

WESTERN AND PACIFIC CHILD WELFARE IMPLEMENTATION CENTER IMPLEMENTATION PROJECT REQUEST FOR ASSISTANCE

INTRODUCTION

1. PURPOSE OF THE WESTERN AND PACIFIC CHILD WELFARE IMPLEMENTATION CENTER

The Western and Pacific Child Welfare Implementation Center will assist states, territories, and tribes in Regions IX and X to engage in major systems changes that improve safety, permanency and well-being for children, youth, and families served by child welfare agencies. The focus will be on systems changes to institutionalize values, principles, policies, and proven or promising practices that significantly improve child welfare outcomes. The Western and Pacific Child Welfare Implementation Center will provide assistance, through Implementation Projects, to overcome barriers to realizing systems change, accelerate the pace of change, and operationalize core values into system-wide practice.

2. PURPOSE OF THE IMPLEMENTATION PROJECTS

Implementation Projects will realize major systems changes to improve child welfare outcomes through a strategic, long-term, intensive training and technical assistance partnership between states, territories, tribes and the Western Pacific Child Welfare Implementation Center. Implementation Projects are expected to:

- ❖ Embody a set of values and principles as the foundation for creating a more effective system;
- ❖ Involve families and youth as full partners in the design, implementation and evaluation;
- ❖ Engage other child- and family- serving agencies and organizational partners as integral to the systems change;
- ❖ Promote systems change that is culturally and linguistically competent and addresses disparities; and
- ❖ Be feasible and sustainable over time.

The Center recognizes that states, territories, and tribes vary in geographic size, the needs of families engaged with child welfare, and their child welfare agency structures. They also differ significantly in their strengths and challenges and are at very different stages in identifying, designing, and implementing needed systems changes. Consequently, the scope, intensity, and duration of Implementation Projects will vary.

3. BENEFITS OF AN IMPLEMENTATION PROJECT

Implementation Projects offer a distinct approach to technical assistance by:

A. Supporting Major Systems Changes

Implementation Projects offer states, territories, and tribes opportunities to look at their whole child welfare system, prioritize areas for reform, and design processes to implement desired changes. Implementation Projects will support states, territories, and tribes to:

- ❖ Analyze strengths and needs;
- ❖ Align vision and values with systems infrastructure, policy, and practice; and
- ❖ Act in strategic ways to realize improved outcomes for children and families.

Implementation Projects also offer the opportunity to strategically bring together various, and sometimes disparate, reform initiatives into a consistent "big-picture" vision and plan for systems change.

B. Optimizing the Use of the Children's Bureau Training and Technical Assistance Network

As a member of the Children's Bureau's Training and Technical Assistance (T/TA) Network, the Western and Pacific Child Welfare Implementation Center (the Center) offers a distinctive and complementary set of services. The Center offers intensive and relationship-based technical assistance and support to facilitate implementation and support systems change. With its focus on sustainable change, Implementation Center staff will partner with states, territories, and tribes to design, implement, and evaluate their systems change initiatives.

The Center will partner with the National Resource Centers and other members within the T/TA Network to provide a comprehensive package of technical assistance and support of systems change toward achieving long-term impacts on child safety, permanency, and well-being.

C. Working with States, Territories, and Tribes to Co-Design the Technical Assistance Approach

Implementation Projects are administered by the Western and Pacific Child Welfare Implementation Center. Sites selected for Implementation Projects will be offered a technical assistance approach that is intensive, individualized, multi-faceted, and outcome-oriented. Access to technical assistance resources and support will be available for a minimum of 24 months. States, territories, and tribes will have a key role in defining and designing their technical assistance relationship with Center staff. Technical assistance will be based on the existing strengths and the realities facing states, territories, and tribes and will recognize and respond to the different levels of readiness, capacity, and commitment of leaders in moving toward systems change. Sites will provide feedback on the various technical assistance activities to help evaluate their effectiveness.

D. Facilitating Peer-to-Peer Networks

Each Implementation Project site will collaborate with the Center staff to identify a potential peer jurisdiction that has successfully addressed a similar challenge. This peer mentor will provide support, strategic thinking, and recommendations on policy and practice approaches. The peer mentor can also assist sites in accessing consultants and experts in particular topic areas.

4. ELIGIBILITY TO APPLY

All states in Regions IX and X and the territories of Guam, American Samoa, and the Northern Mariana Islands are eligible to apply for an Implementation Project.

Tribes and tribal consortiums that are Title IV-B grantees are also eligible for Implementation Projects. Please see **Attachment I** for the listing of tribes and tribal consortiums that are eligible to apply. If a tribal consortium applies for an Implementation Project, it is not required that every member of that consortium participate in the proposed project activities as a condition of eligibility. Federally-recognized Tribes that are not receiving Title IV-B grant funds are not eligible for projects.

Regional or local jurisdictions, such as counties, are eligible to apply in partnership with their state child welfare agencies. Multiple jurisdictions (e.g., counties, states, tribes, etc.) may also collaborate and apply for a single Implementation Project when proposing to address mutual needs and achieve shared objectives and outcomes across systems.

5. SUBMISSION OF IMPLEMENTATION PROJECT REQUESTS FOR ASSISTANCE

Applicant states, territories, and tribes must complete the Western and Pacific Child Welfare Implementation Center *Implementation Project Request for Assistance*. Applications must be signed by the applicant's child welfare agency director. Applying counties must include a letter of support from their state child welfare agency director agreeing to partner with the county on implementing systems changes. Multiple jurisdictions collaborating on applying for a single Implementation Project must have signatures from all the child welfare directors in the collaboration.

Format and Length: The suggested length of a Request for Assistance Narrative is 7 to 10 pages, single spaced. Margins should be 1" and the font size 12. In addition to the Narrative, please include a completed Cover Sheet and an Abstract that is no more than one page in length.

Due Date:

Requests for Assistance must be submitted electronically by close of business, 5:00 p.m. Pacific Time, Friday, April 17, 2009.

Where to Submit:

Send Requests for Assistance electronically to:
Frank Sesek, Director
Western and Pacific Child Welfare Implementation Center
fsesek@air.org

Need Help?

If you need assistance in completing the Request for Assistance, please contact Frank Sesek at fsesek@air.org or at (202) 557-8896.

6. REVIEW AND SELECTION OF SUBMISSIONS FOR IMPLEMENTATION PROJECTS

Implementation Project Requests for Assistance will be reviewed by a Selection Committee using criteria found on the Application Rating Sheet. The Selection Committee will be comprised of a representative from each of the Center's five partners, the Project Director, at least one family member or youth advisor, and one representative from each of the Children's Bureau Regional Offices who is familiar with the applicant agency. In addition to the numerical scores from these reviews, the Selection Committee will consider other factors such as geographic balance, project diversity, project readiness and feasibility, potential project impact, and type of jurisdiction applying.

The Center will also consult with the Children's Bureau and T/TA Network representatives who have worked closely with the applicants to further inform our understanding of their proposals and how they fit with existing Children's Bureau-supported services. The Center and the Children's Bureau will work together in the final selection process. All projects will receive final approval by the Children's Bureau.

7. IMPLEMENTATION PROJECT SELECTION

The Center anticipates that selected sites will be notified by May 22, 2009. Two to six proposals will be selected for initial support in the first year. After notification, the following will occur:

A. Initial Planning Site Visit

Within two months of identifying the sites to receive Implementation Projects, the Center will send a team to each site for a 3-day visit. The purpose of this visit is to work together with the site leadership to identify and coordinate existing system change initiatives, to develop a logic model, and do a strategic plan for moving forward. Other technical assistance efforts will be integrated and aligned with the strategic plan to ensure that there is coordinated support for developing a systems change approach.

The initial site visit will provide an opportunity to:

- ❖ Convene system partners, coalitions, family members and youth;
- ❖ Explore core values frameworks and identify a shared vision;
- ❖ Outline a coordinated plan for systems change, building on existing initiatives and reform plans;
- ❖ Identify technical assistance needs and opportunities;
- ❖ Develop a logic model; and
- ❖ Develop a strategic plan for achieving systems change.

B. Memorandum of Understanding

Based on this initial assessment and planning, the Western and Pacific Child Welfare Implementation Center will begin to outline a mutually binding agreement with the state, territory, or tribe to develop and execute a multi-year strategic plan for sustainable systems change. The state must be a party to the Memorandum of Understanding between a county and the WPCWIC if a county-focused project is selected.

This mutually binding agreement, or Memorandum of Understanding, will lay out detailed implementation strategies and may include plans to support personnel, consultants, training, and other activities necessary to build the capacities of child welfare agencies for improved performance and positive change.

WESTERN AND PACIFIC CHILD WELFARE IMPLEMENTATION CENTER
IMPLEMENTATION PROJECT REQUEST FOR ASSISTANCE

COVER PAGE

Name of the State, Territory, or Tribe Making Application *

Lead Contact Person and Title

Agency

Address

Phone

Fax

E-mail Address

Signature - Applicant Child Welfare Agency Director **

*Multiple jurisdictions collaborating on applying for one Implementation Project must include a Cover Page for each jurisdiction.

** Applying counties must include a letter of support from their state child welfare agency director agreeing to partner with the county on implementing systems changes.

**WESTERN AND PACIFIC CHILD WELFARE IMPLEMENTATION CENTER
IMPLEMENTATION PROJECT REQUEST FOR ASSISTANCE**

ABSTRACT

Please provide an abstract of the proposal, no more than one page in length.

WESTERN AND PACIFIC CHILD WELFARE IMPLEMENTATION CENTER

IMPLEMENTATION PROJECT REQUEST FOR ASSISTANCE

NARRATIVE

1. ASSESSMENT OF THE CURRENT SITUATION – Suggested Length= 1 and 1/2 Pages

- A. Briefly describe areas of your system that are high priorities for change to improve service delivery, service delivery processes, and outcomes for children, youth, and families involved with the child welfare agency. Summarize data, if available, that illustrates the issues in these priority areas.
- B. Briefly describe your state, territory, or tribe's child welfare agency organizational structure.
- C. Provide a brief summary of demographic and outcome data related to children, youth, and families involved with the child welfare agency. Are there outcomes that you are particularly proud of or concerned with? If data are not available, please describe relevant information related to the children, youth, and families served by the child welfare agency.
- D. Briefly describe any collaboration across agencies (mental health, substance abuse, juvenile justice, health, education, Medicaid, employment, housing, etc.) that support the delivery of services for these children, youth, and their families and that would be central to your proposed systems change.

2. PROPOSED SYSTEMS CHANGE –Suggested Length = 4 to 7 Pages

- A. Provide an overview of the overall change envisioned for the child welfare agency as it relates to the high priority areas assessed as needing improvement. Please include:
 - 1. Vision and purpose of the envisioned systems change;
 - 2. Goals and measurable objectives for the systems change, if currently developed; and
 - 3. A brief description of efforts to promote this change, if efforts are currently taking place.
- B. Describe how systems change will be achieved with an Implementation Project. Please include:
 - 1. Values and principles that will serve as the framework around which the systems change will be built;
 - 2. The approach to achieving the proposed systems change, including:
 - a) Activities proposed;
 - b) How this approach aligns with the values and principles;
 - c) The size and characteristics of the population to be affected; and
 - d) How child welfare programs and staff will be affected by the proposed system change;
 - 3. How the proposed approach aligns with any current child welfare reform initiatives and, if applicable, to findings from the Child and Family Service Reviews and the Program Improvement Plan;
 - 4. How proposed changes in policy, practice, supervision and administration will be sustained through agency regulations, administrative rules, training, collaborative partnerships, etc;

5. How families and youth who are intended to benefit from the proposed systems change will partner in project development, implementation, and evaluation;
 6. How cultural and linguistic competence and reducing disparities will be addressed;
 7. How appropriate partners (e.g. other child serving agencies and organizations, community-based organizations, other technical assistance providers) will be engaged and involved in the project;
 8. The type of collaborative, cross-agency structure, if any, that will serve in a governance role for this project; and
 9. The types of technical assistance needed to assist you in the implementation of the proposed systems change.
- C. List the expected outcomes that the systems change will achieve both at the child welfare system level and for children, youth, and families served by the child welfare agency.
- D. Describe the key contextual factors that provide opportunities for the systems change to be effective. Please include:
1. The most significant strengths and resources currently available for implementing systems change successfully;
 2. Any current training and technical assistance efforts that can be applied to and support this systems change effort;
 3. Anticipated challenges to implementing the systems change and the approach to addressing these challenges; and
 4. Obtained commitments to accomplishing the systems change (e.g. key individuals or governmental bodies that support and provide authority for the systems change effort, sources of funding commitments, necessary staff to work on this effort, etc).

3. APPROACH TO MEASURING PROGRESS – Suggested Length= 1/2 Page

- A. Describe your strategy for measuring progress toward the achievement of expected outcomes for children, youth, and families and expected outcomes for the child welfare system.
1. What data is critical to measuring expected outcomes?
 2. What infrastructure do you have for the collection and analysis of data?

4. OPERATIONAL RESOURCES – Suggested Length= 1 Page

- A. List or describe the key child welfare agency staff that will serve as the agency's leadership for the Implementation Project, their levels of time commitment, and their roles.
- B. List the membership of the collaborative, cross agency structure, if any, that will provide governance for the Implementation Project. What commitments, if any, have already been made?
- C. Describe the current or anticipated investment of fiscal and other operational resources to support the systems change effort.

ATTACHMENT I

NATIVE AMERICAN AND ALASKA NATIVE TRIBES AND TRIBAL ORGANIZATIONS ELIGIBLE TO APPLY FOR IMPLEMENTATION PROJECTS THROUGH THE WESTERN AND PACIFIC CHILD WELFARE IMPLEMENTATION CENTER

Aleutian/Pribilof Islands Association
Arctic Slope Native Association
Association of Village Council
Presidents
Bristol Bay Native Association
Central Council Tlingit & Haida
Chugachmiut
Colville Tribes
Conf. Tribes of the Grand Ronde
Conf. Tribes of the Siletz
Conf. Tribes of the Warm Springs
Cook Inlet Tribal Council
Kawerak, Inc.
Ketchikan Indian Corporation
Klamath Tribes
Kodiak Area Native Association
Makah Tribal Council
Maniilaq Association
Metlakatla
Native Village of Kotzebue
Nez Perce Tribe
Orutsararmuit Native Council

Port Gamble - S'Klallam Tribe
Shoshone-Bannock Tribes of Ft. Hall
Sitka Tribe of Alaska
Swinomish Tribe
Tanana Chiefs Conference Inc
Tulalip Tribes - beda?chelh
Yakama Nation
Colorado River Indian Tribe
Gila River Indian Community
The Hopi Tribe
Navajo Nation Division of Social Services
Pascua Yaqui Tribe
Salt River Pima-Maricopa Indian
Community
San Carlos Apache Tribe
Tohono O'Odham Nation
White Mountain Apache Tribe
Karuk Tribe of California
Smith River Rancheria
Tule River Indian Reservation
Yurok Tribe