

Administration for Children and Families

Administration on Children, Youth, and Families - Children's Bureau

National Tribal Child Welfare Center for Innovation and Advancement
HHS-2024-ACF-ACYF-CZ-0067
Application Due Date: 07/11/2024

Table of Contents

Executive Summary....2
I. Program Description....3
II. Federal Award Information....19
III. Eligibility Information....21
III.1. Eligible Applicants....21
III.2. Cost Sharing or Matching....22
III.3. Other....22
IV. Application and Submission Information....23
IV.1. Address to Request Application Package....23
IV.2. Content and Form of Application Submission....23
Required Forms, Assurances, and Certifications....27
The Project Description....31
The Project Budget and Budget Justification....39
Application Submission Options....46
IV.3. Unique Entity Identifier (UEI) and System for Award Management (SAM)....47
IV.4. Submission Dates and Times....48
Explanation of Due Dates....48
Acknowledgement of Received Application....49
IV.5. Intergovernmental Review....49
IV.6. Funding Restrictions....50
IV.7. Other Submission Requirements....50
V. Application Review Information....50
V.1. Criteria....50
V.2. Review and Selection Process....54
V.3. Anticipated Announcement and Federal Award Dates....55
VI. Federal Award Administration Information....55
VI.1. Federal Award Notices....55
VI.2. Administrative and National Policy Requirements....56
VI.3. Reporting....56
VII. HHS Award Agency Contact(s)....57
VIII. Other Information....57
Reference Websites....58

Application Checklist.....58
Appendix.....61

Funding Opportunity Title:
National Tribal Child Welfare Center for Innovation and Advancement

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Due Date for Applications:
07/11/2024

Executive Summary

Notice:

- **Applicants are strongly encouraged to read the entire notice of funding opportunity (NOFO) carefully and observe the application formatting requirements listed in *Section IV.2. Content and Form of Application Submission*. For more information on applying for an award, please visit "Applying for an ACF Award" at** https://www.acf.hhs.gov/grants/how-apply-grant.

The purpose of this funding opportunity announcement is to establish by cooperative agreement the National Tribal Child Welfare Center for Innovation and Advancement (Center). The Center will serve as the Children's Bureau's (CB) primary vehicle for delivering effective, high-quality technical assistance (TA) to Title IV-B and Title IV-E American Indian and Alaska Native Nations (AI/AN). TA provided will enhance organizational and system performance, and improve outcomes for tribal children, youth, and families by honoring Indigenous Ways of Knowing (IWOK) and working collaboratively to ensure the preservation of tribal cultures.

The Center will provide culturally relevant and responsive TA in these areas:

- Workforce Supports: Increase the knowledge, skills, and capacities of child welfare professionals in the tribal child welfare workforce
- Prevention Programs: Support for the development, enhancement, and expansion of tribal prevention programs
- Development of Tribal Child Welfare Programs in Support of Federal Requirements: Support successful development, enhancement, expansion, and implementation of tribal programs in meeting federal requirements
- Tribal-State Collaboration: Develop and support meaningful state and tribal collaborations
- Data Management: Enhance capacity for data collection, analysis, visualization, and procurement of case management systems

CB's goals for the funding opportunity are: (1) to assist tribes in achieving sustainable, systemic change that results in greater safety, permanency, and well-being for children, youth, and families, (2) to dramatically improve the experiences of children, youth, and families when contact with the child welfare system is necessary, and (3) to deliver effective, high-quality TA to tribal child welfare agencies.

The funding ceiling for year 1 is $4,370,700, and for years 2-5 decreases to $4,070,700 each year.

I. Program Description

Statutory Authority

- Foster Care: Title IV, part E section 476(c)(1), (2)(A)(i)-(ii), and (2)(C) of the Social Security Act (42 U.S.C. 676(c)(1), (2)(A)(i)-(ii) and (2)(C))
- Adoption Opportunities: Title II of the Child Abuse Prevention and Treatment and Adoption Reform Act of 1978 (42 U.S.C. 5113(b)(4))
- Child Welfare Research, Training, and Demonstration: Title IV, part B, subpart 1 - Stephanie Tubbs Jones Child Welfare Services Program, section 426(a)(1)(A) of the Social Security Act (42 U.S.C. 626(a)(1)(A))

Description

Background

Definitions

For the purpose of this funding opportunity, the following terms are used and defined as:

Cultural humility - The term was introduced in 1998 as a dynamic and lifelong process focusing on self-reflection and personal critique, acknowledging one's own biases. It recognizes the shifting nature of intersecting identities and encourages ongoing curiosity rather than an endpoint. (Tervalon and Murray-Garcia,1998)

Culturally relevant – This term means to incorporate awareness, understanding, and responsiveness to the beliefs, values, customs, and ethnic heritage of individuals (or those identified cultures of persons) into training, treatment, and services designed to impact upon, or meet the needs of individuals or groups. (Law Insider)

Decolonization - Decolonization is about shifting the way Indigenous peoples view themselves and the way non-Indigenous people view Indigenous peoples. Decolonization restores the Indigenous worldview, restores culture and traditional ways, and replaces Western interpretations of history with Indigenous perspectives of history. Through decolonization, Indigenous peoples are reclaiming the family, community, culture, language, history, and traditions that were taken from them under the federal government policies designed for assimilation. (Indigenous Corporate Training, Inc., 2017)

Indigenous Ways of Knowing (IWOK)- is a term that recognizes the beautiful complexity and diversity of Indigenous ways of learning and teaching. Many people continue to generalize Indigenous experience and lived realities. The intent of the phrase “Indigenous Ways of Knowing” is to help educate people about the vast variety of knowledge that exists across diverse Indigenous communities. It also signals that Indigenous Peoples don't just learn from human interaction and relationships. All elements of creation can teach us, from the plant and

animal nations to the “objects” that many people consider to inanimate. (Ways of Knowing, Queens University)

Relational Worldview - The Relational Worldview model represents a combination of multiple tribal perspectives, as a response to western based model steeped in a tradition of education that reduces things to their smallest parts to understand them. The relational worldview, sometimes called the cyclical worldview, find its roots in tribal culture. It is intuitive, non-time-oriented, and fluid. The balance and harmony in relationships between multiple variables, including spiritual forces, make up the core of the thought system. (NICWA, Terry Cross, 2007)

Historical Context

The United States has a unique legal and political relationship with tribal governments that is established through, and confirmed by, the Constitution of the United States, treaties, statutes, executive orders, and judicial decisions. Tribal child welfare has had a particularly painful history. CB acknowledges that past government policies and activities had a particularly devastating impact on tribal communities. From the 1870s through the 1930s, hundreds of thousands of Indian children were removed from their homes, families, and tribes and placed in boarding schools, often at a great distance from their homes. The boarding school policy of assimilation left them without access to family and unable to speak their native language or participate in their native culture. In addition, Native children were frequently taken from their homes without any investigation of maltreatment or well-being and without notice being provided to their families or tribes, which compounded the trauma of the Indigenous populations. Native customs and practices were outlawed in attempts to eliminate them, families were separated, and generations of Indigenous children transitioned into adulthood without the benefit of parenting or support from their families or tribes. The impact of this history has contributed to a great level of distrust, historical trauma, and unresolved grief and loss that continues to affect tribal families and how federal, state, and local governments and tribes interact.

When the CB was established in 1912, it began a critically important journey, working with other federal agencies, public and private entities, and tribal nations directly to address the needs of AI/AN children and families. Over the years, the CB has learned how these historical experiences of tribal people have impacted their communities both positively and negatively through governmental actions, regulations, and partnerships. Therefore, CB strives to develop the necessary understanding of the impacts resulting from these actions. It is within the unique and dynamic relationships between each tribal government, the states, and CB that we work to build unity, equality, and a path to healing for the benefit of the children and families we serve.

Resilience is one of the hallmarks defining the experience of North America’s Indigenous tribes. These tribes predate the European exploration and colonization that led to the renaming of these inhabited lands to the United States of America. The ability to not only endure but to remain resilient, speaks to the strengths that exist within Native communities. CB supports and respects the sovereign rights of Native nations to govern themselves. Our work with tribal governments to ensure tribal children and families receive needed services and assistance is a priority, and we are committed to making equity a central part of how we operate and implement our mission.

Need for Support to Tribal Nations Through Culturally Responsive TA

Since the passage of the Indian Child Welfare Act (ICWA) in 1978, the development of tribal child welfare systems has been steadily growing, and several tribes have begun the process of

accessing federal foster care funds (Title IV-E) rather than receiving funding and services through state and county agencies. However, disparity continues in tribal access to federal funds and resources to support their child welfare systems. There are currently 574 federally recognized tribes and only about one-third of these tribes are taking advantage of Title IV-B funding for child welfare services and Promoting Safe and Stable Families. For those that do receive this federal funding, the amount of funding is often insufficient to support the tremendous need for services in the community. While the Title IV-B funds may not be sufficient to fund an entire tribal child welfare program, these tribal recipients are eligible to receive no-cost training and TA from the Center. Given the history of tribes being under-resourced, this type of TA and support to tribal programs could be an invaluable resource to tribes.

National Tribal Child Welfare Center for Innovation and Advancement

Program Goals and Objectives

The purpose of this funding opportunity is to establish, by cooperative agreement, the Center. The Center will serve as the CB's primary vehicle for delivering effective, high-quality TA to support tribal child welfare and social services programs in Indian Country. The assistance provided will include a range of services, including the development of tools, products, and resources that will benefit all tribes. The Center will also provide specific peer support services and individualized TA, which may only be delivered to tribal Title IV-B or IV-E award recipients.

The goals of this funding are to:

1. Assist tribes in achieving sustainable, systemic change that results in greater safety, permanency, and well-being for children, youth, and families.
2. Dramatically improve the experiences of children, youth, and families when contact with the child welfare system is necessary.
3. Deliver effective, high-quality TA to tribal child welfare agencies that is aligned with tribal customs, traditions, and beliefs.

CB Tribal Foundational Equity Approach

Below is the foundational equity approach developed by the CB Capacity Building team to guide the provision of tribal TA. We believe that sharing our vision and beliefs about tribal equity from our basic foundational approach may help inform our expectations for this cooperative agreement. All services carried out through this project must be delivered in alignment with these statements.

All tribal work must begin with an acknowledgment and understanding that:

- Tribes experienced historical trauma and cultural repression through forced assimilation, cultural genocide, boarding schools, and the unnecessary removal of Indian children.
- Tribes are governmental and political entities, and not merely a racial group. Being Native American/AI/AN goes beyond a racial category.
- Tribes are sovereign nations; they have the inherent right to govern themselves through self-determination.
- Tribal communities hold the knowledge of what is best for them and what they need for their children and families to thrive within their communities.

- Tribes must be engaged through a decolonized lens or mindset that includes neutralizing the power imbalance from the Western worldview. Decolonization is about shifting the way Indigenous peoples view themselves and the way non-Indigenous people view Indigenous peoples. Decolonization restores the Indigenous worldview, restores culture and traditional ways, and replaces Western interpretations of history with Indigenous perspectives of history. Through decolonization, Indigenous peoples are reclaiming the family, community, culture, language, history, and traditions that were taken from them under the federal government policies designed for assimilation.
- Tribal communities operate within a relational worldview, not a linear Western worldview.

Program Requirements

1. **Engagement and Assessment**

The Center will work with tribes to explore their need for individualized TA. Working with a tribe will require the development of a relationship and the demonstration of trust on the part of the Center. Tribes will make an initial request for services and the Center will respond quickly to facilitate an assessment of needs and services. The assessment should be completed within 15-30 days from the tribe's request.

Assessments should be tribally driven, incorporate IWOK, and assist in focusing on the need(s) of most concern to the tribe. Through the assessment, the tribe will determine what they are interested in working on in the immediate future.

The assessment process should include exploration of tribal capacity, ensuring that services can be successfully implemented and will lead to enhanced capacity and future improvements. A good assessment will help the tribe define what assistance they are seeking and the tasks necessary to address the issue(s). A determination of the readiness and resources available will also be made to ensure the tribe can implement the changes they are seeking.

The identification of the impact sought by the tribe will be the basis for measuring success and will more specifically address the tribe's definition of success. Information shared will be presented in an Indigenous style that the tribe can use to explain and garner support from their community and the Tribal Council.

2. **Workplan Development**

Once the assessment is completed, the Center will develop an individualized workplan. The workplan should be completed within 14 days of the assessment, which would be approximately 30 days from the tribe's formal request for services. The TA must include a plan to engage leadership, provide services congruent with the beliefs and traditions of the tribe, and use methods to evaluate the work that is informed by IWOK and approved by the tribe. The Center and tribe must agree on, and commit to, the activities identified in the workplan.

While the goal of the services described in the workplan is to create systemic change through improved service delivery and results, it must be done in a way that supports tribes without overburdening their limited resources. Systemic change hinges on factors such as adequate staff, dedicated time for the project, project prioritization, reasonable timelines, and realistic expectations. For true systemic improvement, all services, products, and resources provided by

the Center will require an integrated and commentary blend of individualized, broad-based, and universal support to tribes at opportune times.

3. **TA Service Provision**

Tribal TA Provision Equity Approach

Tribes naturally provide their communities with an inherent resilience to overcome trauma. This healing is achieved through their culture, language, teachings, practices, and ceremonies/rituals. Therefore, all work with tribes through this project must be trauma-informed, resilience-focused, and grounded in the understanding that tribal communities' cultural practices serve as a protective factor.

CB expects TA services provided within the Center to be centered on anti-racist and de-colonizing child welfare practices and result in measurable improvement in the way that children and families are served in tribal child welfare systems. CB expects all chosen TA approaches to honor families, staff, and tribal child welfare programs by always leading with their expertise and acknowledging that they know best what they need. All work with tribal communities should be individualized to the unique needs and culture of the tribal community the TA provider is supporting. In addition, the Center should be prepared to use a variety of improvement methods and be able to adapt to the implementation model or framework tribes may already be utilizing.

TA Services and Delivery

CB-supported TA services are typically delivered through three main service delivery methodologies comprised of tailored, targeted, and universal services. **Tailored services** are intended to increase the knowledge and skills of individuals and to foster improvements in tribal organizational and system capacity, tailored to the unique needs and conditions within a specific tribe or tribal child welfare program. Tailored TA varies in degree of intensity based on the needs of the tribe but should be designed to move a tribe toward achieving its program improvement goals.

There are two primary types of tailored TA, one is that of supporting the tribe through **capacity building**. This involves guiding and supporting tribes with the foundational knowledge necessary for them to develop and implement their programs and services. In this role, the Center serves more in the role of an advisor and assists in gathering information and providing the resources and tools necessary to support the tribes in doing the work themselves. While this is a valuable resource and will be what many tribes request, it may not be the right fit for all tribes, especially those with limited staff and human capital to do the work.

The second type of tailored TA is that of offering a tribe our fullest level of support through **TA service delivery**. This involves providing more of the hands-on work for the tribes with the tribes guiding and directing the work, but not being fully responsible for the hands-on development of the final product. The tribe directs the work as the “architect” – meaning they have a clear vision and know what they want and need, but they simply don’t have enough staff or human capital to do the work. This is when TA service delivery becomes a key resource for tribes with limited staff and resource capacity. The Center can then support the tribe as the “builder”, simply co-creating and constructing the work from the plans the tribe developed. This approach minimizes the strengths of the tribe but saves them time and resources and ultimately results in the fullest effort of both the Center and the tribe.

Targeted services are intended to increase the knowledge and skills of constituents on a topic or in a specific aspect of tribal child welfare practice. Targeted TA may also attempt to foster increased communication between tribal child welfare professionals and build relationships and networks that will support learning and expand leadership abilities, such as through coaching or peer networking activities.

- For example, the Center could host ad hoc constituency groups and other types of learning experiences. These would be targeted toward the topics and audiences of interest to the field of tribal child welfare. Some events could be held in conjunction with other collaborators and federal partners. These would generally be conducted under a community of practice approach or similar with substantial input and direction from participants. These will largely be virtual.
- Another example is that the Center could facilitate requests for peer-to-peer engagements made by the tribes. These would largely be requests from tribes to speak directly to other tribes who have more experience or direct practice with a specific topic or process that the tribe is seeking to learn more about.

Finally, **universal services** are intended to increase awareness, understanding, engagement, access, and/or use of a broad audience of tribal child welfare professionals and others in the broader child welfare community. Universal TA activities may include, but are not limited to, the following: reviewing and distilling research, gathering and organizing information and resources, making information more accessible for broader consumption, developing products and tools, and strategically disseminating information to the general public or target audiences.

Tribal TA Provision Approach

CB is seeking to change the TA service delivery provided through this project into a more integrated approach. While universal, targeted, and tailored services are still necessary, they have historically been delivered in a siloed approach. Whether it is universal products for all tribes, peer constituency services, or individualized tribal capacity building and service deliveries, all are intended to promote the successful implementation of federal child welfare policies and programs. Together, services should increase the knowledge and skills of tribal child welfare professionals and build organizational capacity to increase tribal child welfare program's ability to meet federal requirements and improve outcomes for children, youth, and families.

The Center's TA provision should involve communication between a subject-matter expert and the tribe. The expert must be aware of the tribe's organizational culture and any specific circumstances related to their development needs, as determined in the assessment process.

CB expects that each of the following components is included as part of the proposed TA service provision:

1. Outcome-focused and data-informed: Using tribally appropriate research, data, evidence, and needs assessments to guide plans, set goals, monitor progress, and adapt, as needed.
2. Equity-driven and focused: Delivering services with an equity lens to support tribes in the integration of equity throughout all service delivery. Refer to the Tribal TA Provision Equity Approach in *Section 1. Program Description, TA Service Provision.*
3. Culturally responsive: Delivering services in a manner that respects the culture of service recipients and agency staff.

4. Collaborative: Working jointly with the organization's staff to identify underlying needs. Build partnerships with CB and CB-supported partners, such as the Child Welfare Information Gateway, the Center for States, Center for Courts, Center for Workforce Equity and Leadership, Quality Improvement Center for Workforce Analytics, states, other tribes, Chafee program and ETV award recipients, youth, and young adults.
5. Tailored and customized: Customizing its services to meet tribes "where they are" and determine where TA will have the greatest impact. TA services will take on different forms, ranging from intensive hands-on service delivery and capacity building in partnership with tribes to more immediate ad hoc information requests and short-term capacity enhancements.
6. Proactive, innovative, and continuously improving: Anticipating emerging needs and operating as a learning organization with an emphasis on creative solutions and continuous improvement.
7. Systematic: Using an orderly approach.
8. Adaptive: Being flexible.
9. Results-driven: Identifying data and other measures that indicate improvement.

The structure of how TA is delivered can vary. It can be delivered through one-on-one consultation or small group facilitations, also known as coaching or mentoring. Time spent in person with the tribe is a crucial element in building and sustaining a trusting relationship. For this reason, it will be important to ensure that TA is delivered on-site and in person.

While the collaborative work with tribes starts with listening and supporting change initiatives that they have identified for themselves, the recipient must strategize a continuation of this partnership. The recipient will be expected to develop a sustainable partnership with tribes that focuses on supporting their self-identified change initiatives. We aim to sustain this collaboration long-term, bolster current changes, and devise unique methods for improving services for tribal children and families.

TA Outcomes and Expectations

The CB expects the Center to deliver a full range of services that enhance tribal capacity and produce meaningful and culturally aligned outcomes for tribal children and families. Outcomes and expectations for these services include:

- Services for children who are temporarily out of their family home (e.g., foster care, kinship care, etc.) with a focus on remediating the conditions/behaviors that caused concern that children could be harmed and exploring the extended and community family
- Services that ensure the placement of the child with family and within the tribe and maintain the relationship between child and family with frequent contact and visits at least weekly
- Services that promote the safety and well-being of children, involving family as frequently as possible (e.g., parents involved in medical, dental mental health visits, and cultural connections)
- Services that ensure the child is connected to tribal customs, practices, language, and history

- Services to support families with financial support to reduce the need for out-of-home care – a child should never be denied return to their family solely because of a lack of resources
- Services to identify extended family and community support for each child to create a permanent home for the child that is part of their extended family and within their tribal community
- Services to children, youth, and families to help with their understanding and engagement in their case-planning processes
- Services to provide ongoing support for the child and caregivers/relatives to address issues quickly and promote success for this family in the long-term
- Services to identify and address the strengths and needs of children and families

4. **Workstreams and Areas of Focus**

Tribes will rely on the Center for expert-level subject matter expertise in child maltreatment; the full continuum of child welfare practices; and a range of topics related to safety, permanency, and child and family well-being. The Center will also have extensive knowledge of practice and administration in tribal child welfare agencies across the country and an in-depth understanding of federal laws, funding, monitoring, and requirements related to tribal child welfare.

CB expects the successful applicant to provide culturally relevant and responsive TA in the following areas. A full description of each focus area, including goals and requirements, is included below.

- Workforce Supports: Increase the knowledge, skills, and capacities of child welfare professionals in the tribal child welfare workforce
- Prevention Programs: Support the development, enhancement, and expansion of tribal prevention programs
- Development of Tribal Child Welfare Programs in Support of Federal Requirements: Support successful development, enhancement, expansion, and implementation of tribal programs in meeting federal requirements
- Tribal-State Collaboration: Develop and support meaningful state and tribal collaborations
- Data Management: Enhance capacity for data collection, analysis, visualization, and procurement and implementation of case management systems

Workstream 1 - Workforce Supports

Tribal Child Welfare programs face unique and complex workforce challenges. Many tribes are small, and staff serve dual or multiple roles in child welfare. Living and working in small, rural, closely knitted communities requires specific preparation. Tribal hiring preferences are valuable to the tribe but may limit the number of candidates available. In addition, when hiring non-tribal staff, if hired, need to have a deep understanding of IWOK and the critical nature of respecting and honoring tribal culture.

Goal: Increase the capacity of tribes to recruit, retain, onboard new staff, and develop the leadership skills of the workforce. The Center should be prepared to:

- Develop tools, resources, and TA for tribal programs in implementing culturally relevant and responsive strategies to support the well-being of the tribal child welfare workforce using culturally responsive frameworks designed for tribes.
- Support the development of consortium or inter-tribal solutions around the workforce.
- Support the spread of evidence-supported strategies tested in other CB initiatives such as the National Child Welfare Workforce Institute (NCWWI - https://ncwwi.org), Quality Improvement Center for Workforce Development (QIC-WD - https://www.qic-wd.org), and Center for Native Child and Family Resilience (CNCFR - https://cncfr.jbsinternational.com) to develop and implement workforce strategies for tribal programs.
- Support tribal child welfare programs in identifying and addressing secondary-traumatic stress.
- Support strategies to reduce workload/caseload and provide adequate compensation for staff.
- Support the development of clinical supervision and coaching programs that are culturally responsive and resonate with tribal values and beliefs.
- Support tribes in developing customized training for staff based on their practice models.
- Develop methods to create and sustain strong tribal child welfare staff and leaders who can meet the unique challenges of the job with strategies for developing resilient programs that can survive turnover at the leadership level. Strategies can include ensuring strong practice models, policies, and procedures, developing succession plans and strong leaders at all levels of staff.
- Support tribal child welfare leaders in developing and implementing change initiatives, including how to conduct their own needs assessments.

Workstream 2 – Prevention Programs

It is the goal of the CB for states and tribes to prevent any child from coming into foster care if they can be safely cared for at home with their families. Prevention services support families and help them build the capacity to care for their children by identifying and bringing the family back into balance. They should support traditional practices without fear of further system involvement; must be developed and aligned with traditional customs and beliefs of the tribe; and should include cross-program collaboration efforts with mental health, behavioral health, substance abuse, domestic violence, educational programs, and other children-, family-, and youth-serving agencies.

Cultural values serve as the threads weaving together the practices of a tribe or village with those of other Indigenous communities, forming vital connections between the past and the present. Aligned with effective prevention strategies as evidenced by research, these values are evident in tribal gatherings where traditions of generosity and belonging are upheld. Interactions bridging generations, such as activities involving youth and elders, exemplify the importance of respecting and cherishing the wisdom and historical knowledge held by elders, while simultaneously fostering a sense of belonging for younger members. Through storytelling and communal narratives, traditional wisdom is honored individuals are provided with the platform to express their truths, affirm their identities, and acquire values and skills conducive to self-efficacy. The transmission of these values underpins the resilience of the community, underscoring the preventive power of culture.

The following categories have been identified as key protective factors for AI/AN youth. These factors greatly influence health and social outcomes:

- Personal Wellness: Promotes individual health
- Positive Self-Image: Supports self-esteem
- Self-Efficacy: Fosters confidence in their capabilities
- Family and Non-Family Connectedness: Strengthens relationships and networks of support
- Positive Opportunities: Enhances experiences and horizons
- Positive Social Norms: Encourages acceptance and inclusivity
- Cultural Connectedness: Preserves heritage and understanding of roots

These factors have a positive impact on issues such as alcohol, tobacco, and substance use; delinquent and violent behavior; mental health (including depression and suicide attempts); resilience; and academic success among AI/AN adolescents.

Goal: To support the development, enhancement, and expansion of tribal prevention programs

- Develop culturally responsive tools and resources to assist tribes with all aspects of their prevention program
- Conduct tribal community needs assessments and gap analysis related to prevention
- Identify and direct available resources and programs toward prevention
- Establish and prioritize prevention goals and efforts and services needed to meet those goals
- Identify the role of the community and families in addressing community prevention needs and services
- Collaborate with the tribal community to identify urgent and emerging prevention issues
- Develop a comprehensive and coordinated strategy that contains goals, anticipated outcomes, activities, responsibilities, and assessments
- Share information about existing tribal prevention programs, frameworks, interventions, and practice models
- Design and develop prevention programs that increase protective factors, community connectedness, and positive social bonding through cultural practices that focus on tribal values.
- Assist Tribal Title IV-E agencies in considering how existing prevention services can be bolstered and supported through the Title IV-E prevention program 5-year plan.
- Support tribes in their needs related to IV-E prevention programs, including:
    - Developing a 5-year plan,
    - Selecting evidence-based programs,
    - Developing an evaluation strategy for one or more programs,
    - Determining if evaluation waivers are needed, and
    - Reviewing any compelling evidence of effectiveness.

Workstream 3 – Development of Tribal Child Welfare Programs in Support of Federal Requirements

TA services are intended to promote the successful implementation of federal child welfare

policies and programs. TA should support tribes in the development, enhancement, or expansion of tribal child welfare services and programs to meet federal requirements. To do so the Center will be:

- Providing foundational knowledge of CB programs for tribes
- Supporting tribes in applying for CB programs for tribes
- Developing tribal child welfare capacity to support program development
- Developing and implementing practice models and supporting policy and procedures
- Supporting tribal child welfare programs in building cross-system collaborative partnerships with other tribal programs, agencies, community partners, and providers to support prevention and engage the community in supporting families, including the boundaries and flexibility of various federal funding streams and how tribal child welfare programs can use them to engage other child-serving systems (e.g., mental health; behavioral health; substance abuse; domestic violence; Medicaid; housing; Temporary Assistance for Needy Families; Nutrition Program for Women, Infants, and Children; Low Income Home Energy Assistance Program; and Maternal, Infant, and Early Childhood Home Visiting)
- Supporting federal grant-management and the intersection between program and finance
- Increasing knowledge and understanding of Title IV-E requirements
    - General and foundational knowledge and learning
    - Program development and pre-print support
    - Development and/or review of policy and procedures
    - Development and/or review of tribal code
    - Development and/or review of forms
    - Development and/or review of court orders
    - Development of Families First Prevention and Services Act (FFPSA)
    - Understanding and support of claiming all IV-E administrative costs
    - Understanding and support of claiming all IV-E training costs and developing and developing an IV-E training plan
    - Understanding and support of claiming for legal representation by the agency or independent legal representation.
    - Adoption and Foster Care Analysis and Reporting System (AFCARS) reporting
    - Development and/or review of cost allocation methodologies

- Increasing knowledge and understanding of Title IV-B requirements
    - Program development and support
    - Development and/or review of policy and procedures
    - Development and/or review of necessary forms

- Supporting tribes in developing kinship and guardianship programs, licensing standards, and other necessary supports
- Supporting tribal strategic planning efforts - To receive federal funding under Title I, section 106 of the Child Abuse Prevention and Treatment Act, and title IV-B of the Social Security Act, eligible jurisdictions are required to submit five-year plans. Developed in partnership with CB regional office staff, the Child and Family Services Plan (CFSP) is the principal strategic planning document that describes the jurisdiction's

key goals and objectives for strengthening its child welfare system. The CFSP outlines the initiatives and activities that jurisdictions will implement within the next 5 years to administer and integrate their child welfare programs, interventions, and services in efforts to improve the safety, permanency, and well-being outcomes of children and families. The Annual Progress and Services Report (APSR) provides an annual update on the progress made by jurisdictions toward the goals and objectives of their CFSPs and outlines the planned activities for the upcoming fiscal year. (For more information about the CFSP and APSR, see https://www.acf.hhs.gov/cb/tribal-cfsps-apsrs

- Increasing knowledge and understanding of the Chafee and ETV programs
    - Ensuring youth leave care with preparation and connections
    - Establishing and supporting youth boards
    - Establishing and supporting programs to support youth and young adults

Workstream 4 - State and Tribal Collaborations

An important collaborative partner for accessing many key programs and services for tribal communities is the state child welfare agency. The Center will support efforts between states and tribes to develop and implement tribal-state agreements that support the working relationship, accessing services, sharing of resources, and passing through federal funds, etc. Some tribe's Title IV-E foster care funds through tribal-state agreements but report having found the agreements to be challenging to navigate because of tribal and state relations and a lack of understanding of federal and /or state program requirements.

Goal: Develop and support meaningful state and tribal collaborations

- Supporting tribal child welfare programs in elevating the tribal voice and developing and supporting meaningful state and tribal collaborations including the following specific areas of focus (ICWA, IV-E agreements, and other tribal-state agreements)
- Ensuring there is clarity of roles and responsibilities when supporting state-tribal collaborations
- Increasing number of tribes having access to pass through federal funding

Workstream 5 - Data Management

Native communities need accurate and comprehensive data to measure progress and better understand areas needing improvement. Historically, sharing their data raises risks to the tribe. Tribal governments seek to re-establish authoritative property rights over their data to mitigate the risk of data being used in ways counter to their interests. Data sovereignty ensures the tribe's right to use, control, and transfer data to serve their communities on their terms.

TA to tribes around data analytics and data visualization will seek to simplify the process of analysis to help them make informed decisions. Data analytics is important as it will help tribes understand trends and patterns from the large amounts of data that are being collected. Data visualization helps the tribes to relate information into a visual context, such as a map or graph, with the goal of making data easier to understand, pull insights from, and share with leadership and the community.

More tribes are seeking to procure case management/information systems to track and store information about the children and families they serve. CB supports the development of tribal child welfare reporting systems to enable the collection and analysis of important information about children and families, as well as improve case practice and management. Child welfare

information systems are case management systems that serve as the record hubs for all children and families receiving child welfare support. Federal funding is available to tribal Title IV-E agencies to develop and maintain these automated systems.

Goal: Enhanced capacity for data collection, analysis, visualization, data-sharing, and procurement of case management systems

- Supporting tribes with data identification, collection, analysis, and visualization
- Supporting tribes in their efforts to share data with agency partners who they are engaging in cross system collaboration efforts
- Supporting tribes with the procurement of case management systems
- Supporting tribes in collecting and reporting AFCARS information
- Supporting tribes in collecting and reporting FFPSA data

5. **Collaboration with CB and Other CB-Funded Partners**

The Center will be expected to leverage resources from other CB-funded projects to have a range of support related to training, TA, and professional development. Professional development should improve child welfare practice and skills including, but not limited to, family engagement, cultural and linguistic competence, safety assessment, and trauma-informed care.

To successfully fulfill the project goals and to effectively integrate service delivery consistent with CB expectations, the Center must effectively partner and collaborate. This will necessitate teaming with CB staff as well as other CB-supported entities. The importance of joint planning, clear communication, and partnership cannot be overstated. In many instances, the completion of deliverables will rely on effective partnerships. Furthermore, outcomes of child welfare systems do not exclusively rely on the decisions and actions of the tribal child welfare agency and organizations providing services on its behalf. Training, coaching, and consultation delivered to tribal child welfare agencies, courts, tribal child welfare agencies, and community-based providers or prevention services must align with the services delivered by the Center.

The Center shall meet regularly with CB, other CB-supported entities, and relevant groups to facilitate sound and efficient Center management. Each of the Center's tasks and service components (tailored, targeted, and universal) will require substantial planning, coordination, and collaboration. The Center shall produce reports for CB and other targeted audiences to ensure accountability, track progress, and respond to requests for information.

In consultation and collaboration with CB and other CB-supported projects, the Center shall develop plans for marketing, outreach, and dissemination that are consumer-centered, multifaceted, research-informed, and reflect industry best practices.

6. **Innovation**

The Center's service delivery strategies and outcomes must be informed by practical and current data about how its service recipients access resources, learn, and apply information. The Center must be capable of gathering and using information about the behaviors of its audiences to design products and services that are likely to be read, heard, viewed, understood, and used. The Center is also expected to investigate, propose, and pilot creative strategies that capitalize on information about professional behavior patterns and that leverage new technologies and other

innovations to increase participation, learning, and use. In some cases, multiple strategies may be necessary to reach and engage different subgroups of audiences. CB strongly encourages innovative approaches to service delivery, but they must also be supported by sound rationales and justifications for implementation.

7. **Dissemination**

The Center will produce a broad range of universal products throughout the project. These may be traditional publications, webinars, podcasts, social media platforms, or in other formats as the development process determines. All these publications share several requirements: They can leverage information collected in the regular course of tailored and targeted; they will require input and feedback from CB and many of the other collaborators and partners; they all should have strong considerations of the workstreams described in *Section I. Program Description*; and they all should be tailored to the tribal child welfare audience or audiences, as determined by Federal Project Officers (FPO) feedback during development. The Center will also need to develop and host a website to showcase products developed by the Center as well as make linkages to other important websites or products of interest to the tribal child welfare audience.

8. **Accessibility**

Ensuring the accessibility of products, learning experiences, and recorded peer networking activities created under the cooperative agreement is a priority and must become part of standard business. The Center will be knowledgeable and adhere to Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 749d). Unless otherwise directed by the FPO, all products, training resources, and any other materials will be made available to the public (rather than for internal planning and use by the Center and CB) and must meet Section 508 compliance rules before being approved for transfer/release by the FPO and accepted as a completed deliverable under this contract. This includes all Web content or communications materials produced for publication on or through the Department of Health and Human Services (HHS) websites, including, but not limited to, the ACF and CB Web pages and CB's information clearinghouse.

Time frames in the Center's work plan must consider the time necessary to meet Section 508 compliance standards. The Center should use the Section 508 Tips for Document Creation found at https://www.acf.hhs.gov/sites/default/files/documents/cb/508_tip_sheet.pdf to guide 508 compliances. Please reference the Award Terms and Conditions on Requirements for Recipient Electronic and Information Technology on the ACF Administrative and National Policy Requirements website for further requirements involving recipient electronic and information technology.

9. **Continuous Quality Improvement**

CB anticipates that continuous quality improvement (CQI) will be a major focus of the Center's service delivery to tribes. The concept of routinely gathering and reviewing available data to assess progress, identify successes, investigate problems, and implement solutions for the purpose of improving performance is equally applicable to the Center and its activities. The Center will work with CB to identify those areas that require the greatest attention, and it will collect, monitor, and report on key service indicators on an ongoing basis. Improvement strategies will be discussed with CB and implemented as necessary. CB and the Center will strive for consistent and high-quality service provision.

10. **Program Performance Evaluation**

Tribal Evaluation Equity Approach

The Center will be evaluating the results of TA interventions. Evaluators who work alongside tribal communities have a responsibility to enter Indian Country with **humility**, **cultural competence**, and **knowledge of Indigenous research norms and methods**. The following provides guidance on CB expectations for evaluation conducted in concert with tribal communities:

- Building trust, respect, and acceptance must be earned and are integral to building relationships with tribes. Becoming familiar with the tribal community's prior experience with evaluation is essential to understanding what works well and what is considered unacceptable
- Collecting data requires active and deep listening and may be approached through a variety of spaces and gatherings and atypical mediums to the Western style of data collection (e.g., storytelling, poetry, letters, art)
- Understanding and honoring data sovereignty. Tribal communities must have the opportunity to be active partners in any planned evaluation. This includes the ability to make decisions about who can access their data and under what circumstances. Tribal knowledge, stories, and ancestral memories must be honored and preserved when planning and conducting evaluation in tribal communities
- Avoiding reliance only on the kind of linear logic embedded in Western-style evaluation. These logic models often function to obscure or erase the efficacy of IWOK, the epistemic norms, beliefs, and practices that Indigenous peoples have used for millennia. IWOK should be understood, considered, honored, and respected as a method of learning, teaching, and evaluating tribal programs.

Program Performance Evaluation Plan

The success of the Center will be measured by the **quality of its service delivery** and its ability to **achieve measurable outcomes** in its provision of results driven training and TA. CB is interested in what changes occur in tribal child welfare as a result of the Center services, with a primary focus on evaluation addressing the outcomes of TA and in interpreting the results so that tribes can generate support for their change initiatives.

The Center will design and evaluate outcomes, including short- and long-term goals, through an evaluation process that includes multiple measures and uses both qualitative and quantitative methods as necessary. There is recognition that outcomes take time to change, but still CB expects certain indicators would be selected which would inform if the TA provided is helping the tribe achieve its goals and plans. Measures around the “satisfaction” of services will always be considered supplemental information and never the primary indication of change/progress.

To achieve the goals of the project, TA outcomes and service delivery must integrate TA across all areas including universal, peer services, and individualized service delivery. This includes desired change in the following practice and organizational/systemic areas including, but not limited to, the following:

- awareness and understanding;
- access to information and tools;
- use of available resources;

- increased knowledge and skills, and the application of both;
- child welfare practice and administration;
- organizational processes, policies, and infrastructure;
- organizational climate and culture;
- interagency and cross-system collaboration; and
- organizational and systemic functioning and performance.

The recipient will be expected to provide evaluation reports that clearly outline the work with emphasis on results and outcomes achieved. The Center will also prepare evaluation presentations for the FPO every 6 months to discuss the results of service delivery and adjust as needed through their ongoing CQI efforts.

In addition, evaluation-related work done by the Center should incorporate CB's *Roadmap for Collaborative & Effective Evaluation to Improve Tribal Child Welfare Programs* (Roadmap). The Roadmap helps create a shared vision for the future of tribal child welfare evaluation and provides a common language for tribal communities and evaluators as they improve evaluation practice. The Roadmap can be accessed at https://www.acf.hhs.gov/cb/training-technical-assistance/roadmap-collaborative-and-effective-evaluation-tribal-communities.

11. **Project Phases**

CB intends for there to be a seamless transition of services, if required, from the existing Center to any new Center as quickly as possible while preserving quality for consumers. The recipient of this new award must be prepared to immediately assume responsibility for several of the existing Center's activities and fully assume responsibility for all its service delivery within 3 to 6 months of the award. There may be a small number of tribes with existing tailored services projects that will be carried forward into the new cooperative agreement and CB expects those tribes to receive priority over any new requests and that they would have their service delivery resume within the first 60 days.

This includes providing services in response to the complex capacity-building needs of states responding to the CB's priorities and vision, provisions of Title IV-B, Title IV-E, the FFPSA, and those tribes launching new 5-year CFSPs. The existing Center website is located here for reference: https://tribalinformationexchange.org/.

Thoughtful planning will be an essential element to the successful implementation of the Center's program goals, activities, and strategies. The project team must be fully functioning within 90 days following the notification of the award. While an ongoing revision of implementation strategies may be appropriate later in the project period, CB requires that initial planning phases for the Center's major activity areas will be completed within 6 to 9 months following the notification of award. During the final 6 months of the project, the Center will compile evaluation data, present findings, and prepare final reports to CB. The recipient will plan in the budget for annual face-to-face meetings with the FPO, to review the work that has taken place and plan for the next year.

Subawards

Recipients under this program may opt to transfer a portion of substantive programmatic work to other organizations through subaward(s). The prime recipient must maintain a substantive role in the project. ACF defines a substantive role as conducting activities and/or providing services

funded under the award that are necessary and integral to the completion of the project. Subrecipient monitoring activities alone, as specified in 45 CFR 75.352, do not constitute a substantive role. Furthermore, ACF does not fund awards where the role of the applicant is primarily to serve as a conduit for passing funds to other organizations unless that arrangement is authorized by statute.

Subrecipient(s) must meet the eligibility requirements identified in the NOFO, *Section III.1. Eligible Applicants*. Additionally, all subrecipient(s) must obtain a Unique Entity Identifier (UEI) number assigned by the System for Award Management (SAM), if they do not already have one. Prime recipients are required to check SAM to verify that the subrecipient(s) is/are not debarred, suspended, or ineligible.

Please reference the Award Term and Condition on Subawards on the ACF Administrative and National Policy Requirements website for further requirements involving subawards.

II. Federal Award Information

Funding Instrument Type:
CA (Cooperative Agreement)

Estimated Total Funding:
$4,370,700

Expected Number of Awards:
1

Award Ceiling:
$4,370,700
Per Budget Period

Award Floor:
$4,120,700
Per Budget Period

Average Projected Award Amount:
$4,370,700
Per Budget Period

Anticipated Project Start Date:
09/30/2024

Length of Project Periods:
60-month project period with five 12-month budget periods

Additional Information on Project Periods and Explanation of 'Other'

Additional Information on Awards:
Awards made under this funding opportunity are subject to the availability of federal funds.

Applications requesting an award amount that exceeds the *Award Ceiling* per budget period, or per project period, as stated in this section, will be disqualified from the merit review and

funding under this funding opportunity. Please see *Section III.3. Other, Application Disqualification Factors.*

The funding ceiling for year 1 is $4,370,700, and for years 2-5, $4,070,700 per year. Funds for this project are authorized separately as indicated here.

Year 1 funding: $4,370,700

Funding Source	Amount	% of Total Funding
Adoption Opportunities	$2,100,000	48%
Foster Care Title IV-E	$1,400,000	32%
Child Welfare Research, Training, Demonstration	$870,700	20%
Total:	$4,370,700	100.00%

Years 2-5 funding: $4,070,000 each year (decrease by $300,000)

Funding Source	Amount	% of Total Funding
Adoption Opportunities	$2,100,000	52%
Foster Care Title IV-E	$1,100,000	27%
Child Welfare Research, Training, Demonstration	$870,000	21%
Total:	$4,070,000	100.00%

Description of the multiple funding sources and eligible activities:

Funds authorized under Foster Care: Title IV, part E section 476(c)(1), (2)(A)(i)-(ii), and (2)(C) of the Social Security Act (42 U.S.C. 676(c)(1), (2)(A)(i)-(ii) and (2)(C)) are eligible for activities to include TA and implementation services that are dedicated to improving services and permanency outcomes for Indian children and their families through the provision of assistance for tribal programs; improving services and permanency outcomes for Indian children and their families; providing information, advice, educational materials, and TA to Indian tribes and tribal organizations with respect to the types of services, administrative functions, data collection, program management, and reporting that are required under state plans.

Funds above authorized under Adoption Opportunities: Title II of the Child Abuse Prevention and Treatment and Adoption Reform Act of 1978 (42 U.S.C. 5113(b)(4)) are eligible for activities that include but are not limited to eliminating barriers to adoption and provision of permanent and loving home environments for children who would benefit from adoption and providing TA in the planning, improving, developing and carrying out of programs and activities relating to adoptions.

Funds authorized under Child Welfare Research, Training, and Demonstration: Title IV, part B, subpart 1 - Stephanie Tubbs Jones Child Welfare Services Program, section 426(a)(1)(A) of the Social Security Act (42 U.S.C. 626(a)(1)(A)) are eligible for trailing, research or demonstration projects in the field of child welfare that are of regional or national significance; demonstrations of promising new methods that will contribute to the field of child welfare; or demonstration of the utilization of research in the field of child welfare.

Funds must be spent in a manner consistent with their authorized activities. The successful recipient will be required to separately track the funds and their associated activities and costs for Fostering Connections; Adoption Opportunities; and Child Welfare, Training, Research, or Demonstration. Throughout this project, the recipient must be ready to account for the activities and expenditures attributed to each of these funding portions.

Description of ACF's Anticipated Substantial Involvement Under the Cooperative Agreement Award

A cooperative agreement is a specific method of awarding federal assistance in which substantial federal involvement is anticipated. A cooperative agreement clearly defines the respective responsibilities of CB and the recipient before the award. CB anticipates that agency involvement will produce programmatic benefits to the recipient otherwise unavailable to them for carrying out the project. The involvement and collaboration include:

- CB review and approval of planning stages of the activities before implementation phases may begin;
- CB and recipient collaboration in the performance of key programmatic activities (i.e., strategic planning, implementation, information technology enhancements, TA, publications or products, and evaluation);
- Close monitoring by CB of the requirements stated in this announcement that limit the recipient's discretion with respect to the scope of services offered; and
- Close monitoring by CB during performance, which may, to ensure compliance with the intent of this funding, exceed those federal stewardship responsibilities customary for project activities.

NOTE: ACF may not require the recipient to collect information as part of the cooperative agreement if a collection instrument is not approved by ACF through the Office of Management and Budget’s (OMB) Office of Information and Regulatory Affairs, as required by the Paperwork Reduction Act (PRA).

III. Eligibility Information

III.1. Eligible Applicants

Eligible applicants are public or non-profit institutions of higher learning and public or non-profit agencies and organizations knowledgeable and experienced in the field of Indian tribal affairs and child welfare.

Applications from consortia and collaborations must identify a primary applicant responsible for administering the grant.

Applications from individuals (including sole proprietorships) and foreign entities are not eligible and will be disqualified from the merit review and funding under this funding opportunity. See *Section III.3. Other, Application Disqualification Factors.*

Faith-based and community organizations that meet the eligibility requirements are eligible to receive awards under this funding opportunity. Faith-based organizations may apply for this award on the same basis as any other organization, as set forth at and, subject to the protections and requirements of 45 CFR Part 87 and 42 U.S.C. 2000bb *et seq.*, ACF will not, in the selection

of recipients, discriminate against an organization on the basis of the organization's religious character, affiliation, or exercise.

III.2. Cost Sharing or Matching

Cost Sharing / Matching Requirement:
No
See *Section IV.2. The Project Budget and Budget Justification, Commitment of Non-Federal Resources* for more information.

III.3. Other

Application Disqualification Factors
Applications from individuals (including sole proprietorships) and foreign entities are not eligible and will be disqualified from the merit review and funding under this funding opportunity.

Award Ceiling Disqualification

Applications that request an award amount that exceeds the *Award Ceiling* per budget period or per project period, as stated in *Section II. Federal Award Information,* will be disqualified from the merit review and funding under this funding opportunity. This disqualification applies only to the *Award Ceiling* listed for the first 12-month budget period for projects with multiple budget periods. If the project and budget period are the same, the disqualification applies to the *Award Ceiling* listed for the project period.

Required Electronic Application Submission

ACF requires electronic submission of applications at Grants.gov. **Paper applications received that have not been approved for an exemption from required electronic submission will be disqualified from the merit review and funding under this funding opportunity.**

If you do not have an internet connection or sufficient capacity to upload large documents to the internet you may contact ACF for an exemption that will allow you to submit your application in paper format. Information and the requirements for requesting an exemption from required electronic application submission are found in "ACF Policy for Requesting an Exemption from Electronic Application Submission."

Missing the Application Deadline (Late Applications)

The deadline for electronic application submission is 11:59 pm ET on the due date listed in the *Overview* and in *Section IV.4. Submission Dates and Times.* Electronic applications submitted to Grants.gov after 11:59 pm ET on the due date, as indicated by a dated and time-stamped email from Grants.gov, will be disqualified from the merit review and funding under this funding opportunity.

Applications submitted to Grants.gov which fail their validation check, will not be received at, or acknowledged by ACF. If you submit an application for the same NOFO more than once, only the last on-time submission will be acknowledged.

Paper applications with an approved exemption from the electronic submission requirement must be received by 4:30 pm ET on the due date listed in the *Overview* and in *Section IV.4. Submission Dates and Times*. Paper applications received after 4:30 pm ET on the due date will be disqualified from the merit review and funding under this funding opportunity.

Notification of Application Disqualification
Applicants will be notified of a disqualification determination by email or by USPS postal mail within 30 federal business days from the closing date of this NOFO.

IV. Application and Submission Information

IV.1. Address to Request Application Package

CB Operations Center
C/O LCG, INC.
ATTN: HHS-2024-ACF-ACYF-CZ-0067
6000 Executive Blvd
Suite 410
Rockville
MD
20852
888-203-6161
cb@grantreview.org

Application Packages

Electronic Application Submission:

The electronic application submission package is available in the NOFO's listing at Grants.gov.

IV.2. Content and Form of Application Submission

FORMATTING APPLICATION SUBMISSIONS

Notice of Two-File Requirement
Applicants applying via Grants.gov must upload only two electronic files, excluding Standard Forms (SFs) and Office of Management and Budget (OMB)-approved forms. Additional files will be removed prior to the merit review.

FOR ALL APPLICATIONS:

Signature of Authorized Organization Representative (AOR)
Each applicant must designate an authorized organization representative (AOR) with authority to act on the organization’s behalf on matters related to the application submission and

administration of awards. The AOR signature must appear on all forms in which a signature is required. By signing, the AOR agrees the organization will abide by all applicable Federal statutes, regulations and terms and conditions of the award.

Accepted Font Style and Size
Applications must be in Times New Roman 12-point font, except for footnotes, which may be 10-point font. Pages that contain blurred or illegible text will be removed.

If documents must be scanned, the font size on any scanned documents must be large enough so that it is readable. You may not scan more than one page of a documents onto a single page. Pages with blurred text will be removed from the application.

English Language
Applications must be submitted in the English language and must be in the terms of United States (U.S.) dollars. See 45 CFR §75.111 for more information.

Page Limitations
You must observe the page limitation(s) listed under "PAGE LIMITATIONS AND CONTENT FOR ALL SUBMISSION FORMATS" later in this section. **Page limitation(s) do not include SFs and OMB-approved forms.**

All applications must be double-spaced. An application that exceeds the cited page limitation for double-spaced pages will have extra pages removed, and those pages will not be reviewed.

Application Elements Exempted from Double-Spacing Requirements
The following elements of the application submission are exempt from the double-spacing requirements and may be single-spaced:

- Table of Contents
- One-page Project Summary
- Required Assurances and Certifications
- SFs and OMB-approved forms
- Resumes, Logic Models, Proof of Legal Status/Non-Profit Status, Third-Party Agreements, Letters of Support, footnotes and tables
- Line-Item Budget and/or the Budget Justification

Adherence to NOFO Formatting, Font, and Page Limitation Requirements
Applications that fail to adhere to ACF's NOFO formatting, font, and page limitation requirements will be adjusted by the removal of page(s) from the application. Pages will be removed before the merit review and will not be made available to reviewers.

NOTE: Applicants failing to adhere to ACF's NOFO formatting, font, and page limitation requirements will receive a letter from ACF notifying them that their application was amended. The letter will be sent after awards have been issued and will specify the reason(s) for removal of

page(s).

Corrections/Updates to Submitted Applications
When applicants revise a previously submitted application, ACF will accept only the last on-time application for pre-review under the Application Disqualification Factors. See *Section III.3. Other, Application Disqualification Factors* and *Section IV.2. Application Submission Options.*

Copies Required
Applicants must submit one complete copy of the application package electronically. Applicants must follow the registration and application submission instructions provided at Grants.gov.

Accepted Application Format
With the exception of the required SFs and OMB-approved forms, all application materials must be formatted so that they are 8 ½" x 11" white paper with 1-inch margins all around.

If possible, applicants are encouraged to include page numbers for each page within the application.

PAGE LIMITATIONS AND CONTENT FOR ALL SUBMISSION FORMATS:

Except Standard Forms (SFs) and OMB-approved forms, the application submission is **limited to 75 pages** in its entirety. The two files applicants must submit are:

The Project Description file must include these items in this order:

1. Table of Contents
2. Project Summary
3. Objectives and Need for Assistance
4. Approach
5. Project Timeline and Milestones
6. Organizational Capacity
7. Evaluation
8. Line-Item Budget and Budget Justification

The Appendices file must include items in this order:

1. Proof of Legal Status (if applicable)
2. Third-party agreements
3. Staff and Position Data (e.g., resumes, job descriptions, organizational charts)
4. Indirect Cost Rate Letter (if applicable)

ELECTRONIC APPLICATION SUBMISSION INSTRUCTIONS
You are required to submit applications electronically unless you have received an exemption that will allow submission in paper format. See *Section IV.2. Application Submission Options* for information about requesting an exemption**.**

Electronic applications will only be accepted via Grants.gov. **ACF will not accept applications submitted via email or via facsimile.**

Each applicant is required to upload ONLY two electronic files, excluding SFs and OMB-approved forms.

File One: Must contain the entire Project Description, and the Budget and Budget Justification (including a line-item budget and a budget narrative).

File Two: Must contain all documents required in the Appendices.

Formatting Submission Files
ACF strongly recommends that File One and File Two be uploaded as Portable Document Files (PDFs).

To adhere to the two-file requirement, you may need to convert and/or merge documents together using a PDF converter software. Applicants using Adobe Acrobat Reader software will be able to merge these documents together. ACF recommends merging documents electronically rather than scanning multiple documents into one document manually.

Applicants must ensure that the version of Adobe Acrobat Reader they are using is compatible with Grants.gov. To verify Adobe software compatibility please go to Grants.gov and click on "Applicants" at the top bar menu and select "Adobe Software Compatibility."

Naming Application Submission Files
Carefully observe the file naming conventions required by Grants.gov. Limit file names to 50 characters (characters and spaces).Please also see https://www.grants.gov/applicants/submitting-utf-8-special-characters.

Use only file formats supported by ACF
While ACF supports all of the following file formats, **we strongly recommend that the two files (Project Description and Appendices) are uploaded as PDFs in order to comply with the two-file upload limitation.**

ACF supports the following file formats:

- Adobe PDF – Portable Document Format (.pdf)
- Microsoft Word (.doc or .docx)
- Microsoft Excel (.xls or .xlsx)
- Microsoft PowerPoint (.ppt)
- Image Formats (.JPG, .GIF, .TIFF, or .BMP only)

Documents in file formats not listed here will be removed from the application and will not be used in the merit review. This may make the application incomplete, and ACF will not make awards based on an incomplete application.

Do Not Encrypt or Password-Protect the Electronic Application Files
If ACF cannot access submitted electronic files because they are encrypted or password protected, the affected file will not be reviewed. This may make the application incomplete, and ACF will not make awards based on an incomplete application.

REQUIREMENTS FOR PAPER APPLICATION SUBMISSIONS:
You must receive an exemption in order for a paper application to be accepted for review. For more information on the exemption, see "ACF Policy for Requesting an Exemption from Required Electronic Application Submission."

Applicants with an approved exemption for paper application submission should download the forms package associated with the NOFO's Synopsis on Grants.gov under the Package tab.

All copies of mailed paper applications must be submitted in a single package. If an applicant is submitting multiple applications under a single NOFO, or multiple applications under separate NOFOs, each submission must be packaged separately. The package(s) must be clearly labeled with the NOFO title and Funding Opportunity Number.

Applicants must submit one original and two copies of the complete application, including all SFs and OMB-approved forms. The original copy must have original signatures. Copies of the application, not the original, will be reproduced by the federal government for review. **All application materials must be one-sided for duplication purposes. All pages in the application submission must be sequentially numbered.**

Required Forms, Assurances, and Certifications

Applicants seeking an award under this funding opportunity must submit the listed SFs, assurances, and certifications with the application. All required SFs, assurances, and certifications are available in the Application Package posted for this NOFO at Grants.gov.

Forms/Assurances/Certifications	Submission Requirement	Notes/Description
Maintenance of Effort (MOE) Certification	Applicants self-certify their maintenance of effort. The MOE should be on the applicant organization's letterhead. Submission is required for all applicants under this NOFO. See *Section IV.2. Formatting Application*	Required for all applications.

Forms/Assurances/Certifications	Submission Requirement	Notes/Description
	Submissions for instructions on its placement in the application submission.	
Protection of Human Subjects Assurance Identification / IRB Certification / Declaration of Exemption (Common Rule)	Submission of the required information and forms is due with the application package by the due date listed in the *Overview* and *Section IV.4. Submission Dates and Times*. If the information is not available at the time of application, it must be submitted prior to the award of a grant.	Form is available at http:// www.hhs.gov/ ohrp/ assurances/ forms/index.html. General information about the HHS Protection of Human Subjects regulations can be obtained at http://www. hhs.gov/ ohrp/ . Applicants may also contact OHRP by email (OHRP@HHS.gov) or by phone (240-453-6900).
SF-424 - Application for Federal Assistance	Submission is required for all applicants by the application due date.	Required for all applications.
Unique Entity Identifier (UEI) and System for Award Management (SAM) registration.	Required of all applicants. Applicants must have a UEI and maintain an active SAM registration throughout the application and project award period. Obtain a UEI and SAM registration at: http://www.sam.gov.	See *Section IV.3. Unique Entity Identifier (UEI) and System for Award Management (SAM)* for more information.
SF-424 Key Contact Form	Submission is required for all	Required for all applications.

Forms/Assurances/Certifications	Submission Requirement	Notes/Description
	applicants by the application due date.	
Certification Regarding Lobbying (Grants.gov Lobbying Form)	Submission required of all applicants with the application package. If it is not submitted with the application package, it must be submitted prior to award.	Submission of the certification is required for all applicants.
SF-424A - Budget Information - Non- Construction Programs and SF-424B - Assurances - Non-Construction Programs	Submission is required for all applicants when applying for a non-construction project. SFs must be used. Forms must be submitted by the application due date. By signing and submitting the SF-424B, applicants are making the appropriate certification of their compliance with all Federal statutes relating to nondiscrimination.	Required for all applications when applying for a non-construction project.
SF-Project/Performance Site Location(s) (SF-P/PSL)	Submission is required for all applicants by the application due date.	Required for all applications. In the SF-P/PSL, applicants must cite their primary location and up to 29 additional performance sites.
SF-LLL - Disclosure of Lobbying Activities	If submission of this form is applicable, it is due at the time of	If any funds have been paid or will be paid to any person for influencing or attempting to

Forms/Assurances/Certifications	Submission Requirement	Notes/Description
	application. If it is not available at the time of application, it may also be submitted prior to award.	influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the applicant shall complete and submit the SF-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

Additional Required Assurances and Certifications

Mandatory Grant Disclosures

All applicants and recipients are required to submit, in writing, to ACF and the HHS Office of the Inspector General, all information related to violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. (Mandatory Disclosures, 45 CFR § 75.113)

Disclosures must be sent in writing to:

> The Administration for Children and Families, U.S. Department of Health and Human Services, Office of Grants Management, ATTN: Grants Management Specialist, 330 C Street, SW., Switzer Building, Corridor 3200, Washington, DC 20201
>
> **And to:**
>
> U.S. Department of Health and Human Services, Office of Inspector General, ATTN: Mandatory Grant Disclosures, Intake Coordinator, 330 Independence Avenue, SW., Cohen Building, Room 5527, Washington, DC 20201
>
> **Fax:** (202) 205-0604 (Include “Mandatory Grant Disclosures” in subject line) or
> **Email:** grantdisclosures@oig.hhs.gov

Proprietary Information and Personally Identifiable Information (PII)

ACF will be using non-federal reviewers in the review process. You have the option of omitting from the application copies (not the original) specific salary rates or amounts for individuals specified in the application budget as well as Social Security Numbers, if otherwise required for individuals. The copies may include summary salary information. If applications are submitted electronically, ACF will omit the same specific salary rate information from copies made for use during the review process.

The Project Description

The Project Description Overview

General Expectations and Instructions
The Project Description requests the information by which an application is evaluated and ranked in competition with other applications for financial assistance. It must address all activities for which federal funds are being requested and all application requirements as stated in this section. The Project Description must explain how the project will meet the purpose of the NOFO, as described in *Section I. Program Description*. As a reminder, reviewers will be evaluating this section in accordance with *Section V.1. Criteria*.

The Project Description must be clear, concise, and complete. ACF is particularly interested in Project Descriptions that convey strategies for achieving intended performance. Project Descriptions are evaluated on the basis of substance and measurable outcomes, not length.

Cross-referencing should be used rather than repetition. Supporting documents designated as required must be included in the Appendix of the application.

Letter of Intent
Applicants are strongly encouraged to notify ACF of their intention to submit an application under this NOFO. **The letter of intent is optional. Failure to submit a letter of intent will not impact eligibility to submit an application and will not disqualify an applicant from the merit review.** Letter of intent information will be used to determine the number of expert reviewers needed to evaluate applications.

Please submit a letter of intent by the deadline date listed in *Section IV.4. Submission Dates and Times*. The letter of intent should include the following information: number and title of this funding opportunity; the name and address of the applicant organization; and the name, phone number, fax number and email address of a contact person.

Letter of intent should be sent to:

CB Operations Center
C/O LCG, Inc.
Attn: HHS-2024-ACF-ACYF-CZ-0067 - Letter of Intent
6000 Executive Blvd
Suite 410
Rockville, MD 20852
cb@grantreview.org

Table of Contents
List the contents of the application including corresponding page numbers. The table of contents may be single spaced.

Project Summary
Provide a summary of the project description. The summary must include a brief description of the applicant's proposed project including the needs to be addressed, the proposed activities or services, and if applicable, the population group(s) to be served. The summary must be clear, accurate, concise, and without cross-references to other parts of the application. Please place the

following at the top of the Project Summary:

- Project Title
- Applicant Name
- Address
- Contact Phone Numbers (Voice, Fax, Cell)
- Email Address
- Website Address, if applicable

The Project Summary must be single-spaced, Times New Roman 12-point font, and limited to one page in length. Additional pages will be removed and will not be reviewed.

Geographic Location
Describe the precise physical location of the project and boundaries of the area to be served by the proposed project. If the geographic area(s) are served by both the primary recipient and subrecipient organization(s), describe the locations covered by all organizations anticipated to receive funding from the award.

Legal Status of Applicant Entity
Applicants must provide the following documentation:

Non-Profit Organizations

Proof of Non-Profit Status Options:

Option 1: 501(c)(3) and non-501(c)(3) non-profit organizations are eligible
Non-profit organizations applying for funding are required to submit proof of their non-profit status. Proof of non-profit status is any one of the following:

- A reference to the applicant organization's listing in the IRS's most recent list of tax-exempt organizations described in the IRS Code.
- A copy of a currently valid IRS tax-exemption certificate.
- A statement from a state taxing body, state attorney general, or other appropriate state official certifying that the applicant organization has non-profit status and that none of the net earnings accrue to any private shareholders or individuals.
- A certified copy of the organization's certificate of incorporation or similar document that clearly establishes non-profit status.
- Any of the items in the subparagraphs immediately above for a state or national parent organization and a statement signed by the parent organization that the applicant organization is a local non-profit affiliate.

Unless directed otherwise, applicants must include proof of non-profit status in the *Appendices* file of the application submission.

Need for Assistance
Clearly identify the physical, economic, social, financial, institutional, and/or other problem(s) requiring a solution. The need for assistance, including the nature and scope of the problem, must be demonstrated. Supporting documentation, such as letters of support and testimonials from concerned parties, may be included in the Appendix. Any relevant data based on planning studies

or needs assessments should be included or referred to in the endnotes or footnotes. Incorporate demographic data and participant/beneficiary information, as available.

Objectives
Clearly state the principal and if applicable, subordinate objectives of the project. Applicants must address how the objectives stated relate to the overall purpose of the program and describe how objectives will be achieved.

The applicant must demonstrate relevant knowledge, deep understanding of tribal communities, and the capability to implement this project, including a profound commitment to advancing tribal sovereignty as evidenced by meaningful decolonizing actions.

The applicant must demonstrate how they will engage in anti-racist and de-colonizing work within their organization to deliver culturally competent and responsive to the needs of each unique tribal community.

The applicant must describe how they will provide a broad range of TA services (tailored, targeted, and universal) to support tribal child welfare and social services programs.

The applicant will clearly demonstrate alignment with the **Tribal Equity Approaches,** throughout their proposed plan.

Expected Outcomes
Identify the outcomes to be achieved from the project. Outcomes should relate to the overall program as described in *Section I. Program Description*. If research is part of the proposed work, outcomes must include hypothesized results and implications of the proposed research.

Approach
Outline a plan of action that describes the scope and detail of how the proposed project will be accomplished. Applicants must account for all functions or activities identified in the application.

Cite potential obstacles and challenges to accomplishing project goals and explain strategies that will be used to address these challenges.

The plan must account for all activities identified in the *Section I. Program Description* for each of the following areas:

Engagement and Assessment: The applicant must describe in their proposed plan how they will engage tribes and conduct timely assessments of their identified needs and capacity. The assessment process should ensure that services can be successfully implemented and will lead to enhanced capacity and future improvements.

Workplan Development: The applicant must describe in their proposed plan how they will develop a timely, individualized, and mutually agreed upon tribal workplans that includes engagement with leadership and provides services congruent with the beliefs and traditions of the tribe.

Workstreams and Areas of Focus: The CB expects the Center to deliver a full range of TA (tailored, targeted, and universal) services that support and enhance tribal capacity and produce meaningful and culturally aligned outcomes for tribal children and families.

Workstream 1- Workforce Supports

- The applicant must describe in their proposed plan to support the tribal child welfare workforce in the areas of recruitment, retention, onboarding and staff development and leadership development, including training, coaching, mentorship
- The applicant must describe in their proposed plan how they will support the spread of evidence-support strategies tested in other initiatives (National Child Welfare Workforce Institute (NCWWI- https://ncwwi.org), Quality Improvement Center for Workforce Development (QIC-WD-https://www.qic-wd.org), and Center for Native Child and Family Resilience (CNCFR - https://cncfr.jbsinternational.com) to develop and implement workforce strategies for tribal programs.

Workstream 2- Prevention Programs

- The applicant must describe how they plan to support tribal child welfare programs on the development, enhancement, or expansion of their prevention programs

Workstream 3- Development of tribal child welfare programs in support of federal requirements

- The applicant must describe how they will deliver TA to support tribes in the development, enhancement, or expansion of tribal child welfare services and programs to meet federal requirements including, but not limited to, these specific areas: IV-E, IV-B, and Chafee/ETV.
- The applicant must describe how they will support cross-system collaboration efforts and approaches to cross-system collaboration and partnerships, including the boundaries and flexibility of various federal funding streams and how tribal child welfare programs can use them to engage other child-serving system.
- The applicant must describe how they will support tribes in the successful management of federal grant requirements. Specifically, address the challenges with the intersection between tribal programs and finance.

Workstream 4- State and Tribal Collaborations

- The applicant must demonstrate how they will deliver TA to support tribal child welfare programs in elevating the tribal voice and developing and supporting meaningful state and tribal collaborations including ICWA, IV-E agreements, and other tribal-state agreements.

Workstream 5- Data Management

- The applicant must demonstrate how they will support tribes with data collection, analysis, and visualization.
- The applicant describes how they will assist tribes in the procurement of case management systems.

Collaboration with CB and Other CB-Funded Partners: The applicant must demonstrate and describe how they will effectively partner and collaborate with CB staff as well as other CB-supported entities. The applicant must describe how they will produce reports for CB and other targeted audiences to ensure accountability, track progress, and respond to requests for information.

Innovation: The application must describe how they will engage in innovative approaches and strategies to service delivery, including leverage new technologies and other innovations to increase participation, learning, and use.

Dissemination: The applicant must describe how, in consultation and collaboration with CB and other CB-supported entities, they will develop plans for marketing, outreach, and dissemination that are consumer-centered, multifaceted, research-informed, and reflect industry best practices.

Accessibility: The applicant must demonstrate how they will ensure the accessibility of all products, learning experiences, and recorded peer networking activities created

Continuous Quality Improvement: The applicant must include a detailed CQI plan that should demonstrate how CQI will be embedded in the design and describe how they will strive for consistent and high-quality TA provision through CQI efforts by engaging in the routine use of reports and gathering and reviewing available data to assess progress, identify successes, investigate problems, the need for adjustments, and implement solutions for the purpose of improving performance that is equally applicable to the Center and its activities.

Project Phases: The applicant must demonstrate how they will be able to immediately assume responsibility for several of the existing Center's activities, fully assume responsibility for all its service delivery within 3 to 6 months of the award, and that the initial planning phases for the Center's major activity areas will be completed within 6 to 9 months following the notification of award.

Organizational Capacity
Provide the following information on the applicant organization and, if applicable, on any cooperating partners:

- Organizational charts.
- Resumes.
- Curricula Vitae (CV).
- Evidence that the applicant organization, and any partnering organizations, have relevant experience and expertise with administration, development, implementation, management, and evaluation of programs similar to that offered under this funding opportunity.
- Evidence that each participating organization, including partners, contractors and/or subrecipients, possess the organizational capability to fulfill their role(s) and function(s) effectively.
- Job descriptions for each vacant key position.
- Applicants must demonstrate that key staff leading the Center or potential candidates will either have direct experience working with tribal communities or will have a deep understanding of tribal work and strong cultural humility.
- The applicant will undertake recruitment and hiring practices that select the most qualified candidates and seek a workforce (internal and consultants) that reflects knowledge of or experience with the tribal population to be served.

- The applicant must possess an organizational infrastructure and includes the following:
    - The applicant should demonstrate how it will include the right blend of people who have leadership and a national perspective; theoretical and research-based knowledge, management, and policy competence; tribal child welfare practice expertise; real-world experience; critical thinking; and proven skills to serve as an effective national leader in tribal TA to support tribal nations in meeting federal requirements.
    - The applicant should demonstrate established partnerships and collaborations that will bring expertise within the relevant subject areas as partners.
    - The applicant should demonstrate that they would be fully capable of effectively serving a wide variety of tribal child welfare programs and communities.

The applicant must possess a staffing plan that demonstrates and includes the following:

- An expert level of knowledge and expertise that covers the full spectrum of tribal child welfare policy, programs and practices as well as the demonstrated competence and skills to facilitate data-driven, organizational change.
- A staffing plan will demonstrate sufficient flexibility to address the specific needs of tribes upon identification
- That staff and/or consultants have subject matter experts (SMEs) in the areas that support the CB's vision for moving child welfare forward in the country, including race equity, lived expertise, primary prevention (FFPSA), federal requirements (IV-E and IV-B, etc.) cross-system partnerships, data analytics, fiscal and system infrastructure (MOU/data agreements, acquisition and project management), child and family well-being (CFSR), communication (crisis management and legislature), and the child welfare workforce.
- Staff and resources to support web-page development and maintenance and a social media presence.

If known at the time of application submission, the applicant must disclose their intent to enter into subaward arrangements in their application. For each proposed subaward, the applicant must include a description of the work to be performed by the subrecipient(s).

Current and Pending Funding Support

Applicants must submit a list of their current and pending funded support for ongoing projects and proposals from all sources including federal, state and local governments, public or private foundations, for-profit organizations, etc. All projects and proposals requiring a committed portion of time for the Project Director, Principal Investigator, or key personnel must be included. Indicate the total award amount, awarding entity, and amount of time staff will devote to each project.

Plan for Oversight of Federal Award Funds and Activities
Recipients are required to ensure proper oversight in accordance with 45 CFR Part 75 Subpart D.

These regulations set forth the following standards for effective oversight:

- Financial and Program Management
- Property Management
- Procurement

- Performance and Financial Monitoring and Reporting
- Subrecipient Monitoring and Management
- Record Retention and Access
- Remedies for Noncompliance
- Prior Written Approval

Describe the framework (e.g., governance, policies and procedures, risk management, systems) in place to ensure proper oversight of federal funds and activities in accordance with 45 CFR Part 75 Subpart D. The description must include: system(s) for record-keeping and financial management; procedures to identify and mitigate risks and issues (e.g., audit findings, continuous program performance assessment findings, program monitoring); and those key staff that will be responsible for maintaining oversight of program activities staff, and, if applicable, partner(s) and/or subrecipient(s).

Program Performance Evaluation Plan

Applicants must describe a plan for the program performance evaluation that will contribute to continuous quality improvement. The program performance evaluation must monitor ongoing activities and the progress towards the goals and objectives of the project. Include descriptions of the inputs (e.g., organizational profile, collaborative partners, key staff, budget, service processes and other resources), key activities, and expected outcomes of the funded activities. The plan must explain how the inputs, activities, and outcomes will be measured; how the information will be used to inform improvement of funded activities; and any processes that support data quality.

Applicants must describe the organizational systems and processes that will effectively track performance outcomes, including a description of how the organization will collect and manage data (e.g., assign skilled staff, data management software, data integrity, etc.) in a way that allows for accurate and timely reporting of performance outcomes. Applicants must describe any potential obstacles for implementing the program performance evaluation and how those obstacles will be addressed. Applicants must include a timeline for how information from the quality improvement evaluation will be reviewed and applied to the ongoing project.

- Convincingly demonstrate that they will develop and implement a culturally responsive evaluation plan that delineates project activities that are outcome-focused and include measurable objectives and indicators that will measure progress in meeting desired outcomes. Applicants must describe their intent to implement an evaluation plan that measures progress, identifies evidence of the project's success, and demonstrates how the proposed work will be evaluated. They may also include a plan to finalize details of the evaluation plan during the first 3 months after the award. Applicants must describe any potential barriers to implementing the evaluation plan and how such barriers would be addressed.
- Provide an evaluation plan for each program strategy and activity. The plan must include both quantitative and qualitative methods in its evaluation of process and outcomes, both short- and long-term outcomes including assessing the quality and results of TA, and all relevant and related data to the outcomes.
- Describe how performance feedback and periodic assessment of program progress will be used to modify the program and serve as a basis for program adjustments, as necessary.

- Demonstrate that the primary focus of the evaluation will be the impact/results of TA. Measures around the "satisfaction" of services will always be considered supplemental information and never the primary indication of change/progress.
- Describe the connection between indicators and outcomes as well as the types of indicators that will be reviewed and how they will be good proxies for the selected outcomes. CB expects the indicators selected will be used to inform if the TA provided is helping the tribe achieve its goals and plans.
- Demonstrate a clear understanding and capacity to conduct an evaluation that is aligned with the CB's ***Tribal Equity Evaluation Approach*** outlined in *–Section I. Program Description*
- Describe plans to contract with a third-party evaluator to conduct the evaluation if the applicant does not have the in-house capacity and experience to conduct an objective, culturally responsive evaluation of the project. The applicant must include information to demonstrate that the proposed evaluator has the necessary independence from the project to ensure objectivity. The applicant's plan for evaluation must clearly describe relevant partners that will participate in the evaluation and how they will be engaged. The applicant's plan for evaluation must demonstrate an understanding of each stage of evaluation that will take place while evaluating their funded efforts, including determining evaluation priorities; deciding the evaluation design; collecting, analyzing, and interpreting data; and dissemination. The applicant must include sufficient information to demonstrate how the proposed work will be evaluated but may continue to finalize the evaluation plan during the first 3 months following the start of the award.

Protection of Sensitive and/or Confidential Information
Provide a description of how protected PII and other information that is considered sensitive, consistent with applicable federal, state, local and tribal laws regarding privacy and obligations of confidentiality, will be collected and safeguarded. The applicant must provide the methods and/or systems that will be used to ensure that confidential and/or sensitive information is properly handled and if applicable, address the process for subrecipient(s) and/or contractors. Also, provide a plan for the disposition of such information at the end of the project period. See 45 CFR § 75.303(e) for more information.

Dissemination Plan
Applicants must propose a plan to disseminate reports, products, and/or project outputs so that information is provided to key target audiences. Dissemination plans must include:

- Dissemination goals and objectives;
- Strategies to identify and engage with target audiences;
- Allocation of sufficient staff time and budget for dissemination purposes;
- A preliminary plan to evaluate the extent to which target audiences have received project information and have used it as intended, and
- The timeline for dissemination.

Third-Party Agreements

Third-party agreements include Letters of Commitment, Memoranda of Understanding (MOU) and Memoranda of Agreement (MOA). Letters of Commitment, MOUs and MOAs must clearly

describe the roles and responsibilities for project activities and the support and/or resources that the third-party (i.e., subrecipient, contractor, or other cooperating entity) is committing. Letters of Commitment, MOUs, and MOAs must be signed by the person in the third-party organization with the authority to make such commitments on behalf of their organization. General letters of support are **not** considered third-party agreements.

Applicants must provide Letters of Commitment, MOUs, or MOAs between recipients and third-parties (i.e., subrecipients, contractors, or other cooperating entities). In addition to clearly describing the roles and responsibilities for project activities and support and/or resources that the third-party is committing, these agreements must detail work schedules and estimated remuneration with an understanding that a finalized agreement will be negotiated once the aware is made to the successful applicant.

Letters of Support
Provide statements from community, public, and/or commercial leaders that support the project proposed for funding. All submissions must be included in the application package. At minimum, each letter of support must identify the individual writing the letter, the organization they represent, the date, and reason(s) for supporting the project.

The Project Budget and Budget Justification

All applicants are required to submit a project budget and budget justification with their application. The project budget is entered on the Budget Information SF, either SF- 424A or SF-424C. Applicants are encouraged to review the form instructions in addition to the guidance in this section. The project budget consists of a budget narrative and a line-item budget detail that includes detailed calculations for "object class categories" identified on the Budget Information SF. Applicants must indicate the method they are selecting for their indirect cost rate. See Indirect Charges for further information.

Project budget calculations must include estimation methods, quantities, unit costs, and other similar quantitative detail sufficient for the calculation to be duplicated. If cost sharing or matching is a requirement, applicants must include a detailed listing of any funding sources identified in Block 18 of the SF-424 (Application for Federal Assistance). See the table in *Section IV.2. Required Forms, Assurances, and Certifications* listing the appropriate budget forms to use in this application.

Special Note: *Annual appropriations legislation for the Department of Health and Human Services limits the salary amount that may be awarded and charged to ACF grants and cooperative agreements. Award funds issued under this funding opportunity may not be used to pay the salary of an individual at a rate in excess of Executive Level II. For the Executive Level II salary, please see "Executive & Senior Level Employee Pay Tables" under https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/. The salary limitation reflects an individual's base salary exclusive of fringe benefits, indirect costs and any income that an individual may be permitted to earn outside of the duties of the applicant organization. This salary limitation also applies to subawards and subcontracts under an ACF grant or cooperative agreement.*

Provide a budget using the SF-424A and/or SF-424C, as applicable, for each year of the proposed project.

Provide a budget justification, which includes a budget narrative and a line-item detail, for each year of the proposed project. The budget narrative should describe how the categorical costs are derived. Discuss the necessity, reasonableness, and allocation of the proposed costs.

The award under this NOFO is made up of multiple funding sources; therefore, applicants must provide additional detail in their budget and budget justifications that proportionately reflect the percentages and types of costs and activities by funding source. A description of the multiple funding sources is shown in *Section II. Federal Award Information, Additional Information on Awards.* Applicants under this NOFO must provide one Standard Form (SF) 424A for all 5 years of the project period. A budget justification is required for each year of the project that includes a budget narrative and a line-item detail.

SF-424A

Section A- Budget Summary:

Enter information for Year 1 of the project.

Column (a) Grant Program, Function, or Activity:

List the program associated with the funding source, e.g., 1. Adoption Opportunities 2. Foster Care 3. Child Welfare Research, Training, and Demonstration Projects

Column (b) Identify the Assistance Listing Number (formerly CFDA)

Section B - Budget Categories:

Enter information for Year 1 of the project.

Object Class Categories: Use 3 columns to provide cost details by funding source for each Object Class Category.

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project

Enter total funding requested for each future year of the project.

The following are the funding amounts by funding source and the percentages of the budget they represent under the grant award:

The funding ceiling for year 1 is $4,370,700

Funding Source	Amount	% of Total Funding
Adoption Opportunities	$2,100,000	48%
Foster Care Title IV-E	$1,400,000	32%
Child Welfare Research, Training, Demonstration	$870,700	20%
Total:	$4,370,700	100.00%

The funding ceiling for years 2-5 funding is $4,070,000 each year (decrease by $300,000)

Funding Source	Amount	% of Total Funding
Adoption Opportunities	$2,100,000	52%

Foster Care Title IV-E	$1,100,000	27%
Child Welfare Research, Training, Demonstration	$870,000	21%
Total:	$4,070,000	100.00%

Recipients should provide for a kick-off meeting and annual face-to-face meetings in Washington, DC, for a minimum of five staff members, including the Project Director, Evaluator, and leadership from each of the major Center project strategies.

For applicants proposing to use subaward(s), if the total amount budgeted for subawards exceeds 50 percent of total direct costs for the budget period, the applicant must provide a justification for subawarding the portion of the project and must explain how the prime recipient plans to maintain a substantive role in the project. Applicants must explain why the participation of the subrecipient is necessary, and why the applicant cannot achieve the objectives without the subrecipient(s)' participation.

General

Use the following guidelines for preparing the project budget and budget justification. The budget justification includes a budget narrative and a line-item detail. Applications should only include allowable costs in accordance with 45 CFR Part 75 Subpart E.

Personnel

Description: Costs of employee salaries and wages. See 45 CFR § 75.430 for more information on allowable personnel costs. Do not include the personnel costs of consultants, contractors and subrecipients under this category.

Justification: For each position, provide: the name of the individual (if known), their title; time commitment to the project in months; time commitment to the project as a percentage or full-time equivalent; annual salary; project salary; wage rates; etc. Identify the project director or principal investigator, if known at the time of application.

Fringe Benefits

Description: Costs of employee fringe benefits are allowances and services provided by employers to their employees in addition to regular salaries and wages. For more information on Fringe Benefits please refer to 45 CFR § 75.431. **Do not include** the fringe benefits of consultants, contractors, and subrecipients because those costs should be listed under the "Contractual" category as part of the total value of the contract or agreement.

Typically, fringe benefit amounts are determined by applying a calculated rate for a particular class of employee (full-time or part-time) to the salary and wages requested. Fringe rates are often specified in the approved indirect cost rate agreement. Fringe benefits may be treated as a direct cost or indirect cost in accordance with the applicant's accounting practices. Only fringe benefits as a direct cost should be entered under this category.

Justification: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act taxes, retirement, taxes, etc.

Travel

Description: Costs of project-related travel (i.e., transportation, lodging, subsistence) by employees of the applicant organization who are in travel status on official business. Travel by non-employees such as consultants, contractors or subrecipients should be included under the Contractual line item. Local travel for employees in non-travel status should be listed on the Other line. Travel costs should be developed in accordance with the applicant's travel policies and 45 CFR § 75.474.

Justification: For each trip show: the total number of travelers; travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used to travel out of town; and other transportation costs and subsistence allowances. If appropriate for this project, travel costs for key project staff to attend ACF-sponsored workshops/conferences/recipient orientations should be detailed in the budget justification.

Equipment

Description: "Equipment" means tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) $5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation, shall be included in, or excluded from, acquisition cost in accordance with the organization's regular written accounting practices.) See 45 CFR § 75.439 for more information.

Justification: For each type of equipment requested provide: a description of the equipment; the cost per unit; the number of units; the total cost; and a plan for use on the project; as well as use and/or disposition of the equipment after the project ends.

Supplies

Description: Tangible personal property other than those included under the Equipment category. A computing device is a supply if the acquisition cost is less than the lesser of $5,000, or the capitalization level established by the non-Federal entity for financial statement purposes, regardless of the length of its useful life. See 45 CFR § 75.2, 75.321, and 75.453 for more information.

Justification: Specify general categories of supplies and their costs. Show computations and provide other information that supports the amount requested.

Contractual

Description: Cost of all contracts and subawards except those that should be placed under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, procurement contracts, and subawards. Recipients are required to use 45 CFR §§ 75.326-.340 procurement procedures, and subawards are subject to the requirements at 45 CFR §§ 75.351-.353. Costs related to professional and consultant services rendered by persons who are members of a particular profession or possess a special skill, and who are not officers or employees, must be listed in the Other category. (Typically, these arrangements will take the form of a consultant agreement directly with an individual as opposed to a contract with a company that employs the consultant. The latter case must still be listed under Contractual line item.)

If applicable and charged as a direct cost, include cost of third-party renting or leasing agreements for equipment; and third-party renting or leasing agreements for real property by address for each building, facility, administrative office, space, structure, land, and other real property.

Justification: Indicate whether the proposed agreement qualifies as a subaward or contract in accordance with 45 CFR § 75.351. Provide the name of the contractor/subrecipient (if known), a description of anticipated services, a justification for why they are necessary, a breakdown of estimated costs, and an explanation of the selection process. In addition, for subawards, the applicant must provide a detailed budget and budget narrative for each subaward, by entity name, along with the same justifications referred to in these budget and budget justification instructions.

For contracts, demonstrate that procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open, and free competition. Applicants must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold stated in 48 CFR § 2.101(b). Recipients may be required to make pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc., available to ACF.

If applicable and charged as a direct cost, for each real property proposed or claimed for rent or lease include: the rent amount with calculation; terms of lease; maintenance and repair amounts with details on each type of expense proposed and its associated cost; minor A&R with specifics for each type of proposed expense and its associated cost; show the computation and provide other information that supports the amount requested. Only when allowable and with prior approval, describe the financing costs (including interest) including terms for the real property address. For applicable ACF programs with real property authority, see ACF Property Guidance. **Do not include** real property owned by the recipient or arrangements considered "less-than-arms-length," "sale and lease back," "finance lease" per Financial Accounting Standards Board, "financed purchase" per Government Accounting Standards Board standards because these costs (e.g., depreciation costs) if charged as 1) a direct cost, should be listed under the "Other" category or 2) an indirect cost as with any indirect costs, as part of their indirect cost pool that is used to calculate an indirect cost rate). These costs must be treated as either direct or indirect costs, not both. For more information, see 45 CFR §75.2, 75.414, 75.430-75.431, 75.434, 75.436, 75.439, and 75.452.

Other

Description: Enter the total of all other costs. Such costs, where applicable and appropriate, may include, but are not limited to: individual consultant costs; local travel; insurance (when not included under the Fringe category); food (when allowable); medical and dental costs (non-personnel); professional service costs (e.g., audit charges); depreciation of real property and equipment (when not treated as an indirect cost), printing and publications, training costs (such as tuition and stipends), staff development costs, and administrative costs (when not treated as an indirect cost). Please note costs must be allowable per 45 CFR Part 75 Subpart E.

Justification: Provide a breakdown of costs, computations, a narrative description, and a justification for each cost under this category.

If applicable and charged as a direct cost, include depreciation by real property address for each building, facility, administrative office, structure, land, and other real property proposed for use and depreciation of equipment proposed for use. For each real property owned by the recipient or less-than-arms-length lease intended to be proposed or claimed for use provide, if applicable, and in accordance with 45 CFR §§75.436 and 75.465: the allocable percentage and total dollar amount; the depreciation amount with type of method and calculation used; tax amount; insurance amount and what it covers; maintenance and repair amounts with details on each type of expense proposed and its associated cost; minor A&R with specifics for each type of proposed expense and its associated cost; the ownership type (e.g., owned, leased, or intent to lease); show the computation and provide other information that supports the amount requested. For more information, please see ACF Property Guidance. **Do not include** costs of third-party renting or leasing real property and equipment because those costs should be under the "Contractual" category.

Indirect Charges

Description: Indirect or Facilities & Administration (F&A) (F&A means those costs incurred for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. F&A costs are generally used by institutions of higher education). Typical examples of indirect or F&A costs include but are not limited to depreciation on buildings and equipment, equipment and capital improvements, operation and maintenance expenses, and general administration and expenses, such as the salaries and expenses of personnel administration and accounting. For more information, see 45 CFR §75.2, 75.414, 75.430-75.431, 75.434, 75.436, and 75.439. Enter the total amount of indirect costs. This category has one of two methods that an applicant can select. An applicant may only select one.

1. The applicant currently has an indirect cost rate approved by HHS or another cognizant federal agency.

   Justification: An applicant must enclose a copy of the current approved rate agreement. If the applicant is requesting a rate that is less than what is allowed under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed. Choosing to charge a lower rate will not be considered during the merit review or award selection process.

2. Per 45 CFR § 75.414(f) Indirect (F&A) costs, "any non-Federal entity [i.e., applicant] that has never received a negotiated indirect cost rate, ... may elect to charge a *de minimis* rate of 10% of modified total direct costs which may be used indefinitely. As described in Section 75.403, costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as the non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time."

   Justification: This method only applies to applicants that have never received an approved negotiated indirect cost rate from HHS or another cognizant federal agency. Applicants awaiting approval of their indirect cost proposal may request the 10 percent *de minimis* rate. When the applicant chooses this method, costs included in the indirect cost pool must not be charged as direct costs to the award.

Commitment of Non-Federal Resources

Description: Amounts of non-federal resources that will be used to support the project as identified in Block 18 of the SF-424. This line should be used to indicate required and/or voluntary committed cost sharing or matching, if applicable.

For all federal awards, any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost sharing or matching when such contributions meet all of the criteria listed in 45 CFR § 75.306. For awards that require matching by statute, recipients must meet the required level of cost sharing. Recipients that have voluntarily decided to contribute cost sharing when it is not required, or at a higher level than required, will be held accountable for the proposed cost-sharing, if accepted by ACF and included in the Notice of Award (NoA). **A recipient's failure to provide cost sharing that has been accepted by ACF may result in the disallowance of federal funds.**

Justification: If an applicant is relying on cost share or match from a third-party, then a firm commitment of these resources (letter(s) or other documentation) is required to be submitted with the application. Detailed budget information must be provided for every funding source identified in Item 18. "Estimated Funding ($)" on the SF-424.

Applicants are required to fully identify and document in their applications the specific costs or contributions they propose in order to meet a matching requirement. Applicants are also required to provide documentation in their applications on the sources of funding or contribution(s). In-kind contributions must be accompanied by a justification of how the stated valuation was determined. Matching or cost sharing must be documented by budget period (or by project period for fully funded awards).

Applications that lack the required supporting documentation will not be disqualified from the merit review; however, it may impact an application's scoring under the evaluation criteria in *Section V.1. Criteria* of this funding opportunity.

Paperwork Reduction Act Disclaimer

As required by the Paperwork Reduction Act, 44 U.S.C. 3501-3521, the public reporting burden for the Project Description is estimated to average 60 hours per response, including the time for

reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information. The Project Description information collection is approved under OMB control number 0970-0139, which expires 03/31/2026. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

Application Submission Options

Please read the following instructions carefully and completely.

Electronic Delivery

ACF applicants are required to submit their applications online through Grants.gov.

How to Register through Grants.gov

Applicants should read the registration instructions carefully and prepare the information requested before beginning the registration process.

Organizations must have an active System for Award (SAM) registration which provides a Unique Entity Identifier (UEI), and Grants.gov account to apply for awards under funding opportunities.

Creating a Grants.gov account can be completed online in minutes, but SAM registration may take several weeks. Therefore, an organization's registration should be done in sufficient time to ensure it does not impact the entities ability to meet required application submission deadlines.

Organization applicants can find complete instructions here:
https://grants.gov/applicants/applicant-registration

***Register with SAM*:** All organizations (entities) applying online through Grants.gov must register with SAM. Failure to register with SAM will prevent your organization from applying through Grants.gov. SAM registration must be renewed annually. For detailed instructions for registering with SAM, refer to: https://grants.gov/applicants/applicant-registration

***Create a Grants.gov Account*:** The next step in the registration process is to create an account with Grants.gov. Follow the on-screen instructions provided on the registration page.

***Add a Profile to a Grants.gov Account*:** For detailed instructions about creating a profile on Grants.gov, refer to: https://grants.gov/applicants/applicant-registration

EBiz POC Authorized Profile Roles: After you register with Grants.gov and create an Organization Applicant Profile, the applicant's request for Grants.gov roles and access is sent to the EBiz POC. The EBiz POC is then expected to log into Grants.gov and authorize the appropriate roles. For detailed instructions about creating a profile on Grants.gov, refer to: https://grants.gov/applicants/applicant-registration

Grants.gov provides applicants 24/7 support via the toll-free number 1-800-518-4726 and email at support@grants.gov.

For questions related to this funding opportunity, please contact the number listed in the application package.

If you are experiencing difficulties with your submission, it is best to call the Grants.gov Support Center and get a ticket number. The Support Center ticket number will assist ACF with tracking and understanding background information on the issue.

Timely Receipt Requirements and Proof of Timely Submission

All applications must be received by 11:59 pm ET on the due date established for each program. Proof of timely submission is automatically recorded by Grants.gov. The applicant AOR will receive an acknowledgment of receipt and a tracking number (GRANTXXXXXXXX) from Grants.gov with the successful transmission of their application. Applicant AORs will also receive the official date/stamp and Grants.gov Tracking number in an email serving as proof of their timely submission.

When ACF successfully retrieves the application from Grants.gov, and acknowledges the download of submission, Grants.gov will provide an electronic acknowledgment of receipt of the application to the email address of the applicant with the AOR role.

Applications received by Grants.gov after the established due date will be considered late and will not be considered for funding by ACF.

Issues with Federal Systems

For any systems issues experienced with Grants.gov or SAM.gov, please refer to ACF's "Policy for Applicants Experiencing Federal Systems Issues" for complete guidance.

Request an Exemption from Required Electronic Application Submission

To request an exemption from required electronic submission, please refer to ACF's "Policy for Requesting an Exemption from Required Electronic Application Submission" for complete guidance.

Paper Application Submission

See *Section IV.7. Other Submission Requirements* of this funding opportunity for address information for paper application submissions.

IV.3. Unique Entity Identifier (UEI) and System for Award Management (SAM)

All applicants must have a UEI and an active registration with SAM (https://www.sam.gov) prior to applying to a funding opportunity.

HHS requires all entities that plan to apply for, and ultimately receive, federal funds from any HHS Agency to:

- Be registered in SAM prior to submitting an application or plan;
- Maintain an active SAM registration with current information until the process is complete. If you receive an award, your SAM registration must be active throughout the life of the award. It must be renewed every 365 days to keep it active;
- Provide its UEI in each application or plan it submits; and

- Ensure any proposed subrecipient(s) have obtained and provided to the recipient their UEI(s) prior to making any subawards (**Note:** Subrecipients are not required to complete full SAM registration.).

ACF is prohibited from making an award until an applicant has complied with these requirements. At the time an award is ready to be made, if the intended recipient has not complied with these requirements, ACF:

- May determine that the applicant is not qualified to receive an award; and
- May use that determination as a basis for making an award to another applicant.

IV.4. Submission Dates and Times

Due Date for Letter of Intent

Number of Days from Publication 30

06/07/2024
07/11/2024

Due Date for Applications
07/11/2024

Explanation of Due Dates

The due date for receipt of applications is listed in the *Overview* and in this section.

Electronic Applications
The deadline for submission of electronic applications via Grants.gov is 11:59 pm ET on the due date.

Applications submitted to Grants.gov at any time during the open application period prior to the due date and time that fail the Grants.gov validation check will not be received at ACF. These applications will not be acknowledged.

Mailed Paper Applications
The deadline for receipt of mailed paper applications is 4:30 pm ET on the due date listed in the Overview and in this section. Applications should be mailed to the address provided in *Section IV.7. Other Submission Requirements*.

No appeals will be considered for applications classified as late under the following circumstances:

- Applications submitted electronically via Grants.gov are considered late when they are dated and time-stamped after the deadline of 11:59 pm ET on the due date.
- Paper applications received by mail after 4:30 pm ET on the due date will be classified as late and will be disqualified.
- Paper applications received from applicant organizations that were not approved for an exemption from required electronic application submission under the process described in *Section IV.2. Request an Exemption from Required Electronic Submission* will be disqualified.

Emergency Extensions
ACF may extend an application due date when circumstances make it impossible for an applicant to submit their applications on time. Only events such as documented natural disasters (floods, hurricanes, tornados, etc.), or a verifiable widespread disruption of electrical service, or mail service, will be considered. The determination to extend or waive the due date, and/or receipt time, requirements in an emergency situation rests with the Grants Management Officer listed as the Office of Grants Management Contact in *Section VII. HHS Awarding Agency Contact(s)*.

Acknowledgement of Received Application

Acknowledgement from Grants.gov

Applicants will receive an initial email upon submission of their application to Grants.gov. This email will provide a **Grants.gov Tracking Number**. Refer to this tracking number in all communication with Grants.gov. The email will also provide a **date and time stamp**, which serves as the official record of the application's submission**.** Receipt of this email does not indicate that the application is accepted or that it has passed the validation check.

Applicants will also receive an email acknowledging that the received application is in the **Grants.gov validation process.**

Acknowledgement from ACF of an electronic application's submission:

Applicants will be sent additional email(s) from ACF acknowledging that the application has been retrieved from Grants.gov by ACF. Receipt of these emails is not an indication that the application is accepted for competition.

Acknowledgement from ACF of receipt of a paper application:
ACF will provide acknowledgement of receipt of hard copy application packages submitted via mail.

IV.5. Intergovernmental Review

This program is covered under Executive Order (E.O.) 12372, "Intergovernmental Review of Federal Programs," and 45 CFR Part 100, "Intergovernmental Review of Department of Health and Human Services Programs and Activities." Under the Executive Order, States may design their own processes for reviewing and commenting on proposed Federal assistance under covered programs.

Applicants should go to the following URL for the official list of the jurisdictions that have elected to participate in E.O. 12372 https://www.whitehouse.gov/wp-content/uploads/2020/04/SPOC-4-13-20.pdf.

Applicants from participating jurisdictions should contact their SPOC, as soon as possible, to alert them of their prospective applications and to receive instructions on their jurisdiction's procedures. Applicants must submit all required application materials to the SPOC and indicate the date of submission on the SF-424 at item 19.

Under 45 CFR § 100.8(a)(2), a SPOC has 60 days from the application due date to comment on proposed new awards.

SPOC comments may be submitted directly to ACF at: U.S. Department of Health and Human Services, Administration for Children and Families, Office of Grants Management, 330 C St. SW, 3rd Floor, Washington, DC 20201.

Entities that meet the eligibility requirements of this funding opportunity are still eligible to apply for an award even if a State, Territory or Commonwealth, etc., does not have a SPOC or has chosen not to participate in the process. Applicants from non-participating jurisdictions need take no action with regard to E.O. 12372. Applications from Federally-recognized Indian Tribal governments are not subject to E.O. 12372.

IV.6. Funding Restrictions

Construction is not an allowable activity or expenditure under this award.

Purchase of real property is not an allowable activity or expenditure under this award.

Major renovation is not an allowable activity or expenditure under this award.

IV.7. Other Submission Requirements

Submit paper applications to the following address.

Submission by Mail
CB Operations Center
C/O LCG, INC.
ATTN: HHS-2024-ACF-ACYF-CZ-0067
6000 Executive Blvd.
Suite 410
Rockville
MD
20852

V. Application Review Information

V.1. Criteria

Please note: With the exception of the notice of funding opportunity and relevant statutes and regulations, reviewers must not access, or review, any materials that are not part of the application documents. This includes information accessible on websites via hyperlinks that are referenced, or embedded, in the application. Reviewers must evaluate and score an application based on the documents that are presented in the application and must not refer to, or access, external links during the merit review.

Applications competing for financial assistance will be reviewed and evaluated using the criteria described in this section. Points will be allocated based on the extent to which the application proposal addresses each of the criteria listed. Applicants should address these criteria in their application materials, particularly in the project description and budget justification, as they are the basis upon which competing applications will be judged during the merit review. The

required elements of the project description and budget justification may be found in *Section IV.2. The Project Description* of this funding opportunity.

Need for Assistance and Objectives **Maximum Points:** 10

In reviewing the need for assistance and objectives, reviewers will consider the extent to which:

1. The applicant demonstrates a clear understanding of the nature and scope of the problem and the TA approach of this NOFO, as described in *Section I. Program Description.*
2. The applicant demonstrates relevant knowledge, a deep understanding of tribal communities, and the capability to implement this project, including a profound commitment to advancing tribal sovereignty as evidenced by meaningful decolonizing actions.
3. The applicant clearly states the objectives of this project and describes how the goals will be achieved.
4. The applicant includes a description of the best practices and strategies necessary to achieve each of the five work-streams listed in *Section I. Program Description, Program Requirements.*
5. The applicant demonstrates how they will engage in anti-racist and decolonizing work within their organization, in alignment with the **Tribal Equity Approaches,** to deliver culturally competent and responsive TA services to the needs of each unique tribal community.
6. The applicant describes how they will provide a broad range of TA services (tailored, targeted, and universal) to support tribal child welfare and social services programs in Indian Country.

Organizational Capacity **Maximum Points:** 25

1. The applicant's proposed key staff have direct experience working with tribal communities or possess a deep understanding of tribal work and strong cultural humility.
2. The applicant clearly defines the role, responsibilities, and time commitments of each organization (if applicable) and each proposed project staff position, including consultants, sub-awardees, and/or partners (e.g., job description), and the proposal is realistic and appropriate for successful implementation of the proposed project.
3. The applicant's organization and any partnering organizations collectively demonstrate adequate infrastructure experience with administration, development, implementation management, and evaluation within the specific work-streams areas identified in the funding opportunity that would enable them to implement the proposed project successfully.
4. The applicant's proposed staffing plan and that of partner organizations demonstrate subject-matter expertise that covers the broad range of tribal child welfare policy, programs, and practices as well as the demonstrated competence and skills to facilitate data-driven, organizational change. The applicant must demonstrate their capacity to address all activities identified in the work-streams of *Section I. Program Description.*
5. The applicant's proposed staffing plan demonstrates the flexibility to meet the unique needs identified by tribes.

Approach **Maximum Points:** 40

1. The applicant cites potential obstacles and challenges to accomplishing project goals and explains strategies that will be used to address and manage these challenges.
2. The applicant describes in their proposed plan how they will engage tribes and conduct timely assessments of their identified needs and capacity. The assessment process ensures that services can be successfully implemented and will lead to enhanced capacity and future improvements.
3. The applicant describes in their proposed plan how they will develop timely, individualized, and mutually agreed upon tribal workplans that includes engagement with leadership and provides services congruent with the beliefs and traditions of the tribe.
4. The applicant demonstrates how they will support the spread of evidence-supported strategies tested in other CB-funded initiatives to develop and implement workforce strategies for tribal programs.
5. The applicant demonstrates how they will support tribes in recruitment, retention, on-boarding, and staff and leadership development, including training, coaching, and mentorship.
6. The applicant demonstrates how they will deliver TA to support tribal child welfare programs in the development, enhancement, and expansion of tribal prevention programs.
7. The applicant clearly describes how they will deliver TA to support tribes in the development, enhancement, or expansion of tribal child welfare services and programs to meet federal requirements including, but not limited to, these specific areas: IV-E, IV-B, Chafee/ETV, and kinship program.
8. The applicant demonstrates how they will support cross-system collaboration efforts and approaches to cross-system collaboration and partnerships, including the boundaries and flexibility of various federal funding streams and tribal child welfare. Programs can use them to engage other child-serving systems.
9. The applicant describes how they will support tribes in the successful management of federal grant requirements. Specifically, addresses the challenges with the intersection between tribal programs and finance.
10. The applicant demonstrates how they will deliver TA to support tribal child welfare programs in elevating the tribal voice and developing and supporting meaningful state and tribal collaborations including ICWA, IV-E agreements, and other tribal-state agreements.
11. The applicant demonstrates how they will support tribes with data-sharing; data systems support; and data collection, analysis, and visualization.
12. The applicant describes how they will assist tribes in the procurement of case management systems.
13. The applicant demonstrates and describes how they will effectively partner and collaborate with CB staff as well as other CB-supported entities.
14. The applicant demonstrates how they will produce reports for CB and other targeted audiences to ensure accountability, track progress, and respond to requests for information.
15. The applicant demonstrates how they will engage in innovative approaches and strategies to service delivery, including leverage new technologies and other innovations to increase participation, learning, and use.

16. The applicant demonstrates how, in consultation and collaboration with CB and other CB-supported entities, they will develop plans for marketing, outreach, and dissemination that are consumer-centered, multifaceted, research-informed, and reflect industry best practices.
17. The applicant demonstrates how they will ensure the accessibility of all products, learning experiences, and recorded peer networking activities created.
18. The applicant's plan demonstrates its ability to make all content and materials that CB intends to make publicly accessible via federal websites and/or CB's information clearinghouse Section 508 compliant.
19. The applicant describes a comprehensive CQI strategy. This CQI strategy thoroughly addresses the experiences of working with the tribes in providing TA. It considers operational successes, barriers faced, subjects for discussions, and the necessity for alterations.
20. The applicant's plan demonstrates how CQI will be embedded in the design and how it will be used to produce reports to measure progress, identify issues, propose improvement strategies, and produce reports.
21. The applicant describes how they will be able to immediately assume responsibility for several of the existing Center's activities, fully assume responsibility for all its service delivery within 3 to 6 months of the award, and that the initial planning phases for the Center's major activity areas will be completed within 6 to 9 months following the notification of award.

Program Performance Evaluation Plan **Maximum Points:** 20

1. The applicant's proposed evaluation plan demonstrates that they will develop and implement a culturally responsive evaluation plan that delineates project activities that are outcome-focused and include measurable objectives and indicators that will measure progress in meeting desired outcomes.
2. The applicant's proposed evaluation plan will outline how they will measure progress, identify evidence of the project's results and outcomes, and demonstrate how the proposed work will be evaluated.
3. Applicants must describe any potential barriers to implementing the evaluation plan and how such barriers would be addressed.
4. The applicant's proposed plan demonstrates the primary focus of the evaluation will be the results of TA.
5. The proposal outlines the relationship between indicators and outcomes, specifying the indicators to be examined and how they will effectively represent the chosen outcomes.
6. The applicant's plan demonstrates a clear understanding and capacity to conduct an evaluation that is aligned with the CB's ***Tribal Equity Evaluation Approach***.
7. The applicant's plan will demonstrate sufficient in-house capacity to conduct an objective evaluation of the project or present a sound plan for contracting with a third-party evaluator.
8. The applicant's proposal presents a sound plan for documenting project activities and results, including the development of a data collection infrastructure. Appropriate data sources are identified, and relevant data is collected and analyzed, securing informed consent, and implementing an IRB review and tribal review, if applicable.

9. There is evidence that the applicant's fiscal controls and accounting procedures would ensure prudent use, proper and timely disbursement, and accurate accounting of funds received under this NOFO.

Budget and Budget Justification **Maximum Points:** 5

In reviewing the budget, reviewers will consider the extent to which:

1. There is a clear and accurate line-item budget and budget justification to track project costs and activities that are attributed to each of the separate funding sources for each year of this project award.
2. The costs of the proposed project are reasonable and programmatically justified under each funding source, given the targeted population and community, the activities to be conducted, and the expected results and benefits.
3. Sufficient funds are budgeted for a kickoff meeting and annual face-to-face meetings in Washington, DC, for a minimum of 5 staff, including the Project Director, Evaluator, and leadership from each of the major Center project strategies.

V.2. Review and Selection Process

No award will be made under this funding opportunity on the basis of an incomplete application.

Initial ACF Screening

Disqualified applications are considered “non-responsive” and are excluded from the merit review process. Applicants will be notified of a disqualification determination by email or by USPS postal mail within 30 federal business days from the closing date of this NOFO.

Merit Review and Results

Applications competing for financial assistance will be reviewed and evaluated by review panels using only the criteria described in *Section V.1. Criteria* of this funding opportunity. Each panel is composed of experts with knowledge and experience in the area under review. Generally, review panels include three reviewers and one chairperson.

Results of the merit review are taken into consideration by ACF in the selection of projects for funding; however, merit review scores and rankings are not binding. Scores and rankings are only one element used in the award decision-making process. ACF reserves the right to consider preferences to fund organizations serving emerging, unserved, or under-served populations, including those populations located in pockets of poverty. In addition, ACF reserves the right to evaluate applications in the larger context of the overall portfolio by considering geographic distribution of federal funds (e.g., ensuring coverage of states, counties, or service areas) in its pre-award decisions.

ACF may elect not to fund applicants with management or financial problems that would indicate an inability to successfully complete the proposed project. In addition, ACF may elect to not allow a prime recipient to subaward if there is any indication that they are unable to properly monitor and manage subrecipients.

Applications may be funded in whole or in part. Successful applicants may be funded at an amount lower than that requested.

Federal Awarding Agency Review of Risk Posed by Applicants

ACF is required to review and consider any information about the applicant that is in the Federal Awardee Performance and Integrity Information System (FAPIIS), https://sam.gov/reports/ei/static, before making any award in excess of the simplified acquisition threshold over the period of performance. An applicant may review and comment on any information about itself that a federal awarding agency has previously entered into FAPIIS. ACF will consider any comments by the applicant, in addition to other information in FAPIIS, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in 45 CFR § 75.205(a)(2) Federal Awarding Agency Review of Risk Posed by Applicants.

Approved but Unfunded Applications
Applications recommended for approval in the merit review process, but not selected for award may receive funding if additional funds become available in the current Fiscal Year. For those applications determined as “approved but unfunded,” notice will be given of the determination by email.

V.3. Anticipated Announcement and Federal Award Dates

Announcement of awards and the disposition of applications will be provided to applicants at a later date. ACF staff cannot respond to requests for information regarding funding decisions prior to the official applicant notification.

VI. Federal Award Administration Information

VI.1. Federal Award Notices

Successful applicants will be notified through the issuance of a NoA that sets forth the amount of funds awarded, the terms and conditions, the effective date, the budget period for which initial support will be given, the non-federal share to be provided (if applicable), and the total project period for which support is contemplated. The NoA will be signed by the Grants Officer and transmitted via email or by GrantSolutions, or the Head Start Enterprise System (HSES), whichever is relevant.

Following the finalization of funding decisions, organizations whose applications will not be funded will be notified by letter signed by the cognizant Program Office head. Any other correspondence that announces to a Principal Investigator, or a Project Director, that an application was selected is not an authorization to begin performance.

Recipients may translate the Federal award and other documents into another language. In the event of inconsistency between any terms and conditions of the Federal award and any translation into another language, the English language meaning will control. Where a significant portion of the recipient’s employees who are working on the Federal award are not fluent in English, the recipient must provide the Federal award in English and in the language(s) with which employees are more familiar.

VI.2. Administrative and National Policy Requirements

Awards issued under this funding opportunity are subject to 45 CFR Part 75 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards currently in effect or implemented during the period of award, other Department regulations and policies in effect at the time of award, and applicable statutory provisions. The Code of Federal Regulations (CFR) is available at www.ecfr.gov. Unless otherwise noted in this section, administrative and national policy requirements that are applicable to discretionary awards are available at: www.acf.hhs.gov/administrative-and-national-policy-requirements.

An application funded with the release of federal funds through an award does not constitute or imply compliance with federal regulations. Funded organizations are responsible for ensuring that their activities comply with all applicable federal regulations.

HHS Grants Policy Statement

ACF awards are subject to the requirements of the HHS Grants Policy Statement (HHS GPS), which covers basic award processes, standard terms and conditions, and points of contact, as well as important agency-specific requirements. The HHS GPS is available at https://www.hhs.gov/sites/default/files/grants/grants/policies-regulations/hhsgps107.pdf.

Equal Treatment of Faith-Based Organizations

A faith-based organization that participates in this program will retain its independence from the federal government and may continue to carry out its mission consistent with religious freedom, nondiscrimination, and conscience protections in federal law, including the Free Speech and Free Exercise Clauses of the First Amendment of the U.S. Constitution, the Religious Freedom Restoration Act (42 U.S.C. 2000bb *et seq.*), the Coats-Snowe Amendment (42 U.S.C. 238n), Title VII of the Civil Rights Act of 1964 (42 U.S.C. 2000e–1(a) and 2000e–2(e)), Americans with Disabilities Act, 42 U.S.C. 12113(d)(2), section 1553 of the Patient Protection and Affordable Care Act (42 U.S.C. 18113), the Weldon Amendment (e.g., Further Consolidated Appropriations Act, 2020, Public Law 116–94, 133 Stat. 2534, 2607, div. A, sec. 507(d) (Dec. 20, 2019)), or any related or similar federal laws or regulations. Religious accommodations may also be sought under many of these religious freedom and conscience protection laws.

Consistent with 45 CFR § 87.3(b), a faith-based organization that receives direct financial assistance from HHS may not engage in any explicitly religious activities (including activities that involve overt religious content such as worship, religious instruction, or proselytization) as part of the programs or services funded with direct financial assistance from the HHS awarding agency. Such an organization, whether faith-based or not, also shall not, in providing services funded by HHS, discriminate against a program beneficiary or prospective program beneficiary on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice, as provided in 45 CFR § 87.3(d).

VI.3. Reporting

Performance Progress Reports:

Semi-Annually

Reporting Requirements

Recipients will be required to submit performance progress and financial reports periodically throughout the project period. Information on reporting requirements is available on the ACF website at https://www.acf.hhs.gov/grants/manage-grant/reporting.

For planning purposes, the frequency of required reporting for awards made under this funding opportunity are as follows:

Financial Reports:
Semi-Annually
The Program Performance Report (PPR) (PDF) is the standard format used by many federal agencies to collect information around progress in meeting program goals and objectives. The PPR is most commonly submitted through GrantSolutions.

VII. HHS Award Agency Contact(s)

Program Office Contact
Nanette
Bishop
The U.S. Department of Health and Human Services
Administration For Children and Families
Children's Bureau
CB Operations Center C/O LCG, INC.
6000 Executive Blvd. Suite 410
Rockville
MD
20852
888-203-6161
cb@grantreview.org

Office of Grants Management Contact
Telina
Bennett-Reed
The U.S. Department of Health and Human Services
Administration For Children and Families
Office of Grants Management
CB Operations Center, C/O LCG, INC
6000 Executive Blvd. Suite 410
Rockville
MD
20852
888-203-6161
cb@grantreview.org

VIII. Other Information

Reference Websites

U.S. Department of Health and Human Services (HHS) www.hhs.gov/.

Administration for Children and Families (ACF) www.acf.hhs.gov/.

ACF Funding Opportunities Forecasts and NOFOs www.grants.gov/.

ACF "Applying for an ACF Award" https://www.acf.hhs.gov/grants/how-apply-grant.

ACF Property Guidance https://www.acf.hhs.gov/grants/real-property-and-tangible-personal-property

Grants.gov Accessibility Information https://www.grants.gov/accessibility-compliance

Code of Federal Regulations (CFR) http://www.ecfr.gov/.

United States Code (U.S.C.) http://uscode.house.gov/.

Application Checklist

Applicants may use this checklist as a guide when preparing an application package.

What to Submit	Where Found	When to Submit
Maintenance of Effort (MOE) Certification	Referenced in *Section IV.2. Forms, Assurances, and Certifications.*	Submission is due by the application due date listed in the *Overview* and in *Section IV.4. Submission Dates and Times.* If it is not submitted with the application package, it may also be submitted prior to the award of a grant.
Protection of Human Subjects Assurance Identification / IRB Certification / Declaration of Exemption (Common Rule)	Referenced in *Section IV.2. Forms, Assurances, and Certifications*. See http://www.hhs.gov/ ohrp/ assurances/ forms/ index.html for additional information. This form is available in the NOFO's forms package at www.Grants.gov	Submission of the required information and forms is due with the application package by the due date listed in the *Overview* and *Section IV.4. Submission Dates and Times*. If the information is not available at the time of application, it must be submitted prior to the award of a grant.
SF-424 - Application for Federal Assistance	Referenced in *Section IV.2.Required Forms, Assurances, and Certifications.*	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*

What to Submit	Where Found	When to Submit
	This form is available in the NOFO's forms package at www.Grants.gov in the Mandatory section.	
Unique Entity Identifier (UEI) and System for Award Management (SAM) registration.	Referenced in *Section IV.3. Unique Entity Identifier (UEI) and System for Award Management (SAM)* in the funding opportunity. To obtain a UEI and SAM registration, go to http://www.sam.gov.	A UEI and registration at SAM.gov are required for all applicants. Active registration at SAM must be maintained throughout the application and project award period.
SF-424 Key Contact Form	Referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* This form is available in the NOFO's forms package at www.Grants.gov.	Submission is due with the application by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*
Certification Regarding Lobbying (Grants.gov Lobbying Form)	Referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* This form is available in the NOFO's forms package at www.Grants.gov.	Submission is due with the application package or prior to award.
SF-424A - Budget Information - Non-Construction Programs and SF-424B - Assurances - Non-Construction Programs	Referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* These forms are available in the NOFO's forms package at www.Grants.gov in the Mandatory section. They are required for applications that include only non-construction activities.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*

What to Submit	Where Found	When to Submit
SF-Project/Performance Site Location(s) (SF-P/PSL)	Referenced in *Section IV.2.Required Forms, Assurances, and Certifications.* This form is available in the NOFO's forms package at www.Grants.gov.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*
SF-LLL - Disclosure of Lobbying Activities	"Disclosure Form to Report Lobbying" is referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* This form is available in the NOFO's forms package at www.Grants.gov.	If submission of this form is applicable, it is due at the time of application. If not available at the time of application, it may also be submitted prior to award.
Table of Contents	Referenced in *Section IV.2. The Project Description*.	Submit with the application by the due date found in the *Overview* and in *Section IV.4. Submission Dates and Times*.
Project Summary	Referenced in *Section IV.2. The Project Description.* The Project Summary is limited to one single-spaced page.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times*.
Proof of Non-Profit Status	Referenced in *Section IV.2. The Project Description, Legal Status of Applicant Entity*.	Proof of non-profit status should be submitted with the application package by the application due date and time listed in the *Overview* and *Section IV.4.* of the NOFO. If it is not available at the time of application submission, it must be submitted prior to award.
Executive Order 12372, "Intergovernmental Review of Federal Programs," and 45 CFR Part 100,	Applicants should go to the following URL for the official list of the jurisdictions that have elected to participate in E.O. 12372 https://www.whitehouse.gov/wp	Submission of application materials is due to SPOC by the application due date listed in the *Overview* and in *Section IV.4. Submission Dates and Times*.

What to Submit	Where Found	When to Submit
"Intergovernmental Review of Department of Health and Human Services Programs and Activities"	- content/uploads/2020/04/SPOC-4-13-20.pdf	
The Project Budget and Budget Justification	Referenced in *Section IV.2. The Project Budget and Budget Justification*.	Submission is required in addition to submission of SF-424A and / or SF-424C. Submission is required with the application package by the due date in the *Overview* and in *Section IV.4. Submission Dates and Times*.
The Project Description	Referenced in *Section IV.2. The Project Description*.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times*.

Appendix

Department of Health and Human Services / Administration for Children and Families

The Department of Health and Human Services (HHS) is the United States government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are the least able to help themselves. Within HHS, the Administration for Children and Families (ACF) is the agency responsible for federal programs that promote the economic and social well-being of families, children, individuals, and communities. The Administration on Children, Youth and Families (ACYF) administers national programs for children and youth; works with states, tribes, and local communities to develop services that support and strengthen family life; seeks joint ventures with the private sector to enhance the lives of children and their families; and provides information and other assistance to parents.

Across the federal government, agencies are assessing what more we can do to address systemic racial barriers to meeting the needs of people of color, particularly those who are underserved. On his first day in office, President Joseph Biden issued an Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government setting racial equity as a critical priority. The executive order states:

“The Federal Government’s goal in advancing equity is to provide everyone with the opportunity to reach their full potential. Consistent with these aims, each agency must

assess whether, and to what extent, its programs and policies perpetuate systemic barriers to opportunities and benefits for people of color and other underserved groups."

(*See* Executive Order on Further Advancing Racial Equity and Support for Underserved Communities for additional information.)

ACF has a "commitment to addressing inequities and advancing equity through assessing and changing policies, programs, and processes across the Department. Additionally, ACF is working to shift the culture, resources, and approaches to institutionalize and sustain a focus on equity over time" (ACF Strategic Plan, 2022). Our mission is fully integrated with a wide range of issues that impact the ability of children and their families to thrive and reach their full potential. We recognize that the federal government should pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality. ACF makes equity a central part of how we operate and deliver on our mission; pursue a robust approach to advance equity across our programs and processes; and engage parents, youth, and families to inform our strategy.

Children's Bureau (CB)

Within ACYF, the Children's Bureau (CB) plans, manages, coordinates, and supports child abuse and neglect prevention and child welfare services programs. CB is the agency within the federal government that is responsible for assisting child welfare systems by promoting continuous improvement in the delivery of child welfare services. CB programs are designed to promote the safety, permanency, and well-being of all children, including those living in their own homes, the homes of relatives, and those in foster care. For more information about CB's programs, visit https://www.acf.hhs.gov/cb/about/programs.

In alignment with the President's Executive Order on Advancing Racial Equity, Associate Commissioner Schomburg has established **"that equity is the foundation for and is threaded through all priority goals for the Children's Bureau."** Among other key priority goals for the CB, is assessing and addressing disproportional outcomes for families.

Current CB Priorities

In addition to a focus on advancing equity, CB is focused on several key priority areas. Our TA efforts will assist tribes in:

- Supporting Kinship Caregivers
- Preventing Child Maltreatment and Unnecessary Foster Care Placement
- Ensuring Youth Leave Foster Care with Strengthened Relationships, Holistic Support and Opportunities
- Developing A Strong, Healthy Child Welfare Workforce to Achieve Better Outcomes

CB Equity Statement

The CB is committed to partnering with stakeholders to examine and improve child welfare and human service systems to yield more equitable outcomes for children and families. CB will incorporate these key insights to inform the development of pathways to high-quality programs and to help us remove federal policy and regulatory barriers to achieving equity for all children and families we serve. https://www.acf.hhs.gov/cb/equity-statement