to a Systems of Care (SOC) framework and the CFSR guiding principles.

Adopted from its application in the mental health field, SOC refers to a conceptual framework and set of principles that directs child welfare agencies and systems to pursue individualized, coordinated, and holistic approaches to working with children and families. In child welfare, SOC is characterized by shared, cross-cutting principles and a continuum of integrated services from prevention to permanency support that span programs, agencies, and institutions. A SOC approach is community-based, child-centered, family-focused, strengths-based, culturally competent, and comprehensive. It addresses the physical, mental, emotional, social, educational, and developmental needs of children, youth and their families while taking into account the individual, family, community, and broader systemic risk and protective factors that contribute to a child's safety and well-being. (More information regarding SOC can be found at [http://www.childwelfare.gov/systemwide/service/soc/.](http://www.childwelfare.gov/systemwide/service/soc/))

Like incidents of maltreatment, child welfare interventions do not take place in isolation. The services provided by a child welfare program have the potential to significantly affect dynamics and circumstances within and external to the child's family. They also have implications for the decision-making and practices of other programs within the community, the larger service agency, and the child welfare service system. Adopting a SOC approach in child welfare requires a commitment to collaboration and often demands the reform of conventional agency practice and organizational culture.

The guiding principles of the CFSR are consistent with this SOC framework. As described under Section 1355.25 of Title 45 of the Code of Federal Regulations (CFR), child safety, permanency, and well-being are closely tied to principles of service delivery for effective practice including: prevention services; family-focused and community-based services; flexible, accessible, and coordinated services; culturally appropriate services; and strengths-based and individualized services. Furthermore, the Section states that services should be organized along a continuum and linked to a wide service array to meet the multiple service needs of families. The principles of the CFSR are more commonly described to be:

Family-centered practice,
Community-based services,
Individualizing services, and
Strengthening the capacity of families.

(Complete text of 45 CFR 1355.25 can be found at <http://www.gpoaccess.gov/cfr/index.html>, and more information about changing the culture of the workplace to be consistent with the principles of the CFSR can be found at http://www.acf.hhs.gov/programs/cb/cwmonitoring/changing_culture.htm.)

ⁱⁱ While submitting a concept paper prior to the application is recommended, child welfare agencies may submit an application for a project without first presenting a concept paper.