

**Combined Statewide Plan (Tribal/State Collaboration Group and Casey's Disproportionality)**  
**Revised May 2007**

Goals and Strategies		Activities	Who	Timeline	Completed Activities
<b>GOAL # 1: CROSS-CULTURAL COMMUNICATION AND COMPETENCY</b>					
Goal: Improve effective cross-cultural communication between tribes and OCS and increase knowledge of history, rules, and protocols					
Goal: Improve cultural competency					
<b>STRATEGY # AND STRATEGIES</b>					
Goals and Strategies		Activities	Who	Timeline	Completed Activities
1A	Become more involved in local community activities	<ul style="list-style-type: none"> <li>Generic cross cultural skills incorporated into all OCS training at the academy</li> <li>Send emails of ALL events to ICWA Specialists/Sandi B. for cultural calendar to be sent to all</li> </ul>	Training Workgroup Tribes	Ongoing  Begin 05/07	Initial completed for TONE but not in all training, annual updates with tribal review
1B	Require OCS workers annual participation in community cultural events;	<ul style="list-style-type: none"> <li>OCS will allow flex time and participation during work hours to accommodate worker participation</li> <li>Directive to CSMs add attending a cultural event to the employee evaluation</li> <li>Change OCS evaluations with mandate under activities, to attend one Native cultural event per year. Documented with responsibility of worker to get documentation to Supervisor <ul style="list-style-type: none"> <li>Draft and distribute memo regarding mandated cultural activity participation to all staff</li> <li>Develop list of Tribal members willing to accompany state worker to attend a tribal cultural event as their mentor.</li> </ul> </li> </ul>	OCS  CSMs  Tammy S.  Tribal agencies	Christy draft memo for Tammy by 5/18/07 and Tammy distribute by 6/9/07	
1C	Pair every new OCS employee with a tribal worker to facilitate linkage	Allow shadowing and mentoring for OCS and tribal workers- both in office and home visits	Staff Managers	Ongoing	

Goals and Strategies		Activities	Who	Timeline	Completed Activities
1D	Conduct inclusive participation in administrative reviews <i>and core procedures</i> to assure tribal representatives are actively involved; tribes will identify available representatives	<ul style="list-style-type: none"> <li>Explore ways to educate the judicial system, PD, Guardian Ad Litem, CASA's, judges (needs to be addressed at a systematic level)</li> <li>Assign a tribal representative/s through T/SCG to the Court Improvement Project</li> </ul>	TSCG and CIP  Tribal caucus	ongoing  Sept. 07	
1E	Create opportunities to come together with elders to learn from history and build relationships	<ul style="list-style-type: none"> <li>Tribal Organizations 1 time per year extend an invitation to an event when feasible</li> </ul>	Tribal Organizations	Annually	
1F	Increase tribal involvement at all decisions points; revise case planning procedures to ensure tribal involvement in decisions	<ul style="list-style-type: none"> <li>Invite tribal staff to case planning process</li> </ul>	OCS supervisors and managers	Process in place by end of June 2007	
1G	Communicate, from the highest level of OCS, the importance of and urgency for improved communications and effective coordination of efforts <b>regarding disproportionality</b>	<ul style="list-style-type: none"> <li>Put on Statewide Managers and Supervisors agendas</li> <li>Put on Tribal Caucus Agenda</li> <li>Hold OCS case related meetings at flexible times and locations</li> <li>Consider opening Statewide Supervisors meetings to Tribal Supervisors</li> <li>Co-trainers, tribal and OCS ICWA Trainers to provide ICWA training to OCS &amp; Tribal partners. Possibly partner with ANICWA or BIA</li> <li>OCS and Tribes with IV-B plans to use TA hours</li> <li>OCS line workers to attend BIA Provider's Conference.</li> <li>Have Casey Racial and Ethnic Identity video piloting in all training (perhaps at TONE)</li> <li>OCS to request funding so managers and ICWA Specialists can travel to field offices to meet with OCS Workers and tribal partners</li> </ul>	Richard Nault Francine/Lou CSMs  SLT  Training workgroup and SLT   SLT	ongoing 5/18/07 begin 7/1/07   Jul 1 Sept. and report back by march 08   9/07	Completed

Goals and Strategies		Activities	Who	Timeline	Completed Activities
1H	Establish regular meetings between OCS and tribes to review status of families involved with OCS and to address communication issues	Staff all ICWA cases with tribal partners. This could be through case planning meetings, administrative reviews, or through monthly case staffings. The intent is regular and ongoing communication.	OCS Staff Managers and supervisors	Ongoing	
1I	Create training opportunities.	<ul style="list-style-type: none"> <li>Review OCS tools: NC assessments for cultural relevancy</li> <li>Safety Assessment training at OCS</li> <li>Additional assessment trainings will be held by Training Academy</li> <li>ICWA classes at UAA and UAF (1 credit class)</li> <li>OCS partner with AK Bar Association so CEU's could be offered</li> <li>Share information regarding NICWA on-line certification on quarterly basis</li> <li>Require training for OCS workers on Alaska Native trauma history</li> </ul>	Dennis and Lou  SLT  Sandi	Ongoing  September 2007  September 2007  Ongoing	Completed  Completed    Completed – part of TONE

<b>GOAL # 2: WELLNESS</b>					
Goal: Empower children and their families to become healthy by strengthening their cultural identity and self-esteem					
Goal: Improve ICWA compliance					
<b>STRATEGY # AND STRATEGIES</b>					
<b>Goals and Strategies</b>		<b>Activities</b>	<b>Who</b>	<b>Timeline</b>	<b>Completed Activities</b>
2A	Increase formal and traditional family group decision-making as defined by the family, and implement prior to removing children from their homes	<ul style="list-style-type: none"> <li>• Offices with facilitators will complete reviews prior to removing children</li> <li>• Discuss different models for decision making (FGDM, TDM, etc)</li> <li>• Increase TDM facilitators for each office in Mat-Su and Fairbanks</li> </ul>	OCS  T/SCG meeting  OCS		In process  In process  In process
2B	Identify and develop resources closer to villages; involve schools earlier in helping children	<ul style="list-style-type: none"> <li>• Identify local, traditional resources in each village</li> <li>• Tribal agencies will bring a copy of their region local resources directory to the next T/SCG meeting</li> <li>• Develop resource directory with info from local teams</li> </ul>	Tribal Partners   Sandi B	Ongoing  9/07	
2C	Provide training on process, laws, cultural values, and other information; involve community members	<ul style="list-style-type: none"> <li>• Supervisors host meeting with staff to answer questions about active efforts (Pre and post removal)</li> <li>• Invite key stakeholders (from the respective region when T/S has meeting in their area, e.g., Fairbanks, Anchorage, and Juneau)</li> <li>• Put tribal Values posters up in each OCS field offices</li> <li>• Invite GAL to join local disproportionality teams</li> <li>• Contact People's Institute regarding how some of our AK folks can attend and receive Training for trainers of Undoing Racism, become certified, etc.</li> </ul>	Tribes to provide training  Tribal Co-chairs  Local teams  Local teams  Dennis S.	Ongoing  5/18/07	Contact completed.

Goals and Strategies		Activities	Who	Timeline	Completed Activities
2D	Identify relatives and tribes earlier, and as first placement option when removing children is necessary; support efforts to facilitate relative care to make the process easier	<ul style="list-style-type: none"> <li>• Tribal member enrollment information- contact BIA</li> <li>• Policy to include ICWA worker with investigator to identify tribe</li> <li>• OCS to involve local tribes to assist with tribal identification</li> <li>• Tribes to do awareness campaigns in local areas</li> <li>• Tribal member enrollment info and contact BIA with info</li> <li>• Statewide team to work on tribally-licensed foster homes</li> </ul>	OCS  Tribal partners  Tribal partners  T/SCG		
2E	Use funds and available resources to keep children in their community and with their tribe	<ul style="list-style-type: none"> <li>• Work on prior notice to tribes/communities for grant opportunities</li> <li>• Send link to access State grant information and procurement to Tribal Caucus</li> <li>• Increase IV-E partnerships- explore ways to pay for tribal foster care licensing partnerships</li> </ul>	Resource Realignment Group Sandi B. Statewide Team		Completed
2F	Commit funds at the community level to keep children in their community and with their tribe	<ul style="list-style-type: none"> <li>• Work on tribal preference for grants</li> </ul>	Statewide Team		
2G	Emphasize cultural identity as part of basic casework with children and youth in care	<ul style="list-style-type: none"> <li>• Monthly tribal meetings</li> <li>• Cultural plan for each child</li> <li>• ICWA Specialists add cultural continuity/enrichment to the text box in their review document (add cultural box to excel log; put in review narrative)</li> <li>• Locate booklet he helped design for all FP's with Native Kids. (Developed with NRRT). Lists resources, cultural activities in area, organizations</li> <li>• Distribute copy of booklet to T/SCG via email</li> </ul>	Regional ICWA Specialists ICWA Specialists Dennis S.  Izabel B. Sandi B.		

Goals and Strategies		Activities	Who	Timeline	Completed Activities
2H	Improve active efforts to prevent removal and when children are in state's custody	<ul style="list-style-type: none"> <li>Reach common guidelines for active efforts, common elements.</li> <li>Implement guidelines into ICWA Training.</li> <li>Review active efforts in Managers &amp; Supervisors quarterly meetings</li> <li>ICWA Specialists work closely with In-Take Supervisors to provide training on active efforts and prevent removal</li> <li>Investigate Tribal 'safety teams' who remove kids when OCS can't get out to rural areas...and report to T/SCG which communities have them and share their protocols.</li> </ul>	<p>ICWA Specialist Workgroup</p> <p>ICWA Specialist Workgroup Sandi B.</p>		<p>Develop an active efforts workshop for OCS and tribes</p> <p>Attend active efforts day at BIA Provider's Conference</p>
2I	Improve tribal/state communication (child welfare, judicial system)	<ul style="list-style-type: none"> <li>Joint investigative work with tribes and OCS</li> <li>On-going meetings</li> </ul>			

<b>GOAL# 3: FAMILIES AND COMMUNITIES AS PRIMARY RESOURCES</b>					
Goal: Recognize families and communities as the primary resources for the well-being of the child and family					
Goal: Increase the number of Native foster homes					
<b>STRATEGY # AND STRATEGIES</b>					
<b>Goals and Strategies</b>		<b>Activities</b>	<b>Who</b>	<b>Timeline</b>	<b>Completed Activities</b>
3A	Look to the community to define the right supports				
3B	Recognize, support, utilize tribal courts; ensure faith and community in courts' power and authority; facilitate transfer of Native children to tribal courts				
3C	Develop early intervention strategies collectively- tribes, community, and state-community level	<ul style="list-style-type: none"> <li>CSMs assess at what level their offices are TRULY collaborating on all Native cases</li> <li>Develop collaborative staffing process for in-home cases and give specific guidance on how that should look</li> <li>Keep identifying/asking Tribes to participate in Safety Assessment</li> </ul>	CSMs In-Home Unit Workgroup Safety Supervision Workgroup	01/01/07  02/01/07 02/01/07	
3D	Recruit and retain Native foster homes (resource families)	<ul style="list-style-type: none"> <li>Native Rural Recruitment Team (NRRT) has regional OCS/tribal recruitment partners and actively solicits Tribal resolutions for foster care recruitment efforts</li> <li>Send updated Summary Report of NRRT to T/SCG via email</li> <li>Foster Home Recruitment information tables at tribal conventions - Recruit within tribal offices</li> <li>Provide Toolkit where NRRT has Native foster home recruitment focus, (sample form letters, Info for tribal recruitment efforts, fact sheet, PowerPoint presentation)</li> <li>Regular T/SCG report on # of foster homes, non-licensed homes</li> <li>Educate tribal leadership on benefits for tribal foster homes in their community</li> <li>Develop model to survey and analyze reasons why foster parents have stopped fostering and poll Foster Homes that have closed and learn why</li> </ul>	Sandi B. to get from Izabel B.  NRRT  QA Unit	       Quarterly	Ongoing

Goals and Strategies		Activities	Who	Timeline	Completed Activities
3E	Work towards tribal licensure of foster homes Begin anew with NEW administration and once all reg. changes have occurred	<ul style="list-style-type: none"> <li>• Develop a position paper to support tribally licensed foster home, by OCS, for tribal leadership and others</li> <li>• Recruit home in each village to be a foster home for emergency placement</li> <li>• Continue work on legal barriers to recognizing tribally licensed foster homes</li> <li>• Explore recognizing licensing tribes as licensed placements or as licensing partners</li> <li>• Tribes need copies of reg. changes regarding complaints/appeals and reference guide to help in understanding what they mean for us and families.</li> </ul>	Joanne G. email out with quick reference guide	01/01/07	Completed
3F	Improve active efforts to prevent removal and when children are in state's custody	<ul style="list-style-type: none"> <li>• Train OCS staff to address case planning and intervention with families with substance abuse issues, DV, mental illness and historical trauma</li> <li>• Supervisors host meeting with staff to answer questions about active efforts and invite tribal rep's</li> <li>• ICWA Specialists work closely with In-Take Supervisors to provide training on active efforts and prevent removal</li> <li>• Obtain data re: active efforts findings</li> <li>• Develop mandatory Undoing Racism for ALL staff and AG's</li> <li>• Develop post-TONE curriculum for field</li> <li>• Request local plans include activities to address active efforts by tribes, OCS, GALs, CASAs, Judges</li> </ul>	Tribal partners to be a part of curriculum when case planning is trained		
3G	Improve tribal/state communication (child welfare, judicial system)	<ul style="list-style-type: none"> <li>• Annually encourage GALs to attend BIA and ICWA conference.</li> <li>• Continue OCS recruitment and retention efforts of staff, including Native staff recruitment</li> <li>• Continual quality improvement, CQI groups in CSMs to look at how to improve ICWA compliance and measure improvement</li> <li>• Co-locate OCS and tribal staff and non-profit organizations, like BBNA</li> </ul>	ALL OCS/Tribal responsibility R and R Workgroup		



**GOAL # 4: COORDINATION OF SERVICES AND ALLEVIATION OF BARRIERS**

Goal: Create a strengths-based child and family service system through effective partnerships and collaboration with communities, tribes, tribal organizations, state and federal agencies

Goal: Leverage resources and consolidation of funding (no strategies)

Goal: Address systemic barriers (no strategies)

**STRATEGY # AND STRATEGIES**

Goals and Strategies		Activities	Who	Timeline	Completed Activities
4A	Use partnerships to leverage resources for preventing children and families from coming into the system	<ul style="list-style-type: none"> <li>Educate everyone on disproportionality</li> <li>Increase community awareness on disproportionality at community meetings, events</li> <li>Develop materials to use, i.e. talking points, brochure, bookmarks</li> <li>Expand Disproportionality extranet access to all T/SCG members</li> <li>Expand Resource Realignment Committee membership</li> <li>Gather resource data on all available potential funding sources</li> <li>Provide all committee members with '06 grant data</li> <li>Obtain/distribute '07 DHSS grant data to all committee members</li> <li>Hold 2-day workgroup session in January in Juneau (preferably the 2<sup>nd</sup> week). Purpose is to identify and address barriers, and prepare recommendations. Request from Casey that Sarah facilitate</li> <li>Committee receive training on OCS' "Special Needs" funding mechanism and how it works</li> <li>Bi-monthly teleconferences as needed</li> <li>Prepare summary report on findings to share with T/SCG</li> </ul>	<p>State and Tribal staff</p> <p>Resource Re-alignment Workgroup (Valerie Bue, Trina, Kristi S., James LaB., Elana, Joanne G., Erin Kinavey, Francine EJ, Claudia, Marie, Grants rep, Division of Behavioral Health rep.)</p> <p>03/03/07 T/SCG meeting</p>		<p>Task completed 11/08/06</p> <p>Notify new members of workgroup responsibilities/member ship</p> <p>Committee 1<sup>st</sup> call on 04/13/06</p>

Goals and Strategies		Activities	Who	Timeline	Completed Activities
4B	Identify and increase access to resources	<ul style="list-style-type: none"> <li>• Highly encourage all Tribal partners to prepare a gap analysis and list of local needs priorities</li> <li>• OCS recognizing that there is a need for more culturally competent services for Alaska Native children and families, they will advocate that local providers/agencies collaborate more to decide who best apply for which grants</li> <li>• Use federal resource centers for technical assistance (TA) and encourage Tribal partners to contribute TA days to continue receiving TA days for Safety Assessment Implementation</li> <li>• Continue noticing tribes of grant opportunities</li> <li>• Work to keep increasing IV-E agreements so capacity grows and tribes are able to sustain programs</li> <li>• Develop rural-friendly grant applications</li> <li>• Add a cultural component to RFP's change language</li> <li>• Effective immediately have tribal representation on all OCS Proposal Evaluation Committees (PECs)</li> <li>• Request Tribal participation on a PEC by sending email to Francine Eddy Jones and Lou Johnson; and request time on Tribal Caucus teleconference to expound on the specific PEC request</li> <li>• Look at co-locating and/or subcontracting case management positions to tribes or others in both urban and rural areas</li> </ul>	OCS Tribal Caucus Co-Chairs		
4C	Update and share information to reduce barriers	<ul style="list-style-type: none"> <li>• Distribute and review ICWA agreements to T/SCG</li> <li>• ICWA education to stakeholders</li> <li>• Review and share NICWA basic ICWA handbook for tribal members</li> <li>• Update and distribute state-tribal ICWA agreements</li> </ul>			

<b>GOAL # 5: DATA</b>					
Goal: Have valid and reliable data/research					
<b>STRATEGY # AND STRATEGIES</b>					
<b>Goals and Strategies</b>		<b>Activities</b>	<b>Who</b>	<b>Timeline</b>	<b>Completed Activities</b>
5A	Update baseline disproportionality data	<ul style="list-style-type: none"> <li>• Have ICWA Specialists decide on a methodology in gathering data and consistently use it statewide</li> <li>• ICWA Specialists will update ICWA data on a monthly basis until ORCA can do it</li> <li>• ICWA Specialists will sort data by OCS field offices</li> <li>• ICWA Specialists will present data reports at each T/SCG meeting</li> <li>• Require CSMs to share data reports with their respective OCS staff</li> <li>• Require Tribal partners share the data reports with their staff</li> <li>• Tribes who take custody of Tribal children will bring their Tribal child welfare data to each T/SCG meeting</li> </ul>	OCS ICWA Team	Ongoing	
5B	Work bugs out of ORCA	<p><b>A. Assess and evaluate the current status of ORCA</b></p> <ol style="list-style-type: none"> <li>1. Review federal ORCA review</li> <li>2. Conduct needs assessment addressing:               <ol style="list-style-type: none"> <li>a. Input from all levels CSMs, line workers, supervisors</li> <li>b. Training</li> <li>c. Manpower</li> <li>d. System problems (technical)</li> <li>e. Data consolidation (see below)</li> </ol> </li> <li>3. Identify current bugs and available resources; compile resources list and make available statewide.</li> </ol> <p><b>B. Consolidate data into one data system</b></p> <ol style="list-style-type: none"> <li>1. Identifying information that's not managed under ORCA (tribal data, site logs, etc.)               <ol style="list-style-type: none"> <li>a. Admin reviews</li> </ol> </li> </ol>			

		<ul style="list-style-type: none"> <li>b. TDMs</li> <li>c. ICWA specialist reports</li> <li>d. Tribal data</li> <li>e. Site logs/field office logs into ORCA</li> </ul> <p>2. Evaluate how/where to consolidate</p>			
5D	Tribal access to data in ORCA (direct access to ORCA)	<ul style="list-style-type: none"> <li>A. In partnership with Casey plan and implement an IT Convening in Juneau in conjunction with the winter T/SCG meeting</li> <li>B. Conduct assessment to determine the feasibility of Tribal partners having direct access to ORCA</li> </ul>			
5E	Ensure culturally competent research and evaluations of state systems.	<ul style="list-style-type: none"> <li>A. Work with UAA for Master's Program (Randy) for getting students to assist us with research</li> <li>B. Bernita Hamilton include tribes for QA and surveying QA</li> <li>C. Include tribes in planning for OCS research projects</li> <li>D. Encourage UAA to incorporate tribes in any research they undertake related to tribes</li> </ul>			