

- Includes methods for measuring the effects of the demonstration on AFDC/JOBS participants, e.g. increased participation, employment/earnings; reduced welfare dependency.

- Describes how a cost/benefit analysis will compare the direct and indirect costs with the financial and non-financial benefits of the program from the point of view of the participants; the government (Federal, State, and local); and the taxpayer.

- Includes the applicant's approach for providing assistance and training to State and county demonstration project staff, as needed.

- Provides information about other (State, local, community) resources the site will use to support this effort, including financial support (if any) for the demonstration, in addition to Federal funding.

- Provides for travel to Washington, DC (2 times) and one site visit to another project for up to three people.

In recognition of the scope of the initiative, the potential difficulty in successfully implementing and operationalizing agency culture change, and the significance of the initiative for public policy, ACF has determined that a close, cooperative working relationship between the ACF and the selected States will greatly further the public interest. Therefore, the awards made under this announcement will be cooperative agreements between ACF and the selected State IV-A agencies. It is anticipated that ACF will be involved in the performance of the initiative in the following manner:

- ACF, working in cooperation with the State, will review and comment on the agency's cultural change strategies to ensure that the project meets specified goals and objectives.

- ACF will conduct site visits, teleconferences, and meetings, as appropriate, to provide technical assistance.

- ACF will facilitate information sharing and discussions across sites.

The above-cited areas of involvement are illustrative of the anticipated level of Federal involvement with the selected States in the initiative. The exact activities will be detailed in the Cooperative Agreement which will be developed with each selected State.

Project Duration

The length of the project should not exceed two years (24 months). This announcement is soliciting applications for two-year projects. Awards, on a competitive basis, will be for an initial one-year budget period for the design and planning of the project. Up to eight recipients of this initial award will

compete among themselves for the four (4) continuation awards. Four awards for project implementation, beyond the one-year budget period but within the two-year project period will be entertained, subject to availability of funds, satisfactory progress of the recipient, and a determination that continued funding would be in the best interest of the Government.

Federal Share of the Project

The maximum Federal share of the Project is not to exceed \$1.8 million for the two-year project period, subject to the availability of funds. The maximum Federal share for the first year budget period will be \$400,000 divided among up to eight recipients. The maximum Federal share for the second year continuation grants will be \$1.4 million divided among four recipients.

Matching Requirement

Applicants must provide at least five (5) percent of the total cost of the project. The total approved cost of the project is the sum of the ACF share and the non-Federal share. The non-Federal share may be met by cash or in-kind contributions, although applicants are encouraged to meet their match requirements through cash contributions. Therefore, a project requesting \$50,000 in Federal funds must include a match of at least \$2,632 (i.e., 5 percent of the sum of the Federal and the non-Federal cost of the project). The successful applicant's match must be met by the completion of the project period.

The recipient will be required to provide the agreed upon non-Federal share, even if it exceeds the required match stated above. Therefore, applicants should ensure that any amount proposed as matching funds is committed to the project prior to inclusion in its budget.

Anticipated Number of Projects to be Funded

Up to eight projects will be funded under this announcement.

Part III—The Review Process

A. Review Process and Funding Decisions

Timely applications from eligible applicants will be reviewed and scored competitively. Reviewers will use the evaluation criteria listed below to review and score the application.

In addition ACF may refer applications to other Federal or non-Federal funding sources when it is determined to be in the best interest of the Federal Government or the applicant. It may also solicit comments

from ACF Regional Office staff, other Federal agencies, interested foundations and national organizations. These comments along with those of the reviewers will be considered by ACF in making the funding decision.

In making a funding decision, ACF may give preference to applications which reflect experience in working with the cultural change strategies since such experience on the part of a recipient has the potential to substantially improve the development of a culture change model.

B. Evaluation Criteria

Using the evaluation criteria below, reviewers will review and score each application. Applicants should insure that they address each minimum requirement listed above.

Reviewers will determine the strengths and weaknesses of each application in terms of the appropriate evaluation criteria listed below, provide comments, and assign numerical scores. The point value following each criterion heading indicates the maximum numerical weight that each criterion may be given in the review process.

Review Criteria

(1) Knowledge of Changing the Culture of Welfare (25 points)

The applicant's proposal should demonstrate a good understanding of the project design and the tasks and objectives involved in the project. The application should provide: (a) evidence of organizational experience in changing the culture of welfare and/or (b) evidence of commitment to planning and implementing agency cultural change activities. The discussion should also reflect a clear understanding of "culture" change and the current emphasis on work and responsibility and transitional benefits.

(2) Approach and Project Design (30 points)

The application should include: (a) an outline of the project design which takes into account specific features the applicant wishes to address, the objectives, component(s) and services that will be impacted by the culture change strategies; (b) a description of how the applicant will involve agency staff (AFDC and JOBS) in the planning process, which staff (front-line worker/management etc.), and the level of staff involvement; and (c) the applicant's approach for providing assistance and training to agency staff to enable their full participation in the planning process.