PURPOSE: The NAFET 2 is typically completed on site (with exceptions during the pandemic) after findings from the NAFET 1 have indicated that the Center can move forward in providing technical assistance through Tailored Services to the tribal agency. The visit helps Center staff continue to build relationships, learn more about how the child welfare program operates, share information on how the Center for Tribes provides capacity building and evaluation services, and assess the child welfare program needs and current capacity. The visit is typically conducted with child welfare program leadership and other key stakeholders.

OMB #: 0970-0XXXX
Expiration Date: XX/XX/XXXX

Capacity Building Center for Tribes (CBCT)
Needs and Fit Exploration Tool (NAFET) Phase II

Capacity Building
CENTER FOR TRIBES

Terminology/Acronym key (In no particular order):

TLPI	Tribal Law & Policy Institute – Center for Tribes Tailored Services Lead
DU	Denver University
USM	University of Southern Maine
OU	University of Oklahoma
UMNCTC	University of Montana Native Children's Trauma Center
FPO	Federal Project Office
RO	Regional Office Program Specialist
GAP	General Assessment Process: the GAP covers all activities with the Center for Tribes, from Inquiry through developing a Pathway to Change to develop a tailored service project (although not all inquiries lead to the PTC).
DMS	Center for Tribes internal Data Management System
TCWA	Tribal Child Welfare Agency
SAR	Summary Assessment Report is the two-part report of information gathered during assessment phase to provide details of request and overview of tribal child welfare agency infrastructure; determination of needs of tribal agency and fit for capacity building assistance. SAR, part 1 is completed after the Initial Inquiry Call or NAFET1 call depending on information gathered; SAR, part 2 is completed after the NAFET2 site meeting.
SME	Subject Matter Expert
Inquirer	Any person who contacts the Center for Tribes for information about any type of services or information provided by the Center.
Inquiry Form	Initial contact information gathered at inquiry
Touchpoint	Specific activity where services may be integrated within Center; when there is a formal referral between Center organizations in the effort to provide tribal programs with capacity building assistance
TLPI Coordination Specialist	TLPI staff person responsible for all incoming inquiries, service requests and coordination of capacity building assistance; entering data in DMS and monitoring updates
Request for Services	Form utilized to gather more detailed information related to specific request for services: tailored, targeted, universal
Coordination Specialist	TLPI Coordination Specialist manages incoming inquiries, requests for services and coordination of activities related to Center tailored services provision
CW Specialist	TLPI Tribal Child Welfare Specialist is responsible for conducting activities with tribal child welfare agencies through the General Assessment Process
Leadership Team	Center for Tribes Leadership Team: Director (DU), Principal Investigators: Robin Leake and Nancy Lucero (DU), TLPI Partner/Tailored Services Lead: Kathy Deserly
Initial Exploration Call	Initial one-on-one phone call to provide initial information about

	Center services and processes and explore the nature of the request.
NAFET 1 Phone Call	Phase 1 Needs and Fit Exploration Tool phone call to begin gathering information leading to determination of service provision.
NAFET 2 Onsite Meeting	Phase 2 Needs and Fit Exploration and Engagement onsite meeting
Consultation and Services Referral Form (Referral)	Information gathered during initial Inquiry and Request for Services; as appropriate, this form serves as a 'touchpoint' for integrated services and is shared with USM to continue providing assistance
Tailored Services Project Referral to Universal and Targeted Services Form	Tool to be used to share information within Center for Tribes partner/consulting organizations when TCWA inquiries or requests for services may be fulfilled through Universal or Targeted Service delivery
Site Lead	Once a tailored services project is ready for implementation, the TLPI Tribal Child Welfare Specialist assumes the role of Site Lead and is responsible for co-developing tailored services work plan with tribal child welfare agency staff as well as implementation of the project; implementation may include coordinating other subject matter experts/consultants on project; site lead may be identified at early GAP stage or upon completion of NAFET2; site lead will document all phases of project in DMS as well as CB database, Captrack
TIE	Tribal Information Exchange, Center for Tribes online resource library
GIP	General Implementation process
Center for Tribes site team	CW Specialist, Subject Matter Expert, Evaluator and any other Center staff who attend NAFET2 site meeting
Tribal team	Tribal Child Welfare Agency staff and other participants who are invited to NAFET2 site meeting
PTC	Pathway to Change

Purpose

- The purpose of Needs and Fit Exploration and Engagement Onsite Meeting is to conduct an onsite meeting with a ~~tribe~~ tribal child welfare agency (TCWA) when there is sufficient information gathered on the NAFET 1 call to proceed. This next phase occurs when the Center for Tribes CW Specialist and other Center site team members concur that the Tribe's inquiry may be addressed through a capacity building tailored services project. The onsite meeting occurs within 30 calendar days following the NAFET 1 call and completion of part 1 of the Summary Assessment Report (SAR).

- The Needs and Fit Exploration and Engagement process continues during an onsite meeting between Center for Tribes site team members, TCWA leadership, and stakeholders. Using structured group conversations, this will help continue to build relationships, learn more about how the TCWA operates, share information about how the Center for Tribes capacity building services and evaluation function, and assess the TCWA's needs and current capacity.

- The meeting will clarify the role of Center for Tribes involvement and to discuss tribal commitment to a capacity building project.

Upon conclusion of onsite meeting, a **Summary Assessment Report (part 2)** will be completed by the Center for Tribes and provided to TCWA first, followed by Leadership Team, Federal Project Officer (FPO) and Regional Office Specialist (RO).

Instructions

to Conduct Needs and Fit Exploration and Engagement Onsite Meeting

and Complete Summary Assessment Report

PRIOR TO ONSITE VISIT

1. Develop a site visit agenda and share with the tribe for review and comment.
2. Center for Tribes Site Team members review all information gathered through the initial assessment process (NAFET 1 call) and incorporate it into visit planning
3. Determine Center for Tribes team members to participate in site visit.

DURING ON SITE VISIT

1. Welcome, introductions and review the agenda.
2. Have tribal participants fill out the ***Meeting Participant List and Contact sheet*** for the Cross-Center Evaluation (*the Cross Center evaluation will be sending out satisfaction surveys)*.
3. Using **Structured Interview Protocol**, the Center for Tribes site team listens to tribal stakeholders, discusses Center for Tribes services with the TCWA staff, project development and expectations. Center for Tribes site team explains next steps including review and approval process, and other steps of the General Implementation process (GIP) including letter of commitment and timeframes if TCWA engages in project.

RECORDING AND REPORTING POST SITE VISIT

1. Center CW Specialist enters into the Data Management System (DMS) the Needs and Fit Exploration information gathered during meeting, uploads a photo or document of the "Case Flow Review" and any additional meeting notes
2. **NAFET Review Form** is completed by Center site team members following the meeting.
3. Center CW Specialist enters notes into the DMS
4. Upon conclusion of on-site meeting, a **Needs and Fit Exploration and Engagement Summary Assessment Report (part 2)** will be completed by the Center for Tribes and provided to TCWA first, followed by Leadership Team, FPO and (RO).

Sample Agenda

Needs and Fit Exploration and Engagement Site Meeting

8:30 – 9 am Introductions of Center for Tribes Site team and TCWA and overview of the Meeting

9am - 12 pm Group discussion (Structured Interview Protocol)

12:00 - 1:00 pm Lunch

1:00 - 2:30 pm Case Flow, Program Structure / Operations Review

2:30 - 3:00 pm Evaluation discussion

- Expectations of the project specific and cross-center evaluation
- Consent to share contact information
- Discussion of Continuous Quality Improvement (CQI) services offered

3:00 - 4:00 pm General Implementation Process

- Pathway to Change (PTC)
- Work Plan

4:00 - 4:30 pm Next steps

Group Discussion: Structured Interview Protocol for Needs and Fit Exploration and Engagement

The following questions comprise an interview protocol for an onsite structured group discussion to continue to explore TCWA interest, readiness, and fit for a tailored services project.

Prior to conducting the on-site visit, the Center Site Team will review all assessment information gathered up to this point and the Title IV-B Plan, and familiarize themselves with what is known in each of the question areas below. ***The CW Specialist will tailor questions according to the information gathered to date.***

SUMMARY OF ORIGINAL REQUEST

The purpose of our meeting today is to have a conversation about the needs of your tribal child welfare program, and how the Center for Tribes may be able to support the capacity development of your program. We want to learn about your program, including the operations and structures, functions and workforce, so that we can get a better understanding of what a project might look like. We also want to share the details of our service delivery model and how we work with tribes to support capacity development so that you can determine whether our approach might be a good fit for your tribal program.

1. We would like to start out with briefly talking more about your Title IV-B plan, such as the main services and activities? How do your current work align with your Title IV-B plan?

2. We discussed this during one of our previous telephone calls and we'd like to touch upon it again. What outcomes, or changes, do you expect to see as a result of a Center for Tribes project?

Reiterate response from NAFET I; ask if additional thoughts in this area have arisen since the phone call.

3. We began discussing your TCWA's major challenges and needed changes and improvements in our previous call. Have you thought of anything additional or do those who were not part of the call want to share their thoughts?

Reiterate response from NAFET I; Ask if anything has changed since the last discussion.

- How have you tried to address this issue(s) in the past? What has worked? What hasn't worked?
- How do you see a Center for Tribes project assisting you address these challenges?

4. What strengths exist in your TCWA that will help in the success of a Center for Tribes project?

Reiterate phone call response as to how tribe would benefit from a Center for Tribes project; ask if there are additional thoughts in this area.

- What is your understanding of the role of the Center for Tribes in bringing about this change?
- What is your understanding of the TCWA's role in bringing about this change?

5. To what extent do you anticipate support for a Center for Tribes child welfare program project?

- What efforts are needed to get the buy-in from tribal leadership and decision-makers?

- What efforts are needed to get buy-in or support from child welfare program staff to fully participate in a Center for Tribes project?
- Will there be any group that will not be supportive?

6. What internal resources are you expecting to devote to implementing a Center for Tribes project?

- What needs to be put in place, or strengthened, to increase the readiness of the program to carry out a Center for Tribes project?
- What internal resources are you expecting to devote to implementing a Center for Tribes project? (Staff time, etc.)

We'd like to talk more about your program structure, staffing, relationships with other agencies

7. Does your program have written policies and procedures?

- Is there a shared understanding of the work flow among your staff and a consistent way that everyone does their job?
- Do you have strong collaborative relationships with service providers in your community?

8. Do you think there are there a sufficient array of services to meet the needs of children and family in your community?

- Who funds and provides these services? The tribe? The state/county?
- Do you have collaborative relationships with state/county courts?
- How would you characterize the relationship with the state/county? (i.e., positive, strong, challenging, and reasons why, etc.)

9. How do you currently track and monitor cases?

- What data do you think will be important for planning your project?
- Do you maintain documentation about cases in an electronic data system or in a hard copy paper files (or both)?
- Do you document child-level information about permanency, well-being, and risk/safety outcomes for children and families?
- How do you use case data to monitor, manage, and improve practice?
- Are you interested in improving your program's ability to collect, analyze, and use data to manage cases, improve practice and make decisions?

10. How do you recruit, select and train staff in your program?

- What kinds of professional opportunities are available for new and experience staff?
- Are there opportunities for coaching, mentoring, and feedback for staff?
- Do you have a formal staff performance assessment process?
- Do you think your staff have the skills and training and that they need for the job?

11. Is there anything that hasn't been discussed that would limit the child welfare program's ability to commit to carrying out a Center for Tribes project?

- Who will make the final decision to engage in a Center for Tribes project? Who will sign the letter of commitment for the Center for Tribes project?

This completes the on-site interview questions for the group. After lunch, we will review the life of a case and your program structure and operations as well as talk about the project and cross center evaluation.

Be sure the m*eeting participant list and contact sheet* for the cross Center site evaluation is completed

Case Flow Review: Reviewing the Life of a Case

Purpose

This component of the NAFET site visit is designed to gain a fuller and deeper understanding of the how the TCWA operates and functions, and where there may be gaps in policy, process or shared understanding between staff members. This understanding will help guide the goals and activities in the work plan and identify facilitators and barriers to implementation.

Method

During this section of the NAFET site visit, the CW Specialist will facilitate a conversation with the TCWA that involves a step-by-step look at the process by which the program handles a child protection case. This process will be different for each tribe. For example, some tribes only handle ICWA referrals; others just do intake and investigation and some programs provide the full-spectrum of child protective services.

Creating a flow chart of the process described by the program staff is helpful, either using flipchart paper. This process is similar to business process mapping, with slightly less detail.

SEE APPENDIX A FOR CASE FLOW REVIEW DIAGRAM AND PROMPTING QUESTIONS

(Complete the diagram, take photo…. Whatever works! But be sure to upload to the DMS)

Evaluation and CQI Discussion

Purpose

This purpose of this discussion is to ensure that the **tribal implementation team** has a preliminary understanding of the project-specific and cross-center evaluation components of the project, expectations for tribal implementation team members, and the role of the Center for Tribes CQI/Evaluation lead as part of the site team.

Role of the Center for Tribes Evaluation/CQI Lead:

- Conduct Tribal Organizational Assessment (if applicable).
- Support the development of the Pathway to Change and work plan.
- Support the development of an Evaluation/CQI plan that the TCWA can use to engage in a Continuous Quality Improvement (CQI) process to assist in monitoring the implementation and outcomes of their project and a brief evaluation to assess their experiences with the Center for Tribe's capacity building assistance and project outcomes.
- The Center for Tribes evaluator will conduct interviews with key staff and stakeholders at project intervals and project end.

Role of the Cross-center evaluators:

- Explain that the Center for Tribes is part of a larger project consisting of three centers and there is a cross center evaluation we are part of.
- The company, James Bell Associates (JBA), are the cross-center evaluators for the Capacity Building Collaborative
- JBA will send web-based surveys to the tribal implementation team after the work plan is developed, and after the project is completed.
    - Participation in the surveys is voluntary
- JBA will conduct telephone interviews with Tribal Program Directors.

Role of the Tribal Implementation Team:

- Gather and monitor CQI/Evaluation data during the course of the project
- Complete cross-center evaluation surveys
- Participate in cross-center leadership interviews
- Participate in local project interviews during the TOA and at project end.

Center for Tribes staff should conclude the meeting with a discussion with the lead TCWA contact at the tribe of next steps including: review of next steps and the GIP. Center for Tribes Site Lead will complete the NAFET Part 2 Summary Assessment Report that follows.

Center CW Specialist will complete part 2 of the Review Summary Tool and then complete Summary Assessment Report. Next steps include:

- Preparation of Review Summary Tool
- Upload Case Flow notes and diagram
- Complete and Enter the Foundational Capacity Survey into DMS (CQI/Eval lead)
- Complete **Needs and Fit Exploration and Engagement Summary Assessment Report** and email to TCWA, followed by Leadership Team, Federal Project Officer and Regional Office Specialist.
- CW Specialist and site team provide recommendations for tailored project development

Capacity Building Center for Tribes (CBC4T)
Meeting Participant List and Contact sheet for Cross-Center Evaluation

All members of the tribal implementation team will be invited to participate in the Children's Bureau cross-center evaluation. Your email addresses will be shared with the cross-center evaluation team at James Bell Associates who will email links to satisfaction survey for staff after the work planning is complete, and at the end of the project. All email addresses and survey data will be kept private. Although we encourage feedback on the surveys, participation in the evaluation is completely voluntary.

Name	Email	Phone Number	Job Title

Center for Tribes Staff (including consultants) onsite at NAFET Site Meeting

Needs and Fit Exploration and Engagement Site Meeting Review Summary - Part 2						
Please rate the following capacity areas:	**Serious Concerns**	**Some Concerns**	**Some Strengths**	**Clear Strength**	**Could not Assess**	**Notes**
Infrastructure (program structure and operations)						
Workforce						
Support of leadership and decision-makers						
Available internal resources						
Data and Technology						
Organizational climate						
Engagement and partnerships						
Anticipated project challenges or barriers						
Level of Interest						
Level of readiness						
Fit with CBCT services model						
Feasibility of tribe's proposed project						

Center for Tribes Team supports implementation of this project: ☐ Yes ☐ No

Reviewer names: ____

Please add additional comments here:

<u>**Needs and Fit Exploration Part 2**</u>
Review Form

Tribal organization requesting assistance: ____

Need Statement: ____

Date of NAFET on-site visit: ___________________________

IV-E status: ___Direct IV-E __IV-E Planning Grant __IV-E State agreement__ N/A __Other

Type of project recommended:

- ☐ Tailored services project
- ☐ Permanency project

Anticipated duration of the project: ___________ months

Briefly outline the proposed project:

____

____

Anticipated outcomes/changes:

____

____

Any areas of concern identified from Part 1 NAFET call:

____

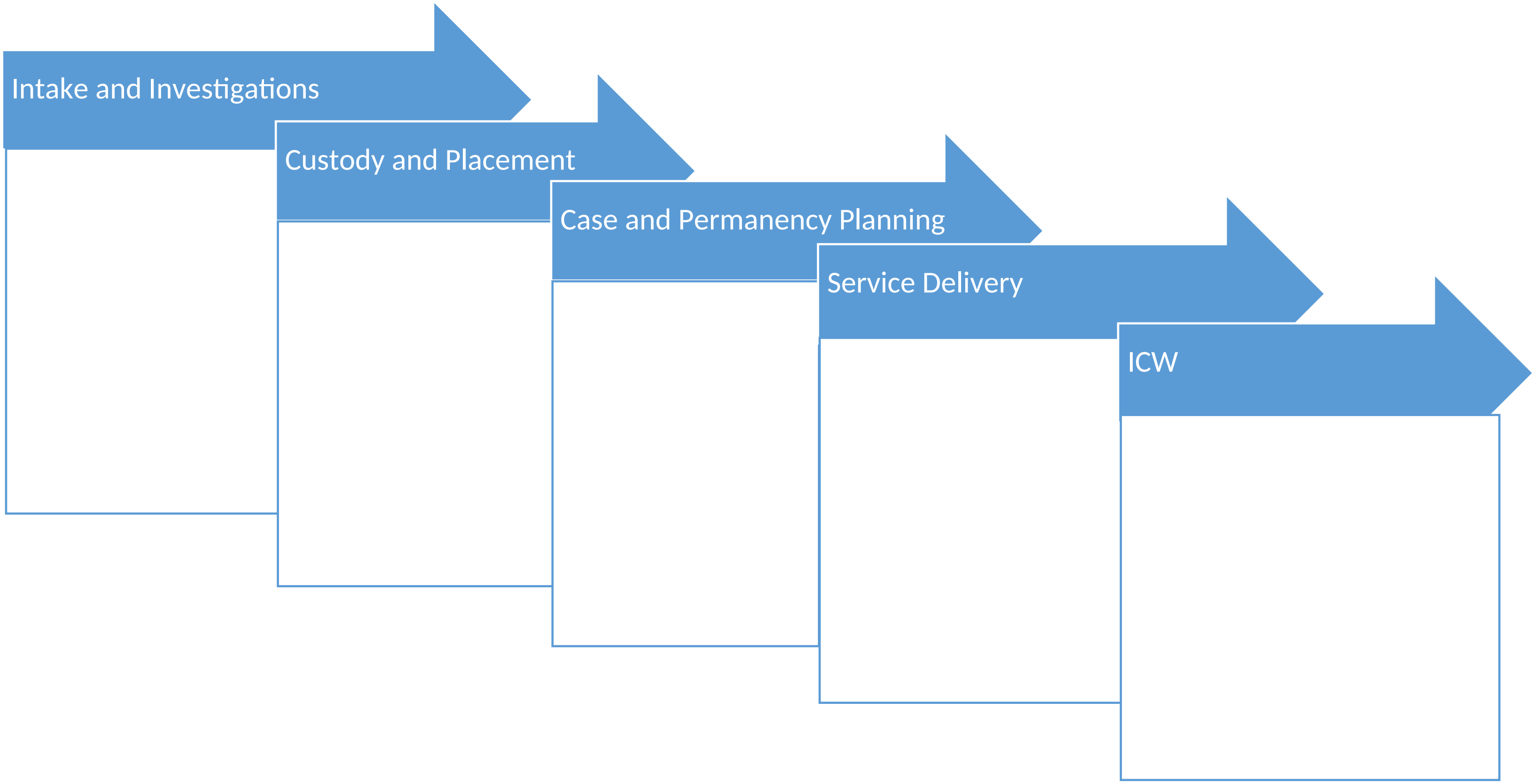
Describe how these concerns were addressed or resolved during the onsite visit:

____

____

____

Appendix A: Case Flow Review Diagram and Guiding Questions



Case Flow Review Guiding Questions

Intake and Investigations

- What happens when a report of abuse/neglect comes in? Who takes the intake and responds to the investigation?
- If you respond to investigations as the primary, what are your timeframes for response?
- If you partner with the state on investigations, what is your role and how does communication/notification from the state work?
- What is the role of BIA, FBI or Tribal LE in investigations?

Custody and Placement

- If there is an emergency need to place a child can the Tribe take custody of the child?
- If the Tribe can take custody, does the child welfare department have the authority?
- If the Tribe cannot take emergency custody, who has the authority to transfer care and custody of the child?
- Does the Tribe have their own licensed foster homes for placement?

Case and Permanency Planning

- Once a child/youth is in placement, who is charged with the development of the case plan and the assessment of progress/compliance?
- Does the Tribe manage cases in Tribal Court or through State Court?
- What agency is responsible for assessing ongoing risk and safety of children/youth while in placement?
- Is there a system/process for the use of family team meetings or other process to support joint decision making and permanency planning?

Service Delivery

- Does the Tribe offer services for families/children in the child welfare system? If so, what core services are available?
- What services are accessed through the State or other agencies?
- Does the child welfare agency offer voluntary services and voluntary placement if requested by families?
- What is the service area served by the Tribe?

ICWA

- Is there a Tribal-State agreement? If so, what does the agreement include?
- Do you manage ICWA cases? If so, how many cases do you manage?
- What ICWA services do you provide?
- How many case managers provide the ICWA services?