



National Child Welfare Resource Center for Tribes

A Service of the Children's Bureau, a member of the T/TA Network

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Training & Technical Assistance Resource Guide

www.NRC4Tribes.org

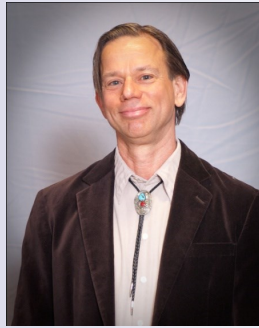
The NRC4Tribes is funded through a Cooperative Agreement with United States Department of Health and Human Services, Administration for Children and Families, Children's Bureau, Award No. 90CZ0022. The contents of this document are solely the responsibility of the National Child Welfare Resource Center for Tribes (NRC4Tribes) and do not necessarily represent the official views of the Children's Bureau.



About the NRC4Tribes

The National Child Welfare Resource Center for Tribes (NRC4Tribes) is a new resource center within the Children's Bureau Training and Technical Assistance (T/TA) National Network. The National Resource Center for Tribes joins the Children's Bureau's Child Welfare Training and Technical Assistance (T/TA) Network which is designed to improve child welfare systems and to support Tribes and States in achieving sustainable, systemic change that results in greater safety, permanency, and well-being for children, youth, and families. The Children's Bureau is located within the Administration for Children and Families (ACF) of the U.S. Department of Health and Human Services (HHS). For more information about the Children's Bureau's T/TA Network visit: <http://www.acf.hhs.gov/programs/cb/assistance>

Who we are



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NATIONAL CHILD WELFARE RESOURCE CENTER FOR TRIBES

A Service of the Children's Bureau
A Member of the T/TA Network



NRC4TRIBES PARTNERS

**TRIBAL LAW AND
POLICY INSTITUTE**
WEST HOLLYWOOD, CA
ST. PAUL, MN
HELENA, MT
BISMARCK, ND
www.tlpi.org

**INDIAN CHILD AND FAMILY
RESOURCE CENTER**
HELENA, MT
www.icafrfc.org

**NATIVE AMERICAN
TRAINING INSTITUTE**
BISMARCK, ND
www.nativeinstitute.org

**BUTLER INSTITUTE
FOR FAMILIES**
UNIVERSITY OF DENVER
DENVER, CO
www.thebutlerinstitute.org

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PROGRAM ASSISTANT
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A Message from Jerry Gardner, Director, National Resource Center for Tribes:

Greetings ~

We are privileged to welcome you to the Children's Bureau Training and Technical Assistance Network – and more specifically, to the National Resource Center for Tribes.

The National Resource Center for Tribes is one of the new members of the T/TA Network. Established in 2009, the NRC4Tribes works closely and collaboratively with all T/TA Network partners to provide quality, culturally respectful training and technical assistance for tribal and state child welfare systems.

Our Training and Technical Assistance Resource Guide has been developed with you in mind, to give you a better understanding of our services as well as to help you as you develop your request for technical assistance.

This Guide provides you with the information and tools that will help you to request technical assistance as well as consider how this T/TA can provide long term, sustainable change within your tribal child welfare system.

We look forward to working with you each step of the way, from your initial phone call or email as you explore your need for assistance through the completion of specific projects in your community. Please use this guide as a 'map' which can be part of your journey to that end.

Combined with your skills, expertise and diligence, together we can work to develop strategies to help you meet your goals.

Sincerely,

Jerry Gardner

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www.NRC4Tribes.org

**National Resource Center for Tribes
(NRC4Tribes)
www.NRC4Tribes.org**

The NRC4Tribes engages Tribes to increase their access to and use of the Training and Technical Assistance (T/TA) Network, assists in the provision of T/TA as needed, facilitates peer-to-peer consultation between Tribes regarding child welfare issues, and increases cultural competence and sensitivity to Tribal voices in the T/TA Network and in State child welfare systems.

The NRC4Tribes addresses child welfare needs identified by Tribes, supports efforts for improved Tribal child welfare practice, and works with Tribal child welfare staff to achieve greater safety, permanency, and well-being for children and families. The NRC4Tribes also promotes the delivery of culturally appropriate services to American Indian and Alaska Native children, youth, and families.

Goal

Enhance the capacities of Tribal agencies, courts, and organizations to support successful child welfare programs and provide effective child welfare services.

How We Help

- Broker T/TA for Tribes through the T/TA Network
- Function as a case manager in providing T/TA to Tribes
- Outreach activities to engage Tribes
- Support peer-to-peer mentoring and networking among Tribal agencies
- Develop and disseminate toolkits, resource manuals, and other products
- Offer training webinars, conference calls, and other opportunities for information dissemination

For More Information

Address: National Resource Center for Tribes
8235 Santa Monica Blvd., Suite 211
West Hollywood, CA 90046

Phone: (323) 650-5467

Email: **Kathy Deserly**, Associate Director, Kathy@NRC4Tribes.org
Joe Walker, Tribal Child Welfare Specialist, Joe@NRC4Tribes.org

NRC4Tribes Mission and Philosophies

VISION

The vision of the National Resource Center for Tribes (NRC4Tribes) is to facilitate the empowerment of Native Nations to nurture the safety, permanence and well-being of American Indian/Alaska Native children, families, and communities by offering culturally relevant information, resources and technical assistance so that the dreams and sacrifices of their ancestors are fulfilled and honored.

MISSION

Our mission is to collaborate with Native Nations and our training and technical assistance partners to identify and effectively implement community, culturally based strategies and resources that strengthen tribal child and family services.

PHILOSOPHY

Children are sacred and entitled to be cherished in a safe and nurturing environment with strong family, community, and cultural connections. Their happiness and well-being includes nourishment of mind, body and spirit in order to fulfill their dreams throughout their journey toward becoming a health Elder. To honor the sacredness, the NRC4Tribes believes:

1. In the inherent sovereign right and ability of American Indian/Alaska Natives to create, control and improve their own local child and family service systems for the healthy functioning of tribal communities.
2. Empowerment and solutions come from within tribal communities as they build upon their inherent strengths as sovereign nations since they are the source of cultural knowledge through elders, leaders and culture-bearers.
3. The environment of disparity and despair in Indian Country and Alaska Native communities is the result of ongoing impact of colonization and historical trauma.
4. The responses to child and family needs must include culturally based solutions that honor and respect the voice and choice of families.

GUIDING PRINCIPLES

The NRC4Tribes Team agreed to develop principles that would guide our work with the Tribal Nations as well as with our technical assistance partners. Our principles are Compassion, Humility, Responsiveness, Respect, Integrity, Inclusion and Seamless and Effective Service Delivery.

SYSTEM OF CARE VALUES

In addition to principles guiding the work, the NRC4Tribes Team agreed that the following System of Care values are instrumental in the development and implementation of the work of the NRC4Tribes:

- Least Restrictive
- Culturally Competent
- Accountable
- Family and Youth Driven
- Interagency Collaboration
- Individualized and Strength-based

What is Training & Technical Assistance?

Training and Technical Assistance (T/TA) can take the form of sharing information, research, expertise and technical data, instruction, skills training, and transmission of working knowledge.

Members of the Children’s Bureau T/TA Network provide assistance to States and Tribes in improving child welfare systems and conformity with the outcomes and systemic factors defined in the federal Child and Family Services Reviews (CFSRs) and the results of other monitoring reviews to ensure the safety, permanency, and well-being of children and families.

The purpose of the T/TA Network is to build the capacity of State, local, Tribal, and other publicly administered or publicly supported child welfare agencies and family and juvenile courts.



Training and Technical Assistance Examples

Child Welfare Program Assessment

Child welfare program assessments are conducted upon request to gain a better understanding of how services are currently conducted in the tribal community as well as the effectiveness of the child welfare system. Broad input is gathered from the families receiving services, partner agencies tribal leadership and agency staff. Information is gathered and written report is provided which highlights program strengths, challenges and recommendations. Continued technical assistance may be requested to follow up on the findings of the assessment. This usually occurs over a three-day period of time.

Family Group Conference

Originating in New Zealand, this method of social work practice strives to strengthen families utilizing the Family Group Conferencing (FGC) model. This process is where the whole family and extended family members can help make decisions about the best way to support the family and take care of children. Sometimes referred to as Family Unity, the results are empowered families and communities who learn about and have decision making in regards to child placement, safety and planning. Using a Train-the-Trainers format, FGC is provided through a three-day facilitated course.

Foster Care Program Development – Recruitment and Retention of Native Resource Families

ICWA compliance depends on having an available pool of Native resource families available when Native children must be placed into out of home care. This technical assistance offers help, for both tribal and state child welfare agencies, to design a recruitment, training and retention plan which will support the development and sustained participation of Native resource families with your program.

Practice and Procedures Development

Child welfare practice incorporates the values, principles, and approaches used in providing services to children and families in order to achieve safety, permanence and well-being. Procedures are documented steps used to consistently implement practice and assure accountability. Technical assistance can help guide program leadership and staff in the development of program practice and procedures which reflect tribal code, community values and customs.

Future Planning (Strategic Planning)

The National Resource Center for Tribes refers to ‘strategic planning’ as “future planning”, emphasizing that the development of a plan needs to focus on the future of the agency and serve as



How to request Training and Technical Assistance

There are no wrong doors! Training and Technical Assistance (T/TA) can be requested from any National Resource Center, Child Welfare Implementation Center, Federal Project Officer, Children's Bureau Regional Offices, Central Office Staff (Children's Bureau), the Training and Technical Assistance Coordination Center (TTACC), and as appropriate, Child and Family Service Review leads.

An important resource is the **Children's Bureau Training and Technical Assistance Network Directory**. The Directory is designed to communicate to Tribes and States the specific focus of each T/TA Network member and also includes contact information for you to use when you need to request T/TA.

The Children's Bureau Training and Technical Assistance Network Directory is available for download and can be accessed electronically at:
<http://www.acf.hhs.gov/programs/cb/assistance>.

a working document – not simply a report that gathers dust on a shelf. Future Planning may follow as a next step from a program assessment. The strategic plan involves looking at the overall direction of where the agency wants to go, assessing the agency's current situation, and developing and implementing approaches for moving forward. Technical assistance will facilitate a process of effective future planning and involve collaboration of staff, community and stakeholders to identify the program's vision and goals, and to develop strategies to meet them.

Indian Child Welfare Act (ICWA) Training Sessions

- **ICWA 101**
This presentation provides an overview of the provision of the Indian Child Welfare Act, including historical experiences of Native people which served as a catalyst for the Act.
- **Advanced ICWA**
This presentation focuses on more in-depth examination of implementation of the ICWA through specific case examples. Implementation issues and strategies for handling problem situations will be discussed.
- **Fostering Connections to ICWA**
The presentation examines how legislation passed 30 years after the ICWA – Fostering Connections to Success and Increasing Adoptions Act – can strengthen the placement provisions of ICWA through stronger emphasis on family inclusion, relative search and sibling placements as well as supporting tribal access to federal Title IV-E foster care resources.
- **ICWA and ASFA**
This presentation focuses on the intersection of ICWA and the Adoption and Safe Families Act in identifying strategies to address culturally appropriate permanency planning for Native American children in state or tribal custody.
- **Tribal - State - Court Collaborations for Improved ICWA Compliance**
Without tribal, state and court collaboration to address how ICWA can meet the needs of Native children, the goals of ICWA cannot be fulfilled as the law was intended. This presentation will address and identify successful strategies that have been implemented in various jurisdictions to improve collaborative efforts for improving outcomes for Native children in state or county foster care systems.

Training and Technical Assistance Examples (continued)



There are no wrong doors to request Training and Technical Assistance!



Contact the NRC4Tribes to discuss your need and we will assist you with completing the request. There are many ways to contact the NRC4Tribes (see our contact info on the last page)



Contact the T/TA Network to discuss your need and any member within the Network will assist you in completing a request. All of the numbers and email addresses are in the Training and Technical Assistance Directory located here: <http://www.acf.hhs.gov/programs/cb/assistance>



Contact the Training and Technical Assistance Coordination Center (TTACC) to complete a TA Request. TTACC can be accessed through the web at: <https://www.ttaccportal.org/>



Download and complete the first three (3) pages of the request form. Save the form on your computer and email to the NRC4Tribes

- **Children of ICWA – Perspectives from Native Foster Youth and Adult Adoptees**
This presentation provides a view of the ICWA from those who have experienced it first-hand. Adult adoptees or former youth in foster care share the experience of spending time in foster care systems as well as how connections to their tribes – afforded by ICWA – have impacted their lives.
- **Facilitated Tribal-State Problem Solving**
Child welfare issues, including ICWA compliance, often bring state and tribal agencies and governments into contact requiring various collaborations and partnerships to address the needs of Native families. However, tribal-state relationships vary by state, ranging from collaborative to contentious. Communication and trust may be at very different places on a continuum. It is also not uncommon to find that a mutually workable solution for a particular policy issue in one state, may remain out of the reach between tribes and states in another state even though the issues are similar. Facilitated problem solving technical assistance may be requested by tribes or states for tribal-state meetings and group processes. This process involves guiding meetings and groups while using a specific set of skills and tools. Outside facilitators can assist in creating an environment where participants share ideas, opinions, experiences, and expertise in order to achieve a common goal, including the development and implementation of future action plans.

These are just a few examples of the technical assistance available through the NRC4Tribes. Each technical assistance request is unique and tailored to the requestor; however the purpose of the TA must focus on improvements of the tribal or state child welfare system to improve services for American Indian/Alaska Native children and families.

The Training and Technical Assistance Request Process



Visit the new National Resource Center for Tribes website!

The website is located at www.nrc4tribes.org and is designed to be a “one-stop shopping” kind of experience. The website is one of our main tools for dissemination and outreach related to our training and technical assistance services and publications. Recent improvements to the website allows for easier navigation and provides more functionality.

The T/TA Network Standard Request Initiation Form (see **Step three** to the right) can be downloaded at the website as well as additional information on how and where to request technical assistance.

The NRC4Tribes is a Service of the Children's Bureau, a Member of the T/TA Network.

We have designed a step-by-step process for you to use when requesting Training and Technical Assistance (T/TA).

Step one

First you should understand the need you have. This is very important as understanding everything surrounding the need will facilitate the process once you decide to contact the T/TA Network and request assistance. Often this need is communicated to you through a Needs Assessment or some other activity where agency needs were identified. If you are a State, this need was communicated to you through the Child and Family Service Review (CFSR) process.

Step two

Prepare the **optional** Organizational Readiness Survey found on page 17 of this guide. The survey is designed to provide you with information about the readiness of your tribal child welfare program to engage in the work that you have proposed to implement changes in your program. Once you complete the survey a decision must be made by the person at your organization who is eligible and authorized to make that decision, to contact the NRC4Tribes or another Center within the T/TA Network to let them know you have a T/TA request.

Step three

Submit a T/TA Network Standard Request Initiation Form to the NRC4Tribes or any Center within the T/TA Network. The T/TA Network Standard Request Initiation Form has been provided for you on pages 14-16 of this guide. The T/TA Network Standard Request Initiation Form is actually 9 pages in length so if you download a copy through the Training and Technical Assistance Coordination Center (TTACC) website or are provided one from another Center, just remember **you only have to complete the first 3 pages** either on your own or with assistance from a member of the T/TA Network.

Step four

Follow through with the process which may consist of an on-site visit where T/TA Network members will visit your agency for the purposes of gathering sufficient information to determine an appropriate TA response. They'll just be discussing the need for TA with you in greater detail.

Of course all of this will be explained in greater detail once you begin the process of enhancing your services.

It all begins with you realizing the need and contacting the T/TA Network!

On-site T/TA Network Standard Request Initiation

Instructions

This form begins with a State, Tribe, Territory, or Court articulating their need for technical assistance. The information collected in this tool is intended to help the Training or Technical Assistance (T/TA) Network members understand your Technical Assistance (TA) need and determine how best to proceed.

For more information about the T/TA Network, please see: <http://www.acf.hhs.gov/programs/cb/tta/>.

Certain persons are eligible and authorized to request T/TA in a State, Tribe, Territory, or Court. If the request is from a County, Region (within a State), Court, or other source not directly authorized to make such a request, this form should be submitted to your State's or Tribe's administrative/central child welfare office or Court Improvement Project for approval prior to submission. If you have any questions or need assistance completing this tool, please feel free to contact your ACF Regional Office directly. For more information on your Regional Office, please see: <http://www.acf.hhs.gov/programs/oro/index.html>.

Part A – Standard Request Initiation Information

Date of Request:		
Organization Requesting Assistance:		
Requestor's Contact Information	Name:	
	Title:	
	Address:	
	City, State, Zip:	
	Phone:	
	E-mail:	

What is your training or technical assistance (T/TA) request?

What is the reason for your request and the issue you are trying to address?

At this point in time, have you identified specific National Resource Center(s) (NRCs) or Implementation Center(s) (ICs) for this request? (enter an X in the appropriate box)

YES

NO

If YES, put an X in the box next to all of the Centers listed below that apply:

NRC for Adoption (NRCA)

NRC for Tribes (NRC4Tribes)

NRC for Child Protective Services (NRCCPS)

NRC for Youth Development (NRCYD)

NRC for Child Welfare Data and Technology (NRC-CWDT)

Atlantic Coast Child Welfare Implementation Center

NRC for In-Home Services (NRCIHS)

Midwest Child Welfare Implementation Center

NRC on Legal and Judicial Issues (NRCLJI)

Mountains and Plains Child Welfare Implementation Center

NRC for Organizational Improvement (NRCOI)

Northeast and Caribbean Implementation Center

NRC for Permanency and Family Connections (NRCPFC)

Western and Pacific Child Welfare Implementation Center

NRC for Recruitment and Retention of Foster and Adoptive Parents (NRCRRFAP)

Have you been in contact with the NRC(s) or IC(s)? (enter an X in the appropriate box)

YES

NO

Who is the target audience/primary recipient for the T/TA?

What is the history of the issue over the past 3 to 5 years?

Have you received any prior T/TA related to this issue? (enter an X in the appropriate box)

YES

NO

If YES, provide a brief summary of that effort.

How do you expect this T/TA to build your organization's capacity?

What products do you expect from the T/TA provider?

Please return this form to:

National Resource Center for Tribes



Elizabeth Deserly, Technical Assistance Coordinator

Email: Elizabeth@nrc4tribes.org

Phone: 323-326-6801

Joe Walker, Tribal Child Welfare Specialist

Email: Joe@nrc4tribes.org

Phone: 323-533-1171

How the National Resource Centers work with American Indian/Alaska Native Nations¹

Overall Children’s Bureau T/TA Network Purpose: The ten (10) Children’s Bureau National Resource Centers (NRCs) are part of the Children’s Bureau Training and Technical Assistance (T/TA) Network within the Administration for Children and Families (ACF) of the U.S. Department of Health and Human Services (HHS). The purpose of the T/TA Network is to build the capacity of State and Tribal child welfare agencies and family and juvenile courts through the provision of training, technical assistance, research, and consultation on the full array of Federal requirements administered by the Children’s Bureau.

Goal of T/TA Network when working with American Indian/Alaska Native Nations: The goal of T/TA Network work is to collaborate with American Indian/Alaska Native Nations and our training and technical assistance partners to identify resources and effectively implement community and culturally based strategies that strengthen tribal child and family services in order to facilitate the empowerment of Native Nations to nurture the safety, permanence and well-being of American Indian/Alaska Native children, families and communities.

Philosophies concerning how the National Resource Centers work with American Indian/Alaska Native Nations: The technical assistance provided to American Indian/Alaska Native Nations by the ten (10) National Resource Centers of the Children’s Bureau T/TA Network is guided by the following philosophies:

- (1) The National Resource Centers approach our work with American Indian/Alaska Native Nations from a place of honor, respect, and mutual learning and observes tribal customs, traditions, and protocols.
- (2) The National Resource Centers recognize the inherent sovereign right and ability of American Indian/Alaska Native Nations to govern, control, design, and improve their own governmental institutions – including their own child and family service systems – in order to support the safety, permanence and well-being of American Indian and Alaska Native children and the healthy functioning of their tribal/village communities.
- (3) The National Resource Centers recognize that empowerment and solutions come from within tribal/village communities as they build upon their inherent strengths as sovereign nations since they are the source of legal authority and cultural knowledge through tribal leaders, elders, and culture-bearers. The National Resource Centers recognize that the historic oppression of Indigenous Peoples has resulted in mistrust of not only the federal government, but also state governments as illustrated by the 1978 Indian Child Welfare Act (ICWA) which included a Congressional finding that:

"the States, exercising their recognized jurisdiction over Indian child custody proceedings through administrative and judicial bodies, have often failed to recognize the essential tribal relations of Indian people and the cultural and social standards prevailing in Indian communities and families".

¹Please note that this NRC statement on working with tribes was developed by the NRC4Tribes and the NRC for Legal and Judicial Issues at the request of the participants at a June 21, 2011 NRC meeting. It was subsequently presented to the NRC Directors for review and comment. Based upon the comments received, the draft was modified including a modification to clarify that it is a statement on behalf of all ten NRCs and not just the NRC4Tribes. Please note that this draft statement is not something that the Children’s Bureau has requested, reviewed, or approved.

(5) The National Resource Centers commit to serving as a bridge between states and tribes by assisting states to understand and appreciate the vital need for full ICWA compliance and the unique status of American Indian/Alaska Native Nations as sovereign nations that must be granted full status and authority in relationship with state governments. This unique status and resulting relationship was addressed by the Secretary of HHS, Kathleen Sebelius, in her September 14, 2011 letter to state governors:

"HHS has made significant progress in strengthening our partnership with Tribes, and Tribal consultation is one piece of our efforts to fulfill our responsibility to represent the best interests of Tribes. Since President Obama signed an Executive Order on Tribal Consultation in 2009, HHS has also updated its formal Tribal consultation policy. The updated policy includes the responsibility of states to consult with Tribes when HHS has transferred the authority and funding for programs to states that are intended to benefit Tribes. States must consult with Tribes to ensure the programs that they administer with federal funding meet the needs of the Tribes in that state. Tribes should be considered full partners by states during the design and implementation of programs that are administered by states with HHS funding".

- (6) The National Resource Centers recognize that American Indian/Alaska Native Nations often need technical assistance in order to develop systems that are truly based on their own cultural practices and ways of relating to each other in the manner they believe is appropriate for their families and tribal/village communities and that honor and respect the voices and choices of American Indian/Alaska Native families and youth. Youth are viewed as the future of American Indian/Alaska Native Nations and therefore the National Resource Centers recognize the need to engage Native youth to ensure their voices, choices, and dreams are represented throughout the TA effort.
- (7) The National Resource Centers are committed to providing resources that enable American Indian/Alaska Native Nations to consciously choose to develop systems that are either adapted to their communities/villages from systems they approve or are created/evolved from their historical family support practices recognizing those approaches may differ from state child welfare systems.
- (8) The National Resource Centers commit to identifying and working with local consultants and those with expertise in the targeted communities/villages.
- (9) The National Resource Centers commit to designing "do-it-yourself" tools that can be tailored for the needs of particular American Indian/Alaska Native Nations rather than a "one size fits all" approach.
- (10) The National Resource Centers commit to supporting the efforts of American Indian/Alaska Native Nations in creating professionally accepted documentation
- (11) The National Resource Centers commit to supporting the efforts of American Indian/Alaska Native Nations in providing documentation that can support delivery system changes consistent with their cultural practices.
- (12) The National Resource Centers commit to working together collaboratively with American Indian/Alaska Native Nations and our training and technical assistance partners to implement the ten (10) recommendations from the National Resource Center for Tribes (NRC4Tribes) July 2011 Technical Assistance Needs Assessment.



A Service of the Children's Bureau
A Member of the I/TA Network

The National Child Welfare Resource Center for Tribes (NRC4Tribes) logo was created by artist Sam English (*Turtle Mountain Chippewa*). Over the last 24 years, Sam English has created approximately 80 poster print images for various American Indian programs relating to healing, environment, and education. www.samenglishart.cm.

The logo embraces the vision of the NRC4Tribes and is rich in symbolism. ***The vision of the National Resource Center for Tribes (NRC4Tribes) is to facilitate the empowerment of Native Nations to nurture the safety, permanence and well-being of American Indian/Alaska Native children, families and communities by offering culturally relevant information, resources and technical assistance so that the dreams and sacrifices of their ancestors are fulfilled and honored.*** While no logo or symbol can represent all tribes, the NRC for Tribes logo captures certain symbols common to most Native people.

The NRC4Tribes logo represents a vision of past, present and future, through the depiction of children, adults and elders encircled by the protective eagle's wings. The extended family is in the center of the circle to honor the families that the NRC4Tribes serve. According to some teachings, the West represents the beginning of all life and the direction of the Spirit World. The family is facing West to honor the ancestors who continue to help us from the Spirit world.

The circle that wraps around the extended family is created by the eagle's wings and ancestor spirits. The circle symbol is an important symbol for most American Indian/Alaska Native people. The circle represents the cyclical patterns of the natural world: the four seasons – spring, summer, fall, winter; the four stages of life - birth, childhood/youth, adulthood, elder; the four directions – north, east, south & west; the four parts of the Self – body, emotions, intellect and spirit and the sacred medicine wheel.

The eagle is an important symbol of protection for most American Indian/Alaska Native people. For many tribes, eagles are considered sacred messengers to and from the Creator. Eagle feathers are used in many ceremonies and also signify great achievement and bravery. The Eagle has great vision and the ability to see both far (the big picture) and near (the smallest details). The NRC4Tribes aspires to be able to see the big picture of tribal child welfare systems but also see the individual needs of tribal child welfare agencies.

Finally, we honor the sacrifices that our ancestors made for us to continue on as Native people and Tribal Nations, through the depiction of ancestral faces within the Eagle's wing. The work of the NRC4Tribes is motivated and inspired by our ancestors' prayers that their children and grandchildren may live and thrive.

"We [Native people] are the answers to our ancestors' prayers."

- Author unknown

For More Information about the T/TA Network

National Resource Centers

National Resource Center for Tribes (www.nrc4tribes.org)

Engages tribes to increase their access to and use of the T/TA Network, brokers T/TA, helps provide T/TA, facilitates peer-to-peer consultation among Tribes on child welfare issues and increases cultural competence and sensitivity to tribal voices in the T/TA Network and in state child welfare systems.

National Resource Center on Legal and Judicial Issues (www.americanbar.org/groups/child_law/what_we_do/projects/rcji.html)

Provides expertise to courts, attorneys, Court Improvement Projects and state and tribal agencies on legal and judicial aspects of child welfare.

National Child Welfare Resource Center for Organizational Improvement (www.muskie.usm.maine.edu/helpkids)

Offers technical assistance, training, teleconferences and publications to assist states with CFSRs, including strategic planning, quality improvement, evaluating outcomes, facilitating stakeholder involvement and improving training and workforce development.

National Resource Center for Child Protective Services (www.nrc cps.org)

Focuses on building state, local and tribal capacity through T/TA in CPS, including meeting federal requirements, strengthening programs, eligibility for the CAPTA grant, support to State Liaison Officers and collaboration with other NRCs.

National Resource Center for In-Home Services (www.nrcinhome.socialwork.uiowa.edu)

Serves as a national center of expertise in child welfare practice for ensuring the safety of children and youth in their homes and making reasonable efforts to preserve families in which maltreatment has occurred.

National Resource Center for Permanency and Family Connections (www.nrc pfc.org)

Provides T/TA and information services to help states through all stages of the CFSRs, emphasizing family-centered principles and practices and helping states build knowledge of foster care issues.

National Resource Center for Child Welfare Data and Technology (www.nrc cwdt.org)

Addresses a broad range of program and technical issues (including tribal and court child welfare issues) in assisting with the CFSR process, including training on data use and management, AFCARS assistance, coordinating peer consultation and preparation and use of state Data Profiles.

National Resource Center for Adoption (www.nrc adoption.org)

Partners with states, tribes and other NRCs to offer support in all phases of the CFSR process, including analyzing adoption and permanency options, exploring systemic factors, increasing cultural competence, promoting stakeholder involvement.

National Resource Center for Youth Development (www.nrc yd.ou.edu)

Provides states with CFSR assistance, including promoting stakeholder involvement, T/TA and information services. Also offers states, tribes and other youth-serving organizations assistance in effectively implementing the Chafee Foster Care Independence and Education and Training Voucher programs, and supporting youth engagement in child welfare policy, planning and program development.

National Resource Center for Diligent Recruitment at AdoptUSKids (www.adoptuskids.org/about-us/national-resource-center-for-diligent-recruitment)

Provides T/TA to states and tribes on issues that pertain to the development and implementation of quality recruitment and retention services for foster, adoptive, concurrent and kinship families.

AdoptUSKids (www.adoptuskids.org)

Raises public awareness about the need for foster and adoptive families and to assist States, Tribes, territories, and courts in their efforts to recruit and retain foster, adoptive and kinship families and connect them with waiting children throughout the United States.

