

Osage Nation

2015-2019 Child and Family Service Plan (CFSP) 2017 Annual Progress and Services Report

TRIBAL AGENCY ADMINSTERING THE PROGRAM:

- Identify the tribal agency that will administer the Title IV-B (and, if applicable, CFCIP and ETV) programs under the plan. The same agency is required to administer or supervise the administration of all programs under titles IV-B and IV-E of the Act.
- Describe the organization and function of the office or organizational unit responsible for operation and administration of the CFSP.
- Provide an organizational chart and a description of how that office relates to tribal and other offices operating or administering service programs within the tribal service area.

Osage Nation Social Services Department (ONSS) will administer both Title IV-B Subparts 1 & 2 grants as part of a full service child welfare department. ONSS is responsible for Child Protection, Indian Child Welfare, Adoption, Foster Care, and Family Preservation. Adult Protection and Case Management for Supervised Individual Indian Monies Accounts are additional programs administered by ONSS; however, Title IVB funds are *not* used for these two services.

ONSS has a staff of thirteen which consists of the following: Program Director, Social Work Supervisor, one Intake Specialist, one Child Protection Specialist, two Indian Child Welfare Specialists, one Adoption/ICW Specialist, one Foster Care/Family Preservation Specialist, two Adult Social Services Specialists, one Business Systems Analyst, one Fiscal Programs Manager, and a Case Aide/Transportation Specialist (see attached organizational chart). With the exception of the Business Systems Analyst, the staff is housed in one building located on tribal land in Pawhuska, OK. The building is shared with the Osage Nation Child Support Services Department. Due to lack of space in the Social Services Building, the Business Systems Analyst has an office in the Osage Nation Counseling Center located in downtown Pawhuska.

The Osage Nation government is made up of three branches: Executive, Legislative and Judicial. The supreme executive power of the Osage Nation is vested in a Principal Chief who shall dutifully support the Constitution and laws of the Osage Nation and shall see that the laws are faithfully executed, administered and enforced. There shall be an Assistant Principal Chief, who shall have the same qualifications as the Principal Chief and serve for the same term and in the same manner. All other administrative offices, departments, agencies and instrumentalities of the Osage Nation including, but not limited to, public trusts, boards, village committees, authorities and committees are also included in the Executive Branch.

The Judicial powers of the Osage Nation are vested in one Supreme Court, in a lower Trial Court and in such inferior Courts as the Osage Nation Congress may ordain and establish for the development, maintenance and administration of the Tribal Justice System. Due to the nature of its work, ONSS interfaces with all three branches.

ONSS is part of the Executive Branch of the Osage Nation government. This branch is currently headed by the Principal Chief Scott Bighorse and Assistant Principal Chief Terry D. Mason-Moore. On July 2, 2014, newly elected Principal Chief Geoffrey Standing Bear and Assistant Principal Chief Raymond Red Corn will take office. Osage Nation Social Services is in the Child, Family, and Senior Services Division of the Executive Branch. Jennifer Oberly is the Division Leader and is the direct supervisor of the ONSS Director, Lee Collins.

2015 APSR Update:

As of May 14, 2015, a new organizational chart for the Executive Branch of the Osage Nation was put in place. ONSS remains in the Child, Family & Senior Community Services Division (see Attachment VI).

The ONSS Fiscal Program Manager was promoted to be the TANF Director in November 2014. After this, the Fiscal Program Manager's position was eliminated from the Social Services Department. Those duties have been absorbed by the Business Systems Analyst and the Director.

As of October, 2014, the Business Systems Analyst was moved to the office suites of the Osage Nation Police Department where she remained until March 16th. The Business Systems Analyst was then moved into an office in the Social Services building that had been left vacant due to the loss of the Fiscal Manager's position.

Two new positions were added to ONSS by the Osage Nation Congress in October 2014. In November, our CPS Intake Specialist, Leah Bighorse was promoted to Social Work Supervisor and is responsible for the supervision of the Child Protection Services, Adult Protection Services, Intake and IIM Case Management staff. Ann Davis continues as a Social Work Supervisor and is responsible for the supervision of the Indian Child Welfare, Family Preservation, Foster Care and Adoption staff. The second new position was for an ICW Specialist and Destiny Kitchel joined the ONSS staff as the third ICW Specialist in January of 2015.

The Foster Care/Family Preservation Specialist is no longer carrying Family Preservation cases. She is strictly responsible for foster care and is the lead worker for the implementation of the Five Year Recruitment & Retention Plan for Resource Family homes.

The Family Preservation caseload is now being handled by the three ICW Specialists, in addition to their ICW and ICWA cases.

2016 APSR Update: During this reporting period, the staff has remained stable with no new positions added. Because of the increase in the number of Intakes and Investigations received by this office, duties had to be reassigned in April 2016 to ensure that there is enough staff to manage these. The CPS Supervisor has continued to take all incoming Intakes and is now completing at least 1-3 Investigations per month. The Business Systems Analyst was the previous CPS Worker for more than five years and she has been able to assist the CPS Worker with completing Investigations (1-5 per month) as well as assisting the Supervisor with incoming Intakes. This has relieved a great deal of the stress for both the CPS Worker and her Supervisor and has made managing the open Investigations easier for all.

Caseloads during this time period, excluding intakes and investigations, average 108.8 cases with an average of 191-199 children involved. These cases are managed by three permanency workers and one adoption worker.

The following chart provides numbers for all of the CPS and ICW workers (excluding foster care and adoption) for the period July 1, 2015 through June 28, 2016. The level of social work performed by these six social workers and their two supervisors is intense with the number of home visits, monthly face-to-face visits with children in out-of-home placements, court reports to prepare, court hearings to attend, parent child visitation to arrange and monitor, transporting clients to appointments that are typically 35-80 miles away (one way), tracking down reports from service providers and external agencies, meeting with service providers to obtain updates on clients, documenting all case activities and documents in a paper file and an electronic information system, etc. In addition, they attend family team meetings, monthly Post Adjudication Review Board meetings, Child Protection Team meetings, etc. Not all tribes are able to provide this level of social work due to their staff size and their experience level; however, it is required of Osage Nation child welfare in order to provide the highest level of social work possible for the Osage children and families served by ONSS.

	July 1, 2015 - June 28, 2016
Total Intakes	667
CPS Reports	214
Investigations Opened	171
Investigations Completed	155
Substantiated	51
Substantiated Abuse	9
Substantiated Neglect	45
New Cases (opened since July 1, 2015)	83
Case Loads (avg open cases/month)	108.8

Please see **Attachment I** for the Organizational Chart describing how Social Services fits into the Osage Government.

Lastly, ONSS faced a challenge this year when the Director was required to take a nine-week medical leave (September 22 – November 5, 2015). During her absence, the Business Systems Analyst served as the Acting Director and was responsible for the overall management of the Department as well as her regular duties.

It should have been noted in last year's report that the ONSS Director reports directly to the Director of Operations, Mr. Casey Johnson. The Organizational Chart represents this change.

2017 APSR Update: The staff has remained stable with one exception. The Case Aide/Transportation Specialist resigned November 30, 2016 and this position will not be filled for the remainder of this fiscal year. Anticipating budgetary cuts for FY 2018 by the federal government, it is unlikely that this position will be filled in FY 2018 either. The remaining staff have absorbed those duties which include receptionist, managing the GSA vehicles and taking care of mail and assisting staff with clerical duties.

Please see Attachment I-APSR 2017 for updated organizational charts for the Osage Nation and the Social Services Department itself.

The social workers continue to provide the same level of service to Osage children and families involved in the child welfare system, tribal and states nationwide. This past reporting period shows a marked increase in the number of tribal custody cases, going from 3 to 9 cases.

ONSS continues to intervene in all court cases involving Osage children nationwide. The permanency workers continue to make face-to-face visits with children in their out-of-home placements, assist with parent-child and sibling visitation, assist with transportation for clients to services, prepare court detailed court reports, and participate in court hearings either in person or telephonically. Whether working on a tribal case or a state case, the Osage permanency workers participate in Family Team Meetings, Family Functional Assessments and Child Safety meetings whenever possible. They are also responsible for documenting all case activities and documents in the Social Services data system as well as maintaining a paper file.

The following chart provides numbers for CPS and ICW staff (excluding foster care and adoptions) for the period of July 1, 2016 through June 15, 2017.

	July 1, 2016 thru June 15, 2017
Total Intakes	346
CPS Reports	211
Investigations Opened	132
Investigations Completed	120
Substantiated	42
Substantiated Abuse	8
Substantiated Neglect	34
New Cases (Opened since 7-1-16)	54

2018 APSR Update:

VISION STATEMENT:

- **Provide a vision statement that articulates the tribe's philosophy of providing child and family services and developing or improving a coordinated service delivery system.**

Our vision is that every Osage child will live in a safe, stable and permanent home, nurtured by healthy families and strong communities.

The service principles of Foster Care and Family Preservation are to ensure the safety of all family members; to avoid the unnecessary out-of-home placement of children; to help children who are in out-of-home status to be returned to and maintained with their families or another planned permanent living arrangement as soon as safely possible; to enhance the parent's ability to create safe, stable, and nurturing home environments that promote healthy child development; and to assist children and families to resolve crisis and connect them with necessary and appropriate services in order to assist them in remaining safely together in their homes whenever possible. Our child and family services are community-based and involve community organizations, parents and residents in their design and delivery while holding us accountable to our communities' and clients' needs. The services are based upon the changing needs of children and families, depending upon their needs at various times in their lives. A family or individual does not need to be in crisis in order to receive services.

2015 APSR Update: Principal Chief Standing Bear's administration has adopted its own mission statement and has required each department to develop a mission statement in line with the Chief's mission statement. Chief Standing Bear's mission is *"To improve the lives of all Osage People in a sustainable way through cultural preservation, improved health, educational excellence, increased employment and business opportunities, and the creation of a safe and progressive environment in which to live and work."*

Based upon the Principal Chief's mission statement, ONSS has adopted the following mission statement:

To preserve and support a full and abundant Osage way of life while protecting and encouraging at-risk Osage children and elders by guiding and empowering such individuals and families to develop healthy minds, bodies, and spirits.

2016 APSR Update: No Change.

2017 APSR Update: The Social Services mission statement has been updated this year to include the "claims of the child" in order to maintain each Osage child's connection to the Osage Nation. The intent is to strengthen, enhance and preserve each child's right to an active role in Osage culture, traditions, language and politics so that they will have a meaningful future as an Osage adult member. The new mission statement reads as follows:

To provide protection, reunification or long-term stability designed to strengthen and support Osage Indian children and families within the Osage Nation and any other areas in which they may be located while protecting and maintaining the connection between Osage children and the Osage Nation.

2018 APSR Update:

GOALS, OBJECTIVES, AND MEASURES OF PROGRESS:

- **Specify the goals that will be accomplished during and by the end of the five-year period of the plan. Express the goals in terms of improved outcomes for the safety, permanency and well-being of children and families, and a more comprehensive, coordinated, and effective child and family service delivery system.** (Additional information: "Goals" are generally broad, positive statements, expressed in terms of improved outcomes that identify the population or group that will benefit. For example, a goal might be stated as, "Children who have been victims of abuse or neglect will not experience repeat maltreatment in their homes.")
NOTE: Think SMART: Specific, Measurable, Achievable, Realistic, Timetable.)
- **Identify realistic, specific, quantifiable and measurable objectives that will be carried out to achieve each goal. Each objective should focus on outcomes for children, youth and/or families or on elements of service delivery (such as quality) that are linked to outcomes in important ways. Each objective should include both interim benchmarks and a long-term timetable, as appropriate, for achieving the objective. The CFSP must include objectives to make progress in reaching additional children in need of services, expanding and strengthening the range of existing services, and developing new types of services.** (Additional information: "Objectives" may be thought of as the strategies or initiatives that will help achieve the goal, while "benchmarks" represent key implementation milestones. For example an objective for the goal of reducing repeat maltreatment might be to "Increase the number of families that receive high quality family preservation services," and benchmarks might include hiring staff, completing training, developing referral procedures, implementing assessment tools or other concrete action steps.)
- **Describe how the tribe will measure the results, accomplishments, and annual progress toward meeting the goals and objectives. Specify the processes and procedures the tribe will use to assure use of valid and reliable data and information. The data and information must be capable of determining whether or not the interim benchmarks and multi-year timetable for accomplishing CFSP goals and objectives are being met.** (Additional information: In order to know whether the tribe is being successful in achieving its goals and objectives, it is important to identify sources of data that can be used to measure progress. This type of information may come from data that is collected by the tribe, by the state or could be information gathered through surveys or other approaches. Whatever measures the tribe identifies, it is important to establish procedures upfront to assure that data will be available on a timely and ongoing basis.)

GOAL A: To support and strengthen Osage children and families within the territorial boundaries of the Osage Nation and contiguous areas through coordinated service provision designed to promote family stability and strength and in turn, prevent out of-home placement of children.

Objective A1:

To increase the number of Osage families served by the tribal Family Preservation department by collaborating more effectively with Osage County OKDHS and surrounding county OKDHS offices to obtain appropriate referrals for Osage families within the territorial boundaries of the Osage Nation and its surrounding areas.

Performance Measurement: Provide current Osage Nation Social Services program and contact information to Osage, Pawnee, Tulsa, Kay, Washington and Creek Counties by November 01, 2014. Provide updated information on an on-going basis annually or when there are changes in ONSS staff.

Performance Measurement: The Family Preservation/Foster Care Specialist will attend at least 90% of the monthly Child Protection Team and Multi-Disciplinary Team meetings on the Osage Reservation.

Performance Measurement: The Family Preservation/Foster Care Specialist will provide case management and social work services to at least ten Osage families per year.

Objective A2:

To continue to develop expertise in the delivery of family preservation and support services by attending applicable training sponsored by OKDHS, tribal programs, other state programs, webinars, and other resources.

Performance Measurement: Social work staff will attend specialized child welfare training at least three times per year to improve skills in working with families.

2015 APSR Update:

ONSS has provided information about services and staff during both of the Collaboration meetings held with OKDHS Districts 8 and 10 on July 07th and November 08th 2014. Contact information has also been provided to the OKDHS Tribal Coordinator. An ONSS Information sheet has been created and will be shared with OKDHS staff, District Attorneys, and Judges. Lastly, the ICW Contact List by Rita Hart at OKDHS was updated to reflect all changes at ONSS last November.

The Family Preservation/Foster Care Specialist has attended the Osage Nation Child Protection Team Meetings from July of 2014 to January of 2015. In

January of 2015, Family Preservation Services were transitioned over to the ICW Specialists. The ICW Specialists routinely attend the monthly Child Protection Team meetings.

During the past year, ONSS has provided Family Preservation Services to 11 families which include 15 children.

ONSS Child Welfare staff has had the opportunity to participate in specialized child welfare training at least three times per year. These trainings have included topics related to resource family recruitment, effects of trauma on children in the Child Welfare system, children's mental health, and Child Protection issues. Training has been obtained through webinars, state conferences, OKDHS trainings, and through the Osage Nation.

2016 APSR Update:

The second and third Performance Measures under Objective A1 above need to be changed: since the Foster Care/Family Preservation Specialist is now the Foster Care Specialist. The ICW Specialists are managing the Family Preservation cases. The reference to the Foster Care/Family Preservation Specialist needs to be replaced with "ONSS Social Workers" ...

Cell phone numbers, office numbers (direct lines) and email addresses are updated for all OKDHS workers on a yearly basis or when any changes have been made to ensure that ONSS staff are available 24 hours a day to the OKDHS workers working with Osage children and families.

ONSS has a close working relationship with Osage County Child Welfare. Unfortunately, Osage County Child Welfare has experienced a high turnover rate which has resulted in workers from other counties filling in to handle investigations and cases until the vacant positions are filled. This has caused poor communication between ONSS and the County. At the same time, new workers have taken full advantage of working with the seasoned ONSS workers as they are learning and improving their social work skills.

The working relationship with Kay, Tulsa, Washington and Pawnee counties is not as good as the one with Osage County. It seems as though ICWA compliance is not a priority with the exception of their foster care programs. Osage Nation will continue to foster better working relationships with these counties by being available at all times to work as equal partners from the beginning to the end of cases involving Osage children and families.

At this time, Family Preservation services are provided by the three ICW Specialists. Family Preservation services were provided to 12 Osage families between July 1, 2015 through May 31, 2016. These families were referred for Family Preservation services through the ONSS Child Protective Services worker, OKDHS CPS workers, or by the Osage Nation Trial Court. Each of these families were at risk of having their children enter the Child Welfare system. Case plans were developed with each of the families to help address their needs. Services included home visits, case management, transportation, coordination with other service agencies to address needs, and monitoring to ensure that children were safe.

Prior to opening a Family Preservation case, the CPS Specialist completes an Investigation which indicates the family is at high risk of entering the child welfare system. The CPS

Supervisor and CPS Specialist meets monthly with the ICW Supervisor and ICW Specialists to review all cases that are transferring from CPS to ICW. This gives them an opportunity to share information about their findings and the ICW unit is able to ask questions of the CPS staff. It is also an opportunity to discuss services that may have already begun and services that need to be initiated.

There continues to be collaboration with OKDHS through participation both on a state and local level. The Director and Supervisors continue to be involved in the Tribal State Workgroup as well as the Region 5 and Region 1 Workgroups. Ann Davis has served as the Tribal Co-Chair of the Region 5 Workgroup since September of 2015. These groups continue to focus on issues that affect the collaboration between OKDHS and Tribes and identify strategies to address those issues. The Region V Workgroup was instrumental in planning a Tribal Resource Recruitment Event that was held in May.

On May 18th OKDHS Director Ed Lake hosted a casual sit-down meeting with tribal ICW Directors to discuss issues related to ICWA compliance and the tribal-state working relationship. This was the first time an OKDHS Director has ever done anything like this with the Oklahoma tribes. Osage Nation representatives were Lee Collins and Ann Davis who attended the meeting where they were able to express concerns related to the lack of ICWA compliance related to notification to the Osage Nation at the time a referral is received; lack of legal notice when Osage children are removed; and the lack of true consultation by the state related to the state's CFSP and progress toward goals that affect tribes. At times Director Lake appeared to be unaware of issues brought up; and he expressed concern while making a commitment to address the many issues brought to his attention by all of the tribes in attendance at the meeting.

Clinical Consultation with Dr. Lanny Endicott, LCWS, Ed. Min., continues to be held every 6-8 weeks. He provides professional consultation on complex child welfare cases for three hours and training for an additional three hours. Dr. Endicott is also available for individual sessions whenever there has been a critical incident or a worker may be having a difficult time with burnout or secondary trauma. ONSS continues to invite other tribal departments and external agencies to the training that Dr. Endicott provides.

ONSS staff continues to participate in professional training through all available resources including the Osage Academy, conferences, webinars and local training. Two ONSS staff members were allowed to attend the annual Oklahoma Indian Child Welfare Association conference; and six ONSS staff members attended a Wellness Retreat that focused on team building and conflict resolution. The retreat was sponsored by Casey Family Programs and allowed ONSS to invite other internal and external partners to attend. Cherokee Nation sent two of their staff members; two OKDHS Tribal Coordinators attended; and the Osage Nation Health Division Leader participated. CPR/AED/First Aid certification training has been completed by the entire staff.

2017 APSR Update: Social Services continues to keep the contact list of ONSS staff current for OKDHS, out-of-state case workers, and law enforcement agencies in Oklahoma.

Since the Foster Care/Family Preservation Specialist's job description changed in 2014 to facilitate the implementation of the formal five-year Recruitment and Retention Plan, Family Preservation cases have all been assigned to the three ICW Specialists (permanency workers). During this reporting period. They have provided Family Preservation services to 8 Osage families which includes 12 Osage children. At least one or

more of these workers routinely attends the monthly Child Protection Team meetings for case management consultation as required.

As of the writing of this report, Osage Nation has had no direct feedback from the meeting held by Director Ed Lake last summer. Dr. Deb Shropshire has maintained contact with the ONSS Director and one of the Osage Social Work Supervisors to obtain updates and specific case information in the ICWA cases shared with OKDHS. She is able to make direct contact with the OKDHS staff assigned to these cases to address issues related to ICWA compliance and outcomes for Osage children and families.

ONSS staff have participated in professional training through various resources this year, despite limited funding to cover training costs. Four social workers attended the 15th National Indian Nations Conference in Palm Springs, CA in December 2016 by utilizing the scholarships offered by the conference organizers.

One of the ICW Specialists was able to attend a one-day training in Tulsa OK sponsored by the Oklahoma Department of Mental Health that was on Child Parent Psychotherapy.

Child Car Seat Safety training was provided to the ONSS staff so they could maintain their certifications in this area of expertise.

Additional training was obtained through the Osage Academy training program offered by Osage Nation Human Resources. Examples would be Excel I, II, III; Power Point I, II, III; Leadership; CPR/AED Certification; etc.

The last type of training to report on is obtained through free webinars by various child welfare resources.

2018 APSR Update:

GOAL B: To operate a foster care program which includes the recruitment, licensing, training and retention of tribal foster families capable of meeting the physical, emotional and cultural needs of Osage children in custody.

Objective B1:

Staff will learn about and implement specific strategies to assist in recruiting new foster and adoptive resource families and the retention of existing foster and adoptive resource families.

Performance Measurement: Staff will participate in two trainings each year addressing the recruitment and retention of foster families.

Objective B2:

Create a continuous campaign for foster and adoptive family resource recruitment and retention.

Performance Measurement: Staff will participate in monthly meetings to review the progress in the implementation of the Five Year Recruitment and Retention Plan.

Objective B3:

Provide both pre-service and in-service training opportunities for foster and adoptive resource families which will enhance their skills in parenting and managing abused and neglected children.

Performance Measurement: Staff will provide two “Guiding Principles” pre-service trainings for foster and adoptive resource families each year. This training will also include an Osage cultural component to assist resource parents in meeting the cultural needs of Osage children.

Performance Measurement: Staff will assist foster and adoptive resource parents with obtaining training and supports to assist in meeting the physical, emotional and cultural needs of Osage children.

Objective B4:

Provide information and support through a quarterly newsletter to tribal foster and adoptive families.

Performance Measurement: Current foster and adoptive resource families will be sent copies of the newsletter either electronically or through the mail. The newsletter will also be available electronically through the ONSS Webpage and ONSS Facebook page.

2015 APSR Update:

The Adoption and Foster Care Specialists have attended several trainings related to the recruitment and retention of foster and adoptive families. The Foster Care Specialist attended a training along with other Tribes on “Tribal Recruitment in Rural Areas” in February of 2015. The Foster Care and Adoption Specialist also attended the OKDHS Recruitment and Retention Conference in October of 2014. Other trainings and meetings attended, include the Resource Family Partner July meeting, Livescan Fingerprint Training, Collaborashop in December, and the DHS Quarterly Foster Care meeting in January of 2015. The Foster Care Specialist and Supervisor also participated in the National ICWA Placement Recruitment Project. The first meeting was held on April 29-30, 2015 in New Mexico. There will be a follow up meeting in October. This project is intended to enhance the recruitment and approval efforts of Tribal homes so that there is an adequate number of resources to meet the needs of Indian children in need of placement.

With the assistance of the NRC’s, ONSS has developed a Recruitment and Retention Plan to increase the number of Osage resource families to provide care for Osage children. As of January of 2015, the Foster Care Specialist is the lead on recruitment efforts. She facilitates meetings approximately every six weeks. These meetings allow for the tracking of progress on the goals and objectives set forth in the Recruitment and Retention plan. Long range goals include the development of Tribal State Agreements with those states in which Osage children are in need of foster care or adoptive placements. Although the Osage Nation has had some success in facilitating placement of children in need of adoptive homes with certified Osage families who are in other states, it is a cumbersome process.

ONSS provided a Guiding Principles Training for foster and adoptive resource applicants and parents in September of 2014. OKDHS families were also invited to participate in this

training. Four families completed this training. Another training is planned for July of 2015. The Foster Care Specialist provided additional training on the topic of “Grief and Loss” to the group.

The Adoption Specialist and Foster Care Specialist coordinate with the other ONSS Child Welfare staff in helping to identify appropriate placements for Osage children. If there are placement issues, they are helpful in identifying and providing supports and assistance to help maintain placements. They help to identify family connections so that Osage children can be placed with relatives whenever possible.

The Adoption Specialist has taken the lead on creating and distributing a quarterly newsletter for resource families. During this report period, one newsletter has been created and distributed to resource families during the month of December. Recently there has been collaboration in the group to develop a publication that would meet the needs of both Resource parents as well as the children in care. This publication will also provide information that will help to promote the Osage culture and traditions.

2016 APSR Update: Foster Care and Adoption services continue to be provided by the Foster Care Specialist and the ICW Adoption Specialist. These services include recruitment, licensure training and support of Osage Nation resource homes. These two staff work closely with the other ICW staff to help find Osage families for Osage children in custody. This includes working with relatives to complete the licensure process as well as recruiting and licensing non-relative Osage families.

The Foster Care Specialist continues to serve as the lead in recruitment efforts. ONSS is in year three of the Five Year Recruitment and Retention Plan. Meetings are held with the Recruitment Team every 6-8 weeks to track progress on the goals and objectives set out in the plan. The Resource Parent Application form has been reviewed and revised to decrease duplication and to streamline the process. Long term goals still include the development of Tribal State Agreements with other states in which Osage children are in need of foster or adoptive placements. ONSS is working with a Title IV-E consultant through the Casey Family Programs in order to maximize IV-E funds. Although the initial focus is on the Tribal State Agreement in Oklahoma, this may help with our goal of having additional agreements with other states where Osage children are in need of out-of-home ICWA placements.

The Foster Care Specialist and Supervisor attended the second meeting of the National ICWA Placement Project in October 2015. Other trainings attended included “Beyond Recruitment” provided by Dr. Denise Goodman from the Annie E. Casey Foundation. ONSS staff participated in a conference call regarding tribal access to name based background checks for emergency placement. Since obtaining background checks is already fairly easily obtained through working with OKDHS, this process was not pursued.

The Foster Care Specialist and ONSS Director were presenters for a teleconference sponsored by NRC for Diligent Recruitment in January 2016. The presentation detailed the journey to developing our own formal five-year recruitment plan and its implementation. The presentation was well received (see **Attachment II**).

Recruitment efforts have included a presentation at the Northern California Osages Association meeting in Petaluma, California on September 26, 2015. Ongoing recruitment efforts included posting recruitment flyers in public places locally and an electronic add that posts every three

minutes at local restaurants owned by a family that owns several restaurants in Oklahoma. A recruitment flyer has also been distributed to all Osage Nation employees through our weekly Employee Announcements page on the internet.

The Osage Nation, Cherokee Nation, Muscogee Creek Nation and OKDHS partnered together to host the 2016 Tribal Foster & Adoptive Family Recruitment Fair of the Tulsa Area. Planning meetings began in January for the May event with the ONSS Foster Care Specialist serving as the lead on this project. The event was held at the River Walk in Jenks, OK which is an area owned by the Creek Nation. Information booths were available for participants to visit 8 different tribal programs, 4 OKDHS resource family partners, OKDHS Foster Care and Adoption Unit and other tribal services. The program included a keynote address by Chance Rush from Tulsa; and two resource parent panels who spoke about their experiences in being foster or adoptive families. There were approximately 100 participants including volunteers. Although the participation was not as large as had been hoped, the event went smoothly on a beautiful day and in a great venue. A follow-up meeting is planned for the last week of June to recap the event and to determine key planning tools that will be used again when planning the next event which will be held in Oklahoma City. ONSS also plans to provide a presentation and an information booth at the Southern California Osages Association's next meeting in September, 2016 which will be held in San Diego, CA.

ONSS provided a Guiding Principles training for foster and adoptive family resource applicants in July of 2015. The next one is being held in July 2016. OKDHS families also utilize the training provided by ONSS since it is designed to target working families by only being three full days long. In addition to using the nine sessions of training, Osage cultural training is continued to be provided by the Wah Zha Zhi (Osage) Cultural Center staff. The July 2015 session's cultural experience included the Osage Dice Game along with a lecture on Osage traditional clothing and the traditional wedding coats.

The quarterly newsletters for foster and adoptive parents has been suspended to allow staff to focus more on recruitment activities. At the end of this fiscal year, the team will determine whether or not to resume providing the newsletters on a regular basis. An additional barrier to the completion of this objective has been the significant increase in the number of adoption and guardianship cases this year in the tribal court. Both the Adoption Specialist and Foster Care Specialist have had little time for anything other than handling their caseloads and the recruitment activities this past year.

2017 APSR Update: Recruitment, training and support of the Osage Nation resource homes continues to be the responsibility of the Foster Care Specialist and ICW/Adoption Specialist. These two specialists work closely with the other ICW staff to address placement needs for Osage children in custody. This also includes identifying relatives and tribal clans of Osage children and working them to become licensed resource homes.

FY2017 is the fourth year of the Five Year Recruitment and Retention Plan (**See Attachment II at the end of this document**). The team continues to meet every six to eight weeks to review progress and challenges. Mr. Eddie Screechowl from Casey Family Programs attends these meetings and has provided support in the way of consulting and paying for goods used as recruitment tools, i.e. promotional items, printing costs, etc.

This year special attention has been given to updating the Social Services webpage and Facebook page. A survey has been developed for those persons interested in becoming a resource family; and the actual

application continues to be streamlined and updated to keep it user friendly while providing meaningful information for the licensure process.

November 5, 2016, the recruitment team attended the annual Fall Gathering of the United Osages of Southern California in Carlsbad, CA. Osages from the southern half of California meet twice a year to share and obtain information relevant to them from the Osage Nation. The Director provided a one-hour presentation and Q&A session. The team set up a booth with information, one-on-one-consultation, and promotional items in an attempt to recruit new Osage resource homes; however, to date, no So Cal families have followed through with becoming a resource home. As a side note, this event provided an opportunity for at least two Osage foster families and the Osage children living in their homes to meet the ONSS staff face-to-face and to spend some quality time together. Chief Geoffrey Standing Bear, Congresswomen Pratt, Whitehorn and Edwards, Dr. Andrea Hunter (Historic Preservation Director) and Osage News staff were also in attendance at this meeting.

Osage Nation partnered with several other Oklahoma Tribes and vendors to host a tribal resource recruitment fair in Oklahoma City in October 2016. The event was held at the Glorietta Baptist Church located in south Oklahoma City. Traditional foods and a lunch buffet was donated by the tribes participating in the event which included the following: Osage Nation, Creek Nation, Sac & Fox Nation, Cherokee Nation, Chickasaw Nation; Welcoming everyone to the event was The Honorable Tribal Chief Sylvia Rhoades from the Sac & Fox Nation. The event featured Mr. Daryle Conquering Bear as the keynote speaker. Daryle is well-known throughout Indian Country as well as the Children's Bureau and the National Indian Child Welfare Association. He shares the story of his experiences growing up in the foster care system and makes suggestions on how to improve this type of experience for children, youth and the resource families. Daryle's expenses were covered by Casey Family Programs. The event also allowed several tribal representatives, including the ONSS Director, to be interviewed on-air live by the *Indians for Indians* radio show. The entire event was also broadcast live that day. To date, ONSS has licensed one Osage family resource from this event!

ONSS provided Guiding Principles training for foster and adoptive family resource applicants in July 2016 and April 2017. Seven families were trained during these two sessions. ONSS also provided an emergency training to a kinship family. A cultural component specific to Osage culture is always included as an additional 3 hours to the training (and seems to be one of the favorite features of the training). ONSS provides refreshments and a lunch for the participants and plans to do the same in FY 2018.

2018 APSR Update:

GOAL C: To increase sensitivity and awareness of Osage culture with ONSS staff and other state and community agencies within the territorial boundaries of the Osage Nation.

Objective C1:

ONSS staff will increase their knowledge of Osage culture, history, and language by actively participating in classes offered through the Osage Nation Cultural Center and Language Department, as well as learning through their Osage colleagues.

Performance Measurement: ONSS staff will participate in a minimum of two Osage cultural activities and/or trainings each year.

Objective C2:

ONSS will provide training to state and community agencies within the territorial boundaries of the Osage Nation that addresses Osage culture and the Indian Child Welfare Act.

Performance Measurement: ONSS will conduct a minimum of two trainings to state and community agencies within the territorial boundaries of the Osage Nation that addresses Osage culture and the Indian Child Welfare Act.

2015 APSR Update:

Several staff participated in the Osage Language classes during the spring semester. ONSS staff is required to attend at least one afternoon session of the In-Lon-Schka Ceremonial dance in each of the three Osage districts to gain a better understanding of Osage culture. Osage staff ensures that children's families and care-givers are aware of the dances, and encouraged to attend.

One of our ICW Specialists provided transportation and supervision to an Osage teenage girl in Oklahoma DHS custody to attend the dances in Hominy this year. In addition, a four-year-old Osage child in the custody of Los Angeles County, California was flown to Oklahoma along with her foster parent so she could participate in the dances held in Pawhuska June 25 & 26th. This was her third time to attend these dances. This child's bio mother and maternal grandfather also traveled to Oklahoma to attend the same dance. This gave ONSS an opportunity to meet with the child, foster parent, bio mother and maternal grandfather in person to discuss Osage culture as well as case progress.

A cultural component is included in the Guiding Principles Training so that potential resource parents can understand the importance and expectations of keeping Osage children connected with the Osage Nation. ONSS staff are invited to participate in this training. Some of the training has included helping participants learn to make Osage necklaces and bandoliers. Along with making these items, participants learn the significance of these items to Osages.

2016 APSR Update: Four members of the ONSS staff have consistently participated in the weekly Osage Language classes that began September 2015. This is an ongoing class that will continue through this summer. It is a requirement that ONSS staff attend at least one session of each of the three district's ceremonial dances held annually in June. This provides the staff an opportunity for an experiential learning opportunity on the Osage culture, ceremonies and traditions. Staff encourages custody children's families and caregivers to attend and participate when possible. ONSS staff take Osage custody children to the dances so that they can learn more about the Osage culture as well. In some cases, it is the first time that Osage children have gotten to experience this special event that is so important to tribal members.

ONSS staff also receive training about Osage culture and traditions from ONSS staff who are members of the Osage Nation. They are able to give presentations and demonstrations during the weekly staff meetings held in the office. Staff have also participated in classes offered through the Wah Zha Zhi Cultural Center, i.e. shawl making, Osage shirt making, Roach Making, etc. Each staff member has a goal to increase their knowledge of Osage culture, language, and traditions as part of their annual employee evaluation. As staff learn more about Osage history, language and culture, they are better equipped to help Osage children and families connect or reconnect to the Osage Nation. Having this type of knowledge also improves their ability to communicate with Osages and to better understand their lifestyles.

In another effort to provide staff with a means of teaching children on their caseload about Osage culture, the CPS Supervisor will provide a presentation in July 2016 on the meaning of traditional Osage clothing and how they are put on a person (dressing a person). The plan is to film this presentation to make a resource available to workers to show clients the Osage regalia. The CPS Supervisor will also teach the staff how to make a dance shawl and bandoleers. Workers will be provided with the necessary supplies to take along on placement provider visits to teach the children on their caseload how to make these items. This is something the worker and child can do together to promote the Osage culture while enriching their relationships with the children on their caseloads. Pictures of their progress and finished products will be added to each child's case file at the ONSS office.

Cultural training and demonstrations will be provided at the Child Protection Team meetings with the first session to be held in September 2016. The team will first be asked what type of things they are interested in learning about Osage culture, language and history; and customized training presentations will be developed and given based on this information.

2017 APSR Update: Three members of the ONSS staff have consistently participated in the weekly Osage language classes that began in September 2016. In addition, staff attend at least one session of each of the three district's annual ceremonial dances held in June. Resource families caring for Osage children are encouraged to bring them to the dance and staff also bring custody children to the dances so they can experience this aspect of Osage culture. Once again (and this makes the fourth time), a California foster family has brought their 6 year old Osage foster child to the ceremonial dances held in Pawhuska so that she can learn about her Osage culture and traditions in person.

Staff also participate in at least two classes per year that are offered through the Wah Zha Zhi Cultural Center. Some of the class offerings include moccasin making, shawl making, Osage shirt making, fingerweaving and roach making. These classes are typically held after hours in various locations throughout the Reservation to make it convenient for participants.

The Wah Zha Zhi Cultural Center staff have also provided some training and presentations to Social Services staff during weekly staff meetings, i.e. Osage history, Osage clothing, ceremonial dances and Osage beliefs. Staff have found these trainings to be very beneficial as it helps them in doing a better job serving their Osage clients.

Staff also have supplies to assist the children on their caseload to make bandoliers and beaded necklaces worn when dancing in Osage clothes. The ICW Supervisor will work with staff to ensure the children on their caseloads are able to complete a cultural item with a client during this reporting period. This is typically done during monthly home visits.

One of the ICW Specialists has taken the lead on creating a quarterly newsletter for Osage children and families on our caseloads. The newsletter includes information about tribal events that are ongoing. The newsletter always contains words written in the Osage orthography next to a picture of the item. This information is to be used by the resource families to teach to the children placed in their care as well as for them to learn themselves. Other staff may contribute to the newsletter and ensure that they distribute it to all of the families and children on their caseloads.

Another project used to promote the use of the Osage language by Osage children in custody, as well as the resource families caring for them, includes producing laminated placemats using pictures, Osage words written in the Osage orthography and the English word for the item. The same concept is used by laminating pages with 9-12 pictures of items with the Osage word next to each picture so that flashcards can be made. This assists the children in learning colors, numbers, and many other ordinary items found inside of their homes, schools, etc. It is important for the Osage Nation to impart information to children in custody to initiate or continue their exposure to Osage culture, language and traditions so that they can grow up to be active participants in the Osage Nation.

2018 APSR Update:

GOAL D: To collaborate with tribal and/or community programs in a minimum of four prevention activities each year.

Objective D1:

Ensure that Osage Nation is actively involved and represented in tribal/community prevention teams.

Performance Measurement: Program staff will participate in the monthly Osage Nation Child Protection Team meeting and Multi-Disciplinary Team meetings involving Osage children.

Objective D2:

Provide training to other tribal and community agencies on child abuse prevention and awareness.

Performance Measurement: Staff will provide two trainings annually to tribal and community agencies on child abuse prevention and awareness.

GOAL E: To collaborate with OKDHS on a local, regional and state-wide basis to continue to improve services for tribal children and increase compliance with the Indian Child Welfare Act.

Objective E1:

Continue participation in the Tribal State Collaboration Workgroup meetings to enhance the relations between Tribal Child Welfare programs and OKDHS to improve services and increase compliance with the Indian Child Welfare Act.

Performance Measurement: Staff will attend scheduled quarterly Tribal State Collaboration Workgroup meetings.

Objective E2:

Enhance collaboration with Osage, Kay, Noble and Pawnee Counties' Child Welfare Services through regularly scheduled meetings focused on identifying barriers and developing strategies for continued improvement of services to Osage children and families in these counties.

Performance Measurement: ONSS staff will participate in Collaboration meetings with Osage, Kay, Noble and Pawnee Counties at least two times each year.

2015 APSR Update: ONSS hosted and participated in monthly Child Protection Teams on a monthly basis to staff mutual cases, to discuss available and needed community resources, and to work as a team with all of our community partners, including law enforcement, attorneys, counselors, school representatives, and other child welfare workers.

ONSS provided child welfare training to the Osage Nation Head Start staff and the Child Care staff, including all of their day care employees. This training is designed to teach the participants how to know when to report suspected or known child abuse and neglect. The participants are also taught how to address poor parenting issues with the parents of the children they work with.

The Program Director, Social Work Supervisors and the Business Systems Analyst have shared the responsibility of attending the quarterly Tribal State Work Group meetings. This year, we were able to attend three of the four regularly scheduled meetings.

Regional work group meetings were held in July and November this past year with Districts 8 and 10 from OKDHS Region 1. Discussions were held on how to overcome conflicts, challenges and barriers to ensuring compliance with the Indian Child Welfare Act. In addition, ONSS arranged training at the July meeting on Placement Preferences of the Osage Nation; and the November meeting included training by Angel Smith, Esquire, on "Active Efforts." Mrs. Smith also provided a historic overview of how and why the ICWA was enacted.

2016 APSR Update: ONSS hosts and participates in monthly Child Protection Team (CPT) meetings on a monthly basis to staff mutual cases, to discuss available and needed community resources, and to work as a team with community partners, including law enforcement, attorneys, counselors, school representatives and other child welfare workers. The ONSS CPS/APS Supervisor has agreed to assist OKDHS with the development of a new Multi-Disciplinary Team to serve Osage County.

ONSS provided six 3-hour child and adult abuse training sessions during the week of October 19-23, 2015 for all Osage Nation employees. This training was coordinated with the Executive Office, Human Resources and ONSS to meet the tribal policy that requires all tribal employees complete this training. Each employee is required to attend the training, ask questions and sign a form acknowledging they received and understood the training. Osage Nation policy states that any employee of the Nation who does not report known or suspected child or adult abuse or neglect is subject to termination of employment. The policy also tells each employee who to report to.

Additional child abuse and neglect training has been provided to Osage Nation Head Start and Child Care employees, including all of their day care employees since last October because they work with children every day and had hired a significant number of new employees.

The ONSS Director and one of the Social Work Supervisors have continued to participate in the quarterly Tribal State Work Group meetings. In addition to these meetings, the Foster Care Specialist, Adoption Specialist and their Supervisor have participated in the OKDHS Foster Care Regional Workgroup meetings for Regions 1 and 5 since this is where the majority of Osage custody children are located. In July 2015, the Social Work Supervisor was chosen to co-chair the Region 5 group. Attempts were made to develop a formal work plan with the group, but this has not been as successful as it had been hoped. Challenges to this process included inconsistency in participation by OKDHS staff and a lack of commitment to participate in this

group. Expectations for the regional workgroups have not been as clearly defined as needed and ONSS will re-examine the value of future participation in these two groups.

A great deal of time and expense has been invested in strengthening the relationship between Osage Nation and OKDHS child welfare, especially during this past year. The once functional workgroup consisting of Districts 8 and 10 of Region 1 has “fizzled” out during this past year. District 10 has experienced significant turnover which means the workgroup has to almost start from the beginning at each meeting. Little progress can be made since the group only meets 2-3 times a year; and at this time the meetings have been suspended. This type of collaboration will be revisited when OKDHS has a more stable staff in District 10.

2017 APSR Update: Osage Nation has continued to provide child and adult abuse/neglect awareness training to all Osage employees. This is usually done for individual departments that serve children and families. In addition, the same training is provided monthly to all new employees at their orientation training. This training provides information about signs of abuse and neglect as well as reporting. There is always a question and answer period which usually demonstrates that the participants have learned something from the training that has piqued their interest. These activities fulfill the objectives for prevention activities.

Social Services staff continues to host monthly Child Protection Team meetings where mutual investigations and cases are staffed with other agencies. This improves continuity to the approach used by all agencies who come in contact with the same families which will hopefully give them a better chance at being successful in eliminating child safety risks while improving the quality of life in their homes. This meeting is also a time when all of these agencies (social services, behavioral health, law enforcement, school personnel, attorneys, etc.) can discuss service gaps and possible solutions to fill these gaps. Lastly, it is a great opportunity for all of these professionals to know one another better as they work together to improve the continuum of care for children and families involved in the child welfare system.

ONSS continues to participate in the quarterly Tribal State Work Group meetings. Dr. Deb Shropshire from OKDHS and Tracy Haney from the Seminole Nation co-chair the meetings and set the agendas. This group has not been able to meet as often this year as in years past, most likely due to funding cuts at OKDHS. Most recently, Osage Nation hosted the Tribal State Work Group meeting in Pawhuska on May 18, 2017. The meeting was well attended and there were two guest speakers. There was a great deal of focus on Osage history and culture as well as services offered by Osage Nation to their clientele. Even though significant thunderstorms were looming, there was still enough time to make announcements, update everyone on the progress of the ICWA Partnership grant and several other agenda items. Lunch was catered by Bad Brad's Bar B Que. Many Tribal State IV-E Agreements continue to be pending. Bonnie Clift, Assistant General Counsel for OKDHS has plans to meet with individual tribes to discuss changes needed.

There has also been participation in the ICWA Partnership Grant meetings held in Oklahoma City. It is difficult to become as involved as we would like to because of the demands here at tribal headquarters; however, efforts will be made to contribute as much as possible whenever possible.

OKDHS held a meeting on 3/31/17 to obtain input into their Program Improvement Plan based upon the recent Child Family Service Review (federal audit). The meeting was disappointing, as it seemed that the strategies for the PIP had already been developed without input from the tribes.

During this reporting period, Social Services has seen improvement in its working relationship with Kay County Child Welfare, particularly in permanency cases. There continues to be some conflict between the two agencies when it comes to making case decisions; however, the social workers and supervisors are communicating more which has meant better outcomes for Osage children and families.

2018 APSR Update:

CONSULTATION AND COORDINATION:

- **Describe the consultation process the tribe has determined is appropriate to meet its needs and circumstances in order to obtain the active involvement of the offices and responsible for providing child and family services within the Tribe's area of jurisdiction. The consultation process must include all the appropriate offices or agencies responsible for child and family services (including child protective services, in-homes services, foster care, guardianship, adoption and independent living services) in the tribe's service area.**
- **Discuss how the tribe has involved the tribal and/or state courts and court improvement programs in the CFSP plan development.**
- **Discuss how the tribe has engaged stakeholders, including: families and youth, other agencies including the state child welfare agency; other federally-funded programs operated by the tribe or state, e.g. Temporary Assistance for Needy Families (TANF), Medicaid, Child Care, Head Start, Supplemental Nutrition Assistance Program (SNAP) (formerly known as the Food Stamps program), and Community-Based Child Abuse Prevention (CBCAP) programs; private agencies providing services to children and families, and community-based public and private providers for programs such as substance abuse treatment domestic violence, behavioral health, schools, developmental disability, etc.**
- **Describe how services under the plan will be coordinated over the five-year period with services or benefits under other federal or federally-assisted child and family services or programs serving the same populations to achieve the goals and objectives in the plan.**

ONSS routinely consults, coordinates and collaborates with other tribal programs, community resources, service providers, tribal and state law enforcement, OKDHS and any other agencies who may be involved in providing services to Osage children and families. Consultation and coordination activities may occur both formally through meetings with specific agendas and purposes, as well as informally through information sharing, or staffings on specific cases. ONSS takes a proactive approach in identifying issues and working towards finding solutions so that Osage children and families can receive the best services possible. ONSS acts on the belief that all individuals and agencies involved with serving Osage children in the Child Welfare system are team members.

When we develop projects that may impact other tribal, state or federally assisted child and family services or programs, "stakeholder" meetings are typically held at the beginning and end of the project to obtain input from them. This process was most recently used this past year during the development of our new Five Year Plan for Recruitment and Retention of Resource Homes. When necessary, Steering Committees comprised of stakeholders are formed throughout the life of particular projects to monitor progress while providing continuous input to our project team.

Another example of consultation and coordination is the Child Protection Team established by ONSS per Osage Tribal Code. The team consists of law enforcement, ICW, Foster Care, OKDHS, other tribal programs, local school personnel (counselors and administrators), mental health professionals, and attorneys. The team meets monthly to staff child welfare referrals and cases to develop a coordinated response based on the best information possible about the child(ren) and family. This Team is the strongest it has been in the history of ONSS and is currently the only team of its type in Osage County.

Three social workers from the ONSS staff are members of the Osage Nation Drug Free Team. The Team has approximately 30 members that work to prevent drug abuse and addiction. The Team sponsors

programs, activities, advertisements, etc. to promote awareness. The Team works with the Osage Nation Prevention Department to develop memorandums of agreement to better coordinate resources in the fight against drug crimes. All ONSS employees provide volunteer services whenever the Drug Free Team hosts events in the local communities.

The ONSS Program Director and Social Work Supervisor continue to participate in the Tribal State Collaboration Workgroup meetings and activities. At least once per year, Deborah Smith, OKDHS Child Welfare Services Director, or her designee attends a workgroup meeting to provide updates on departmental issues that affect tribes; obtains recommendations from tribal child welfare programs; and listens to concerns and complaints. While OKDHS appears to be utilizing consultation to improve the working relationship with tribes, it seems that the things they act on are often actually things that benefit the State. This is frustrating for tribes when the same challenges and issues go unchecked year after year with little to no progress. It would be unfair to say that OKDHS hasn't done anything for tribes because they have. But, the fact remains that approximately 35% of children in Oklahoma's foster care system are Native American while 2010 Census Data indicates only 8.6% of Oklahoma's total population is Native American.

In December of 2012, the ONSS Social Work Supervisor was part of a group from the Tribal State Workgroup that attended the Washington State ICW Conference and attended a Local Parent Advisory Committee meeting. The Social Work Supervisor is now involved in a subcommittee that is in the process of developing local ICWA Advisory committees here in Oklahoma, similar to Washington State.

ONSS and OKDHS Child Welfare Regions 8 and 10 (Osage, Noble, Kay and Pawnee Counties) have begun meeting to identify challenges and opportunities in our work together for Osage children. Although these meetings have not occurred as often as desired for various reasons, this is an important endeavor, and ONSS is committed to the continuation of these meetings. It is hoped that the newly selected Region 1 Tribal Coordinator will be of assistance in facilitating these meetings to help ensure they can occur on a regular basis as was originally intended. The group has developed a formal tool for identifying unmet needs; challenges and barriers to meeting these needs; proposed solutions for these challenges and barriers; and obtaining commitments by the person or agency responsible for carrying out the tasks necessary to solve the problems. Once a task is assigned, there is follow-up at every subsequent meeting, until the issue has been resolved to both agencies' satisfaction. Further, it is hoped that both agencies will utilize this method for managing internal situations that will also result in better outcomes for Osage families and children.

The ONSS Director continues to participate as an active member of the Oklahoma Children's Court Improvement Program (CIP) Task Force and is currently a member of the ICWA sub-committee. In addition, Osage Nation's Information Technology Department has worked closely with the Oklahoma CIP's Information Technology staff to set up "telepresence" equipment in the ONSS office that will allow ONSS social workers to participate in court hearings in all 77 counties of Oklahoma without the expense and time involved in traveling to the courtrooms located all over the state. This has demanded close communication and cooperation by both agencies to complete this project. The final steps required before the project is completed are underway, and it is hoped this service will be launched during FY 2015. At the last Task Force meeting, the ONSS Director asked the CIP staff to consider addressing the rising number of Native American children in Oklahoma's foster care system in their 2015 grant application.

ONSS coordinates with courts all over Oklahoma and with courts in all other states who notify ONSS regarding court involvement with Osage children. While some states follow ICWA to the letter of the law, other state courts appear to only involve tribes because it is required of them. The Osage Nation Attorney General files all required legal paperwork in these cases and attends hearings telephonically and/or in person when needed to handle situations where courts may not be following ICWA. ONSS staff participates either telephonically or in person in **all** deprived/dependency court hearings involving Osage children. In addition, the ONSS staff is required to complete and submit court reports with

recommendations for both tribal and state court hearings involving Osage children. Each year, ONSS participates in 275-325 hearings and participates in Family Team meetings and other decision making meetings when provided the opportunity. In other words, ONSS provides the highest level of case management possible for every Osage child and family involved with state or tribal courts.

Several members of the ONSS staff are shadowing other programs of the Osage Nation to gain a better understanding of these programs and to develop stronger partnerships with those employees. This presently includes the Osage Nation Domestic Violence Program, Education Program, Cultural Program, and Child Support.

ONSS staff attended the Annual IV-B meeting on April 01 and 02, 2014, in Catoosa, Oklahoma. This meeting included training by ACF staff as well as a presentation by OKDHS Leadership including the Child Welfare Director Deborah Smith. ONSS staff also receives and reviews pertinent program information and updates on a regular basis sent from the ACF Program Specialist.

ONSS intends to continue the current consultation and coordination activities described in this section. It is hoped that the new Regional Tribal Coordinator positions will help to enhance relationships both locally and statewide with OKDHS.

2015 APSR Update: ONSS continues to be involved with local and state social services agencies by attending meetings, participating in projects, etc. This past year, we were involved in the planning and implementation of the Collabroshop held in December at the Gilcrease Museum in Tulsa. ONSS Director was a presenter and a panel member along with several other tribes and guest speakers. The goal was to familiarize the foster care vendors and DHS staff with the importance of recruiting Native families for foster care and adoption. This was done by providing ICWA training and personal experiences by individuals impacted by ICWA before it was passed and after it was passed.

ONSS has only been able to schedule two meetings with OKDHS Region 1 staff this year due to new responsibilities since the Standing Bear Administration took over. It is hoped that at least three meetings will be held in 2016. With only two meetings being held this year, we have noticed a decline in notification by OKDHS counties in this region to ONSS whenever a referral is received on Osage children. It seems that there has also been an increase in the number and intensity of conflicts between ONSS ICW workers and OKDHS Permanency and CPS workers.

During this reporting period, the director and business systems analyst have participated in all of the Oklahoma Children's Court Improvement meetings held quarterly in Oklahoma City. Additionally, we have been involved in monthly telephone conference calls with the ICWA sub-workgroup. This workgroup developed an "ICWA pre-test" that will be given to all judges in Oklahoma with deprived dockets. Once the results are tabulated, training programs will be developed as well as a new ICWA benchcard for these judges handling ICWA cases. It is hoped that the training and benchcard will assist with the improvement of ICWA compliance in Oklahoma cases involving Native American children.

Between October 1, 2014 and March 30, 2015, ONSS staff has participated in over 800 court hearings. The majority of these hearings is done telephonically and is with other states; however, at least 35% are done in person all over Oklahoma. This is a significant increase in the number of hearings since last year. It should be noted that ONSS staff are required to write and submit court reports for each of the hearings they are involved in.

ONSS staff and our accountant attended the annual Title IV-B grantee meeting/training held in Norman, Oklahoma, in May 2015. These meetings are beneficial in that new policies and expectations are explained in depth. The policy memos from central office can be difficult if not impossible to understand, but with the guidance provided by Nanette Bishop, we are much more equipped to meet the requirements of the Children's Bureau.

2016 APSR Update: The ONSS Director and Supervisors seek consultation and coordination with a variety of agencies responsible for providing child and family services within the Nation's primary area of

jurisdiction. During this reporting period, ONSS has been able to maintain regular contact with the OKDHS Tribal State Workgroup as well as two of the regional foster care workgroups (Region 1 and Region 5). Through these collaborations, ONSS Foster Care Worker, Jenny Rush-Buffalohead successfully created a team that planned and implemented a Recruitment Fair in Tulsa on May 7, 2016. The team met on the same days as the regional meetings to cut down on travel time for all involved. This endeavor was sponsored by ONSS, Creek Nation, Cherokee Nation and Casey Family Programs. Other tribal foster/adoptive units participated along with OKDHS foster care vendors. Although the event was well planned and organized, attendance by community members was low. There were several graduations and events being held in Tulsa and the surrounding areas at the same time which may have contributed to the low attendance. The spirit of cooperation and true collaboration was displayed by the tribes, the state and Casey Family Programs; and a second similar event will be held in the Oklahoma City area before October 1, 2016.

In addition to the recruitment event, ONSS has been able to attend the quarterly Tribal State Workgroups that are now being facilitated by Dr. Deb Shropshire from OKDHS. Information sharing occurs at these meetings as well as discussions on ways to improve working relationships. ICWA compliance remains a major issue, but Director Ed Lake promises to make attempts to resolve these issues. Mr. Lake held a “casual sit down” meeting with tribal child welfare leaders where we were able to share issues, stories and ideas to resolve these issues which seemed to be well received by Director Lake. At times he seemed a bit shocked by the information he received, but that seemed to increase his resolve to address the issues in a timely and effective manner. Meeting with Director Lake differed from meeting with OKDHS leadership who attend Tribal State Workgroup meetings in that he was not defensive when hearing the issues; but, in fact, seemed attentive to details so that he can work with OKDHS leadership to improve their operations. Director Lake has no difficulty in seeing that tribal child welfare offers a great deal of assistance to his field staff and these opportunities need to be taken advantage of rather than being ignored as they are so often.

Other topics of discussion at Tribal State Workgroup meetings include foster care, child protective services, permanency, guardianship, foster care, family centered services, adoption, and independent living services available to ONSS clients. While DHS is good at providing information about available services, it isn't often that tribes are asked for input into the planning of these services. The ONSS Director has made a point to let OKDHS know that tribes should be at the table when planning occurs for any service that will have an impact on tribal children and families, rather than waiting until DHS decides what is best for these children and families without tribal staff input. On the morning of May 26th, a request for tribal support and participation in the development of a grant application for a Tribal State ICWA Implementation Partnership Grant was received from OKDHS. A special meeting will be held June 14 by OKDHS so that tribes can brainstorm with their staff on ideas for the grant. Hopefully, this is a sign of improvement by DHS that will reach into future planning activities as well.

The quarterly meetings with Region 1 child welfare services are no longer being held. The turnover rate at OKDHS along with their budget cuts have made the meetings less and less useful. With more new state workers in attendance at each meeting than those who had participated in previous meetings, the work plan became increasingly meaningless. Until their staff stabilizes and they are able to travel without restrictions, these regional meetings will be put on hold.

ONSS has attended the Oklahoma Children's Court Improvement Program Task Force quarterly meetings this year. However, our participation this year has brought little to nothing to benefit the Osage Nation. The priorities of this group are focused almost entirely on the state programs with very little attention given to ICWA. For many years, the ICWA sub-committee has recommended extensive ICWA training be provided to the children's court personnel. While the CCIP staff attempt to make sure this

happens, the results appear to be minimal. ONSS plans to continue participation for an additional six months, via telepresence equipment. At that time, a decision will be made whether to continue participation in this task force or not.

Lastly, the Osage Nation Child Protection Team continues to meet monthly with nearly all other social services agencies, law enforcement, court personnel, school representatives, U.S. Attorney's office, domestic violence program staff, preventive services, mental health counselors from various agencies, and OKDHS. A new member of the Team is staff from the Ray of Hope Advocacy Center in Bartlesville, OK. They have made a commitment to send their nurse to as many of the Osage Nation CPT meetings as they possibly can to provide a medical perspective to the case staffings.

2017 APSR Update: Consultation and Coordination continues to be a priority with ONSS staff. As mentioned earlier, ONSS continues active participation with the Tribal State Work Group. ONSS also participated in some of the planning activities for the ICWA Partnership Grant. It is hoped that this grant will assist in enhancing true collaboration and partnerships to better serve all tribal children and families. In addition, ONSS continues its close working relationships with local and area law enforcement agencies, courts, schools, medical providers, mental health agencies, domestic violence programs, etc.

ONSS has continued its involvement with the Oklahoma Children's Court Improvement Program Task Force. The ICWA sub-committee of this group was inactive during the first six months of this year, but with renewed spirits and new members, the committee is working full-swing now. Plans are moving ahead to complete the bench guides for state judges and to provide an award for exceptional service in the area of ICWA by a state judge. Nominations will be made and judged with the winner being announced at the next Oklahoma Judicial Conference. In addition, the OCCIP is planning to secure a top notch speaker for the conference to provide training for the Oklahoma judges. Last year's survey/questionnaire revealed that very few Oklahoma judges are as familiar with ICWA as they should be to hear these cases.

The ONSS Foster Care Specialist coordinated with multiple tribes and other service agencies to plan the OKC Recruitment Fair by taking a lead role in organizing the event. This not only improved the working relationship between ONSS and OKDHS, but it also brought about a closer working relationship with the other tribes who participated in the event.

ONSS continues to make great efforts to collaborate with child welfare staff on a local level by actively participating in all ICWA case planning activities with the state workers. These efforts are challenged sometimes by last minute scheduling by the state workers, late notice and sometimes logistics. ONSS staff actively participate in ICWA cases by assisting with transportation, supervising parent child visits, participating in Family Team Meetings, and other case activities. When there are differing perspectives on a case, ONSS actively works to find common ground. Many times this involves bringing others to the table to help identify the best solution. In a recent case that involved complex issues, OKDHS identified a mental health consultant involved with the Oklahoma TASCC Grant to participate in a Family Team Meeting. This consultation was of tremendous help in identifying the various issues and coming up with mutual decisions on how to proceed with the case.

2018 APSR Update:

SERVICE DESCRIPTION:

- Describe the services the tribe plans to provide under title IV-B, subpart 1 and under each category of title IV-B, subpart 2: family preservation; family support; time-limited family reunification; and adoption promotion and support services.
- Describe the services currently available to families and children; the extent to which each service is available and being provided in different geographic areas and to different types of families; and important gaps in service, including mismatches between available services and family needs as identified by baseline data and the consultation process
- For tribes applying to receive funding under title IV-B, subpart 1, describe the tribe's standards for the content and frequency of caseworker visits for children who are in foster care under the responsibility of the tribe, which, at a minimum, ensure that the children are visited on a monthly basis and that caseworker visits are well-planned and focused on issues pertinent to case planning and service delivery to ensure the safety, permanency and well-being of the children.
 - o *If the tribe does not operate a foster care system, this provision is not applicable. For tribes that do not operate a foster care program, please note this fact.*
- For tribes applying to receive funding under title IV-B, subpart 1, describe the activities the tribe has undertaken and plans to undertake to reduce the length of time that young children under age five are in foster care without a permanent family.
- Describe the activities the tribe undertakes to address the developmental needs of children under the age of five who receive services under the title IV-B or IV-E programs.
 - o *For tribes that do not directly operate a foster care program and whose children are served by the state agency, describe the role of the tribe in working with the state to address these requirements reliant to meeting the needs of young children in foster care.*
- For tribes applying to receive funding under title IV-B, subpart 2, describe how the tribe identifies which populations are at the greatest risk of maltreatment and how the tribe targets services to the populations at greatest risk of maltreatment
- Present information on the estimated number of individuals and families to be served; the population to be served; and the geographic areas where the services will be available for each described service. This information must be recorded on the CFS-101 part II and may also be further explained in the narrative portion of the plan.

Osage Nation has a contract agreement with the Bureau of Indian Affairs to deliver social services in the service area of the Osage Agency, including Osages located throughout the State of Oklahoma. Additionally, child protection and Indian Child Welfare services (permanency/case management) are provided to Osage children wherever they are found (nationwide). Other services offered are adult protective services and case management for supervised Individual Indian Monies Account Holders (Title IVB funds are not used for these last two services).

The Title IV-B grants allow the Osage Nation to provide child protection, permanency/case management, foster care, adoption and family preservation (prevention) services to families involved in the child welfare system. In addition, Osage Nation utilizes the BIA funds to provide child protective services and permanency planning; and the Osage Nation supplements the funds from ACF and BIA to provide adequate staff, office space, direct services, etc. Whenever appropriate, clients of these services utilize other tribal programs such as WIC, Child Care, Commodities, Drug and Alcohol Counseling and Services (inpatient and outpatient), Child Support, Community Health Representatives, Diabetes Program, Cultural Center, Language Program, Education, TANF, Employment, Head Start, Housing, Law Enforcement, and tribal courts.

Typically, Family Preservation begins when an investigation indicates a family is at high risk of entering the child welfare system with children possibly being removed. Once identified, the Family Preservation case worker goes to the home where she conducts a comprehensive assessment to determine the family's strengths and needs in order to develop an individualized service plan with them. The plan utilizes the family's strengths to address the needs. The case worker assists the family in arranging needed services while teaching the family how to do these things themselves. The case worker monitors the services while advocating for the client with the service providers when appropriate. A family preservation case lasts 3-6 months on average, but could take

up to 12 months. Family Preservation services are available to any family with Osage children wherever they are in the State of Oklahoma.

The ONSS ICW Specialists are responsible for regular and consistent visitation with Osage children in both state and tribal custody when the children are placed in Oklahoma. ONSS is solely responsible for children in Osage tribal custody, and per ONSS policy, must see them face-to-face in their placement a minimum of once a month. Many times, the children are seen more often as the ICW Specialist is facilitating visitation and providing other services. ONSS ICW Specialists are required to have quarterly visits, face-to-face at the placement provider's location with Osage children in OKDHS custody. Again, these Osage children are usually seen more than once a quarter by their ONSS ICW Specialists who are involved in all phases of the state cases, including helping to facilitate and monitor regular parent and sibling visitation.

Monthly visitation of these children will be documented in the Osage Nation data system; OKDHS Tribal e-KIDS for state cases only; and the paper files. At a minimum, workers will interview each child to discuss their health (physical, mental, dental, optometric, and special needs); education; social life; Osage cultural needs and activities; safety and permanency. The worker will update the child on any matters before their court of jurisdiction and answer questions when appropriate or make arrangements for the child to speak with their Guardian Ad Litem. When the child is under the age of five or is a child that is non-verbal or unable to communicate, the ICW worker will document observations of the child's physical condition, affect and developmental skills. ONSS workers will check all children on their caseloads for the presence of injuries. The worker shall document her findings with a photograph when appropriate; photographs will be documented in the child's electronic case records as well as their paper files.

When children under the age of five years enter tribal custody, they are seen within 30 days by a pediatrician for their Early and Periodic Screening, Diagnosis and Treatment (this policy applies to all children entering tribal custody). All identified needs will be met. Children under the age of 3 may be referred to local county health departments for Sooner Start services. Developmental testing will be done and recommendations will be followed. Most of these services are available in the home of the resource family.

During the upcoming five years, ONSS will develop a tool to assess the cultural needs of each child in care. Once a need is identified, the ICW workers will seek resources to meet these needs or program funds will be used to obtain them. Every Osage child in custody will receive Osage Language CD's and other cultural information and items that will connect them or keep them connected to their Osage culture while they are separated from their Osage family. Additionally, ICW workers and/or resource families will be responsible for seeing that Osage children in custody are able to participate in local tribal functions and events, i.e. annual ceremonial dances, pow wows, handgames, etc.

ONSS recognizes the importance of parent-child visitation to help in timely reunification. For all children who are in Osage Nation tribal custody, the assigned worker diligently works to ensure parent-child and sibling visitation takes place as often as possible with a minimum of once every four weeks to ensure that the parent-child bond remains intact for the duration of the case. Cases are staffed routinely with the Social Work Supervisor to evaluate progress and the prognosis for reunification. Staffings also occur with the Foster Care and Adoption Specialist to ensure children are placed in ICWA compliant homes. If the prognosis for reunification is poor, efforts are made to identify a placement committed to being the permanency placement for the child if reunification is not possible. The relatives of the children are always the preferable placement if they are willing and able to keep the children safe. The ONSS Specialists can utilize the CDIB Department and the Cultural Center in identifying the child's family tree, as well as their clan and band to locate possible extended family for the child for placement. For Osage children in state custody, ONSS provides these same actions, but in partnership with the child's OKDHS worker.

The Family Preservation Case Worker is also the Foster Care Worker (50% FTE Family Preservation and 50% FTE Foster Care). This worker completes emergency and routine home studies for kinship and regular foster care. The certification process is very similar to that of OKDHS and includes Oklahoma State Bureau of Investigation background checks and Federal Bureau of Investigation fingerprint checks. These home studies are done throughout Oklahoma and can be done on a case-by-case basis in bordering states (excluding Kansas because a worker must be licensed to perform social work there as required by Kansas state law). When

potential Osage resource homes are identified in Kansas, the family may work with a licensed, certified social worker in Kansas to conduct their home study and background checks. If the family is unable to afford costs that may be associated with these home studies and background checks, ONSS will consider paying these costs or a portion of these costs for them.

Resource Family homes are recertified annually by the Foster Care Worker or the Adoption Specialist and are also used by other tribes and OKDHS. In addition to certifying and recertifying homes, the Foster Care Worker is also responsible for checking into alleged policy violations by foster families as well as the development of plans of compliance when needed and assisting the CPS worker with investigations of alleged abuse or neglect in foster homes.

Technical Assistance from the NRC for Tribes and NRC for Diligent Recruitment was arranged by ACF in FY 2013 to assist ONSS in developing a Five Year Resource Family Recruitment and Retention Plan which was completed during FY 2014. The Foster Care Worker and Adoption Specialist are responsible for the recruitment and retention of Osage resource families nationwide; pre-service and continuing training for resource families; a quarterly Foster Care newsletter; and community awareness and prevention activities. The Social Work Supervisor is also a certified trainer and assists with training the resource families. The Five Year Plan includes developing and implementing Foster Care Agreements with other States where new resource homes will be recruited to ensure smooth placements and monitoring of Osage children in their Osage Resource Family homes.

During the next five years, the program will integrate more and more Osage cultural and historical elements into the pre-service and in-service training provided for foster and adoptive family resources. ONSS began its own pre-service training for resource families in 2009 (PRIDE curriculum was utilized from 2009 to 2012; then ONSS began using Guiding Principles curriculum in 2013 to the present). Beginning in 2009, ONSS arranged for Mr. Vann Bighorse to provide two hours of the pre-service resource home training that focuses on cultural aspects of the I'Lon-Shka which are the annual Osage ceremonial dances held three weeks in June. Mr. Bighorse was a "drumkeeper" as a young man, and is a well-known and respected singer who has participated in the dance since he was a young child. Being a drumkeeper is a revered position for all Osage boys with only a select few actually being chosen to serve. Even though he is not fluent, Vann is a competent speaker of the Osage language. Currently, he is the Director of the Wah Zha Zhi Cultural Center for the Osage Nation. He has agreed to work closely with ONSS to improve the training program for foster and adoptive parents giving them more opportunities to learn about Osage history and culture. He encourages all foster and adoptive parents to participate in the many classes available at the cultural center too, i.e. moccasin making, finger weaving, roach making, etc.

At this time, ONSS does not have a way of tracking data to determine a target population or those Osages who are at the greatest risk of maltreatment. The ONSS data system has provided valuable information related to Osage children in out-of-home placements that are not ICWA complaint which helps to determine targeted geographic areas for recruitment of resource family homes

2015 APSR Update: No change.

2016 APSR Update: The Family Preservation cases are now managed by the three ICW Specialists who handle court involved (ICW and ICWA) cases. This change was made in light of the need to have a full-time position devoted to the recruitment and retention of foster homes. Previously, as described above, one social worker was devoted 50% of the time to foster care and 50% of the time to Family Preservation. This change did not require any additional workers; it was achieved by re-distributing workloads. The Foster Care Specialist is the lead worker for the ONSS Five Year Recruitment and Retention Plan. She schedules and holds meetings once every 6-8 weeks with the Recruitment Team to update the plan and to document goals and objectives that have been met since the previous meeting. She makes assignments to team members and is available at all times to assist. Casey Family Programs has made a commitment to have a representative present at as many of these meetings as possible so they can provide technical and/or financial assistance to ensure the Plan is successful.

Osage families nationwide continue to struggle with drug abuse/addiction, domestic violence, and problems with law enforcement. We realize that one time through a drug treatment facility is not going to be enough for most individuals to make the lifestyle changes necessary to kick a serious drug habit and we work to help the Courts and state workers to understand the same thing. They are often ready to terminate parental rights immediately upon removal; however, through our efforts we are able to give these families more time to work toward the lifestyle changes that must be made to ensure the safety of their children for reunification.

The substances used by our clients include alcohol, heroin, methamphetamine, prescription drugs and marijuana. During this fiscal year, we obtained 17-panel drug screen test kits to try to identify exactly which substances our clients were using. These tests also identified the precursors/main ingredients in the drugs in their system which enabled us to provide that information to their counselors at their outpatient or inpatient treatment facilities where they received services. We believed this was important since nearly all of our clients minimize their drug use to us and their treatment providers which is not helpful to anyone, especially the client him/herself. The drug screen kits were given to the Osage Nation TASC program to administer the tests. TASC is where outpatient drug treatment services are provided for Native Americans in this area. TASC sent staff to court or our office to administer these tests on a random basis; or the clients went directly to the TASC office to take the tests. These kits were able to detect if a person diluted the urine sample or added adulterants to be able to get negative results.

Drug use is often associated with behavioral health issues for the majority of the adult clients (parents) we serve. Most of these people are in denial about their behavioral health issues and do not take treatment seriously. This makes reunification very difficult since these clients also face unemployment issues, inability to maintain stable housing arrangements, and problems with the law. In the State of Oklahoma, mental health services receive significant funding cuts every year making it increasingly difficult to obtain adequate mental health and substance abuse services for our clients.

One of this year's ONSS success stories is about an Osage mother who was involved in a drug related hostage situation, resulting in a police chase that ended when the perpetrator committed suicide right beside her in a car. The incident was made public through area media outlets and she was vilified by the community which made her feel as though she had very little hope. Through some strong advocacy by ONSS with her state workers and supervisors, the District Attorney and the Court, we were able to convince them to give her a chance. The young woman eventually completed all of her court ordered services, furthered her education and has reunified with her child. She has been featured in a publication by the American Bar Association as a Reunification Hero (see **Attachment III**).

Children of drug abusing parents also face major difficulties in school, with peers and in other social settings. Educational testing continues to be a problem for any child attending schools in this part of Oklahoma due to long waiting lists for these services. Most children wait for years to be tested and many children are never tested by the time they finish school whether they graduate or not. The ONSS Director has had the opportunity to express these problems to high level personnel from the Oklahoma Department of Education, but little to nothing is ever done to correct the problems. ONSS has spent funds and provided support services to ensure that Osage children in need of educational testing gets done by providers outside of the school setting. ONSS social workers diligently attend IEP (Individualized Education Plans) meetings along with their parent(s) for those students who have been identified as having learning disabilities. The social workers advocate for these children to improve the chances that the children's needs are being met by the schools they attend.

2017 APSR Update: ONSS continues its efforts to promote child abuse awareness and prevention while finding success in reunifying Osage children with their families. The year has been filled with efforts to improve the foster care and adoption services while working to increase the number of Osage foster and

adoptive family resources. The Recruitment Team has worked closely with the Osage Nation Information Technology personnel to utilize their ability to create and collect surveys to improve constituents' access to the forms and information needed when they are considering becoming foster or adoptive parents. The Social Services website is also being updated to make it as user friendly as possible.

Diligent searches for family or clan members to provide temporary or permanent homes is ongoing in this department. The Foster Care Specialist and Adoption Specialist are skilled at researching family genealogy and making contact with those families to determine if there is anyone available to provide emergency, respite, temporary and permanent care for Osage children who are removed from their homes. They have also developed a good working relationship with OKDHS to obtain background checks, fingerprints and child abuse and neglect information (history) to determine if particular families meet the criteria to become certified as family resources.

The Family Preservation cases continue to be managed by the three ICW Specialists who also handle all of the permanency cases. The skill and comfort level of the Specialists has increased as they have gained more experience in working with families who are not court involved. Unfortunately, the level of problems and challenges that some of these families have has caused the Family Preservation cases to not be successful. In those cases, there has been a need for those families to become involved with the court after attempts at Family Preservation have failed.

ONSS staff visit children located Oklahoma who are in state custody in their placement at a minimum of once per quarter; however, more often than not, these visits are made monthly. Children in Osage tribal custody are visited face-to-face in their placement a minimum of once per month. These visits are documented in the ONSS electronic data system, the paper file, and tribal e-KIDS. The ONSS staff are required to gather information at each one of these visits that pertain to child safety, education, physical and emotional needs, and to answer any questions the children may have about their case. The social workers also speak with the foster parents at least monthly to ask about the children's health and well-being, with special attention given to determine if the foster parents are need of anything to assist them in meeting each child's needs. Special emphasis is made to be sure each child and their caregiver has access to all materials needed to incorporate Osage culture into their daily living.

ONSS is able to provide transportation, advocacy, and essential items needed for the care of each child on all of the social workers' caseloads. Educational items are always a priority as well as access to any and all available resources to improve the health and well-being of each child.

ONSS social workers continue to participate in Individual Education Plan (IEP) meetings held by school personnel to address the issues of children with learning disabilities and/or behavioral problems. The social workers stay in contact with the teachers to ensure that the children on their caseloads are keeping up with their school work and performing at grade level; and this information is provided to the courts at all hearings. ONSS staff assist the placement providers with information and applications so that children in their care can receive additional educational opportunities provided by the Osage Nation Education Department. Academic success is a high priority for the Osage Nation and many services are available for all Osage children and youth. ONSS staff must be familiar with all of these services and how to access them for the children on their caseloads.

This past year the Osage Nation has been operating an "Immersion School" for Osage children located in the Pawhuska, Hominy and Fairfax areas. The Immersion School serves Osage children ranging in age from six weeks to Kindergarten. It provides a place where children can begin to learn the Osage language, at a pre-verbal age, by hearing the Osage language spoken for several hours each day. By immersing students in the Osage language and culture, and providing them with opportunities to explore and learn each day, their self-esteem and Osage identity of our next generation will be strengthened.

In addition, The Wah Zha Zhi Early Learning Academies (WELA) provide a comprehensive child development program that promotes and encourages individual growth and development of young children, aged six weeks to five years. Services are provided in several areas including health, education, social services, parent involvement, family literacy, Osage language and culture, and services for special needs children and their families. These facilities are located in Pawhuska, Hominy and Fairfax and are separate from the Immersion Schools.

In FY 18, ONSS plans to obtain promotional items aimed at bringing attention to child abuse and neglect, as well as the need for Osage foster and adoptive family resources. Costs shall not exceed \$3,000 total. These items will be used at community outreach events, dances, health fairs, prevention activities, recruitment events, and informational presentations. Additionally, ONSS plans to host a one-day training event in November 2017 on Historical Trauma—Medical Aspects and Behavioral Aspects. This event will be largely financed by Casey Family Programs, but ONSS will also share a minimal amount of the costs related to the event.

2018 APSR Update:

ESTIMATED EXPENDITURES FOR ABOVE SERVICES: 2017 APSR Update: The CFS 101's will be sent in a separate email.

CFS-101, Part I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP, and ETV

Fiscal Year 2015, October 1, 2014 through September 30, 2015

1. State or Indian Tribal Organization (ITO): Osage Nation		2. EIN: 1-730747002-A4	
3. Address: 627 Grandview, Pawhuska, OK 74056		4. Submission: ☒ New ☐ Revision	
5. Total estimated title IV-B Subpart 1, Child Welfare Services (CWS) Funds		\$ 66,000	
a) Total administration (not to exceed 10% of title IV-B Subpart 1 estimated allotment)		\$ 6,600	
6. Total estimated title IV-B Subpart 2, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a - f.		\$ 120,000	
a) Total Family Preservation Services		\$ -	
b) Total Family Support Services		\$ -	
c) Total Time-Limited Family Reunification Services		\$ -	
d) Total Adoption Promotion and Support Services		\$ -	
e) Total for Other Service Related Activities (e.g. planning)		\$ -	
f) Total administration (FOR STATES ONLY: not to exceed 10% of title IV-Bsubpart 2 estimated allotment)		\$ -	
7. Total estimated Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)		\$ -	
a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated MCV allotment)		\$ -	
8. Re-allotment of title IV-B subparts 1 & 2 funds for States and Indian Tribal Organizations:			
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs:			
CWS	PSSF	MCV (States only)	
\$ -	\$ -	\$ -	
b) If additional funds become available to States and ITOs, specify the amount of additional funds the States or Tribes requesting:			
CWS	PSSF	MCV (States only)	
\$ 6,600	\$ 12,000	\$ -	
9. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required): Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)		\$ -	
10. Estimated Chafee Foster Care Independence Program (CFCIP) funds		\$ -	
a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)		\$ -	
11. Estimated Education and Training Voucher (ETV) funds		\$ -	
12. Re-allotment of CFCIP and ETV Program Funds:			
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program		\$ -	
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program		\$ -	
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program		\$ -	
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV Program		\$ -	
13. Certification by State Agency and/or Indian Tribal Organization.			
The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.			
Signature and Title of State/Tribal Agency Official <i>Beekellins, Director</i> <i>Osage Nation Social Services</i>		Signature and Title of Central Office Official	

CFS-101 Part II: Annual Estimated Expenditure Summary of Child and Family Services

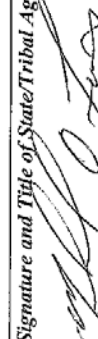
Osage Nation

Fiscal Year 2015, October 1, 2014 through September 30, 2015

SERVICES/ACTIVITIES	TITLE IV-B			(d) CAPTA*	(e) CFCIP	(f) ETV	(g) TITLE IV-E	(h) STATE, LOCAL, & DONATED FUNDS	(i) NUMBER TO BE SERVED		(j) POPULATION TO BE SERVED	(k) GEOG. AREA TO BE SERVED
	(a) Subpart I- CWS	(b) Subpart II- PSSF	(c) Subpart II- MCV *						Individuals	Families		
1.) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)	\$ 59,400	\$ 120,000						\$ 40,000	540	180	Osage children and families	Osage Service Area
2.) PROTECTIVE SERVICES												Statewide and
3.) CRISIS INTERVENTION (FAMILY PRESERVATION)												Nationwide
4.) TIME-LIMITED FAMILY REUNIFICATION SERVICES												
5.) ADOPTION PROMOTION AND SUPPORT SERVICES												
6.) FOR OTHER SERVICE RELATED ACTIVITIES (e.g. planning)								\$ 22,000				
7.) FOSTER CARE MAINTENANCE;												
(a) FOSTER FAMILY & RELATIVE FOSTER CARE												
(b) GROUP/INST CARE												
8.) ADOPTION SUBSIDY PMTS.												
9.) GUARDIANSHIP ASSIST. PMTS.												
10.) INDEPENDENT LIVING SERVICES												
11.) EDUCATION AND TRAINING VOUCHERS					\$ -	\$ -		\$ -				
12.) ADMINISTRATIVE COSTS	\$ 6,600							\$ -				
13.) STAFF & EXTERNAL PARTNERS TRAINING												
14.) FOSTER PARENT RECRUITMENT & TRAINING												
15.) ADOPTIVE PARENT RECRUITMENT & TRAINING												
16.) CHILD CARE RELATED TO EMPLOYMENT/TRAINING												
17.) CASEWORKER RETENTION, RECRUITMENT & TRAINING												
18.) TOTAL	\$ 66,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -		\$ 62,000	540	180		0

* States Only, Indian Tribes are not required to include information on these programs

CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education And Training Voucher (ETV) : Fiscal Year 2010: October 1, 2009 through September 30, 2010

1. State or Indian Tribal Organization (ITO): Osage Nation		2. EIN: 73-1509406		3. Address: 627 Grandview, Pawhuska, OK 74056		
4. Submission: ☒ New ☐ Revision						
Description of Funds		Estimated Expenditures	Actual Expenditures	Number served		Geographic area served
				Individuals	Families	
5. Total title IV-B, subpart 1 funds		\$64,667	\$62,423	540	180	OSAGE
a) Total Administrative Costs (not to exceed 10% of title IV-B, subpart 1 total allotment)		\$6,467	\$4,932			NATION WIDE
6. Total title IV-B, subpart 2 funds (This amount should equal the sum of lines a - f.)		\$114,417	\$112,405			
a) Family Preservation Services		\$	\$			
b) Family Support Services		\$	\$			
c) Time-Limited Family Reunification Services		\$	\$			
d) Adoption Promotion and Support Services		\$	\$			
e) Other Service Related Activities (e.g. planning)		\$	\$			
f) Administrative Costs (FOR STATES: not to exceed 10% of total title IV-B, subpart 2 allotment after October 1, 2007)		\$	\$			
7. Total Monthly Caseworker Visit Funds (STATE ONLY)		\$	\$			
a) Administrative Costs (not to exceed 10% of MCV allotment)		\$	\$			
8. Total Chafee Foster Care Independence Program (CFCIP) funds		\$	\$			
a) Indicate the amount of allotment spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)		\$	\$			
9. Total Education and Training Voucher (ETV) funds		\$	\$			
10. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.						
Signature and Title of State/Tribal Agency Official		Date		Signature and Title of Central Office Official		Date
		6-12-2014				

ACTUAL VERSUS ESTIMATED EXPENDITURES:

- **Provide an explanation for any differences between the FY 2012 actual expenditures and estimated costs in the APSR narrative. If the Tribe did NOT expend all of their FY2012 funds, please provide an explanation**

In FFY 2012 the following was reported in unobligated funds:

\$2,244 unobligated for IV-B-1; \$2,012 unobligated for IV-B-2 for total of \$4256.

This was in part due to having a position opening from October – February that caused us to have leftover monies in salaries, fringe, and merit. There was also a little bit of money left in travel which was due to our not being able to have as many community meetings as we had planned to have for education, awareness, and recruitment.

2015 APSR Update: In FFY 2014, the following was reported in unobligated funds:

\$973.48 unobligated for Title IV-B-1; and all Title IV-B-2 funds were spent.

During this fiscal year, our cell phone company made an error on the bill for all Osage Nation cell phones. This brought about having three (3) months of the cell phone bill forgiven which threw us off on planned fixed costs for the year.

2016 APSR Update: In FFY 14, all of the Title IV-B-Subpart 1 funds were spent. However, \$1,153.65 of the Title IV-B-Subpart 2 funds were returned. These funds were not spent due to a large order of supplies and items for education and awareness that was cancelled by the vendor after the due date for spending. These items were to have been customized with educational information and contact information for ONSS.

2017 APSR Update: All funds were spent this fiscal year.

2018 APSR Update:

CONSULTATION WITH THE STATE:

Federal law and regulations require consultation between states and tribes on several key child welfare issues, including compliance with the Indian Child Welfare Act; the arrangements for providing services in relation to permanency planning for tribal children, whether under the jurisdiction of the state or tribe; and the provision of independent living services under the CFCIP. In the CFSP, tribes are to address the following:

- **Tribal/State Consultation Regarding ICWA (Section 422(b)(9))**
 - Describe the specific measures taken to comply with the Indian Child Welfare Act (ICWA).
 - Describe how the state has consulted with the tribe regarding state compliance with ICWA and any planned changes in policies, procedures or communications to strengthen compliance.
 - Describe any concerns with respect to the state's consultation process or compliance with ICWA.
 - Placement Preferences
 - Active Efforts
 - Intervening in State Proceedings, or Transfer Proceedings to the Jurisdiction of the Tribe
- **Provide a description of the understanding, gathered from state/tribal consultation, as to who is responsible for providing the child welfare services and protections for tribal children delineated at Section 422(b)(8) of the Act, whether they are in state or tribal care and responsibility. These services and protections include operation of a case review system for children in foster care; a pre-placement preventive services program; and a service program for children in foster care to facilitate reunification with their families, when safe and appropriate, or to place a child in an adoptive home, legal guardianship or other planned, permanent living arrangement.**
- **Chafee and ETV**
 - Describe how the tribe has been consulted about the programs to be carried out by the state under the CFCIP and explain the results of the consultation specifically as it relates to determining

eligibility for benefits and services and ensuring fair and equitable treatment for Indian youth under the CFCIP (Section 477(b)(3)(G) of the Act).

- **Chafee / ETV – Transition Planning and Services to Older Youth**
 - **In describing roles with respect to the case review system, please discuss whether and how the state and tribe have addressed the requirement to obtain credit reports for tribal children ages 16 and older in foster care, as required by section 475(5)(I) of the Act, and any challenges that have been encountered in this process (45 CFR 1357.15 (q)).**

The Osage Nation Constitution and Tribal Code allow ONSS to provide services to Osages “wherever they are found.” This means that ONSS intervenes on every ICWA case brought to our attention; participates as an equal partner in investigations involving Osage children throughout the state of Oklahoma; provides case management to all Osage children and their families; provides preventative social work services to families identified as being at risk of entering the child welfare system; and recruits and trains resource families for foster care and adoption services. The Osage Nation Trial Court will accept case transfers from state courts when it will not create a burden for the children or their families. Oftentimes, when cases go to adoption, Osage Nation has many services available through its other departments

Through the Tribal State Foster Care Agreement with OKDHS, ONSS has agreed to allow OKDHS access to ONSS records and staff for case reviews. Cases are randomly selected by OKDHS for their annual Title IV-E case review. Osage cases are rarely drawn; however, ONSS has policy and procedure along with its own practice model and data system to document all aspects of social work services provided to families and children which culminates in successful case reviews. All six child welfare social workers have completed the same training (CORE) as their counterparts at OKDHS and receive frequent continuing education to maintain their working knowledge and augment their expertise in performing their jobs. The ONSS practice model provides that “best practices” be utilized at all levels of operation.

Since Oklahoma Governor Mary Fallin appointed a Native American Liaison, it seems there is a higher level of interest in ICWA compliance and Tribal Child Welfare programs statewide. The appointment of Jacque Secondine Hensley as the Native American Liaison has proven to be very positive. Ms. Hensley has shown great support for ICWA compliance and actively encourages state and tribal collaboration for serving tribal children and families involved in the child welfare system.

ONSS continues to have a State Tribal Foster Care Agreement with OKDHS. The foster care agreements generally outline the roles of state and tribal workers while providing a means for state workers to notify the Osage Nation of state proceedings involving Osage children and Osage Nation’s right to intervene. The Nation provides the State with a list of the placement preferences from Osage Tribal Code to be followed when placing Osage children in foster care, pre-adoptive and adoptive homes. OKDHS policy addresses active efforts to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption. It also speaks of a tribe’s right to intervene in State proceedings or the right to transfer proceedings to the jurisdiction of the tribe.

ONSS has exclusive jurisdiction over Indians located on Indian land within the territorial boundaries of the Osage Nation. ONSS assists OKDHS with investigations involving Osage children on state land. According to the foster care agreement, OKDHS is to contact Osage Nation when they receive a referral on an Osage child. At that time, the ONSS CPS worker arranges to accompany the CW worker on the investigation. While this is still an area in which OKDHS is not consistent, improvement has occurred as evidenced by the increase in the number of joint investigations that have occurred in the last year. The local collaboration meetings with ONSS and Osage, Kay, Noble and Pawnee Counties have helped; the ONSS CPS worker is contacted far more often than in the past. Other counties in Oklahoma are inconsistent in notification.

ONSS staff participates in Family Group Conferences and Family Team Meetings whenever possible. This provides a great opportunity to make sure both ONSS and OKDHS are on the same page when working with families. ONSS receives notice of Independent Living trainings and activities on a

regular basis. Independent Living program staff is always available to help with any questions regarding services or issues involving youth who are 16 years and older.

When reunification efforts are not successful, the Osage Nation Attorney General files a motion for termination of parental rights. Court hearings are held and the Osage Trial Court makes a finding based upon the evidence presented. When the parental rights are terminated, children are eligible for adoption or may be placed under permanent guardianship. Diligent efforts are made from the beginning of every case to ensure Osage children are placed with family members, extended family members, a tribal member or a certified/licensed Osage foster family. If the child's Osage foster family is unwilling to adopt or become a permanent guardian, the child is then placed in a certified Osage adoptive home where he/she can be adopted. Children in permanent custody whose needs cannot be met in foster care or who are over the age of 12 years and choose not to be adopted, may be placed in long term out-of-home placement. The placement must match the needs of the child and be the least restrictive placement available.

2015 APSR Update: ICWA compliance related to case management has improved over the last year. ONSS social are receiving notification/invitations to Family Functional Assessments, Family Team meetings, Post Adjudication Review Board meetings, and any special case staffings related to their open ICWA cases here in Oklahoma. However, ICWA compliance related to placement and timely notification of when a referral is received seems to be declining in recent months. ONSS has documented over 30 incidents in the last two months when OKDHS workers have failed to contact ONSS in a timely manner so that our staff may be involved in the investigations and initial placement decisions. These issues will be addressed at the next meeting with Region 1 OKDHS staff and at the next Tribal State Work Group meeting.

Mrs. Jacque Hensley is no longer the Tribal Liaison for Oklahoma Governor Mary Fallin. She vacated this position to work closer to her home in Tulsa as a Tribal Coordinator for OKDHS Region 5. Governor Fallin has since appointed Brian Hendrix as the Deputy Assistant for Native American Affairs. This position is under the Oklahoma Secretary of State. It is unknown at this time how Mr. Hendrix will affect the tribal state relationship with regard to child welfare and the Indian Child Welfare Act.

On April 7, 2015, the ONSS Director and Business Systems Analyst attended an all-day meeting hosted by OKDHS to review new policies they developed in response to the newly proposed BIA Guidelines for ICWA for the tribes. Tribal input was provided for further consideration into their draft of the new policies that will continue through their agency approval process.

2016 APSR Update: Efforts continue to coordinate child welfare services with OKDHS from intake (referral) all the way through case closure. The quarterly meetings with Region 1 leadership and field staff have been suspended until OKDHS staff stabilizes (decreased turnover rate). These meetings should be a joint effort by ONSS and the Region 1 CW District Directors; however, all costs and planning efforts have been left to ONSS to handle. Because of the increases in responsibilities for the Osage Nation Executive Office, the ONSS Director has not been able to take time to set up the next meeting. The framework for these meetings seemed to be successful, but the high turnover rate in the county offices caused the group to have to start over more than once. At this point in time, any issues that arise for ONSS related to OKDHS that cannot be handled at the regional level are being taken to the State Office where resolution is often found.

Systemic issues between ONSS and OKDHS are reported to the DHS Tribal Liaison (Jacque Hensley) and she advocates for resolution with the Department. Systemic issues are also presented at the Tribal State Workgroup with a request for resolution.

On June 14, 2016, ONSS staff participated in a planning meeting at OKDHS State Office for a grant proposal being submitted by OKDHS to the Children's Bureau for a five year grant titled, State and Tribal ICWA

Implementation Partnership Grants. The department plans to partner with the Oklahoma Indian Child Welfare Association to carry out this grant. Working with OICWA gives all tribes in the state the opportunity to take part in all phases of the grant. It will also provide \$180,000 per year for OICWA to carry out its part. ONSS is in support of this grant application.

2017 APSR Update: ONSS continues to make efforts for coordinated child welfare services with OKDHS throughout the life of a case. The CPS Worker and ICW Specialists remain in constant contact with their state counterparts to share or obtain case related information. There have been issues related to obtaining the Report to the District Attorney (investigation findings) and third party reports, i.e. therapy reports, counseling reports, medical reports, etc. ONSS is currently gathering data on this issue to provide to State Office so it can be addressed properly.

Compliance with all aspects of the Indian Child Welfare Act continues to be inconsistent throughout Oklahoma as well as in other states. There seems to be improvement and it appears that Oklahoma's new Tribal Program Unit wants to make positive changes. When there have been systemic issues with OKDHS this past year, this unit has been responsive in assisting with resolving issues between ONSS and OKDHS.

In addition, it is expected that the ICWA Partnership Grant received by OKDHS in partnership with the Oklahoma Indian Child Welfare Association and the Children's Court Improvement Program will identify the issues as well as solutions to address the issues.

A new Tribal State Agreement for Foster Care was drafted and routed through the Osage Nation Attorney General's Office, The Honorable Chief Justice of the Osage Nation Supreme Court, and the Osage Nation Principal Chief's Office for input and approval. Once the document was finalized, it was submitted to OKDHS in December 2016. The last update from OKDHS was provided at the recent Tribal State Work Group meeting held in Pawhuska which indicates that the State has questions and will be setting up a meeting in the near future to resolve the issues. Currently, we continue to operate from the 2011 Tribal State Agreement.

OKDHS continues to make services available to Osage youth in tribal custody. They provide regular communication via email about all upcoming services, events and resources. ONSS is able to access these services any time needed.

2018 APSR Update:

DILIGENT RECRUITMENT PLAN:

For tribes that operate foster care programs:

- Describe the tribe's plan for the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the tribe for whom foster and adoptive homes are needed (section 422(b)(7) of the Act). Examples of components to include in the diligent recruitment plan are: a description of the characteristics of children for whom foster and adoptive homes are needed; specific strategies to reach all parts of the community; strategies for assuring that all prospective parents have access to the home study process; and strategies for training staff and community partners.

For tribes that do not directly operate a foster care program and whose children are served by the state agency:

- Describe any activities the tribe is undertaking in coordination with the state agency to support diligent recruitment of foster and adoptive families.

2015 APSR Update: See Attachment VIII for updated Recruitment & Retention Plan.

2016 APSR Update: See **Attachment IV** for the updated Recruitment & Retention Plan. As noted previously in this report, ONSS organized and led the planning committee for a joint recruitment event with other tribes and OKDHS. The event was held May 7, 2016 at the Jenks Riverwalk which is owned by the Muskogee Creek Nation.

The updated Recruitment & Retention Plan will reflect accomplishments this year and new objectives added this year. Osage Nation signed an Initiative Agreement with Casey Family Programs that will assist with the implementation of the recruitment plan over the next 1-3 years.

ONSS plans to organize a similar event in the Oklahoma City area within the next six months. We will utilize a similar approach to organize the event, utilizing tribes statewide and OKDHS thru its regional workgroup and foster care/adoption departments in the OKC area.

As noted previously in this report, OKDHS accepts the ONSS Guiding Principles training for their prospective foster and adoptive families. OKDHS allows prospective Osage families to utilize their foster parent training at no cost.

2017 APSR Update: See **Attachment II at the end of this document** for the updated Recruitment & Retention Plan.

The Foster Care Specialist has participated in monthly webinars and has provided presentations during the webinars held by the NRC for Diligent Recruitment. The ONSS Director also provided one presentation during one of those webinars.

Two major recruitment events were held this past year (additional details found in this report under the 2017 APSR Update of Goal B, pages 12-13). During this reporting period, ONSS took advantage of many opportunities to coordinate with OKDHS in this area. Many improvements have been made since OKDHS has hired more Tribal Coordinators to work with tribes.

Working from a formal five-year plan has improved the department's focus on recruitment of Osage family resources which means better service delivery by the Foster Care Specialist and the Adoption Specialist. It is very difficult to recruit Osage families, just as it is very difficult to recruit all other families for states. A variety of methods have been used, but the results don't seem to align with the efforts put forth to find and certify these families. Family resources seem to come from family members and persons who fit in the kinship category almost all of the time. At best, this process has resulted in a more user friendly system and the development of highly qualified social workers to manage these type of services.

2018 APSR Update

During the first quarter of FY 2013, ONSS formally requested Technical Assistance through the Region VI Administration for Children & Families Office to assist in the development of a five-year plan for the recruitment and retention of resource family homes. Because ONSS intervenes on all child welfare cases, it is imperative that more Osage families become certified as resource family homes to meet the needs of Osage children nationwide.

NRC for Tribes and NRC for Diligent Recruitment responded and the work was underway by December 2012. An initial assessment was completed on-site by the NRCs and a stakeholder's meeting was conducted by ONSS in May 2013. Following the stakeholder's meeting, the ONSS staff met with the NRCs to begin drafting the plan. Hour long conference calls were held monthly with the NRCs and quarterly conference calls were held with the Children's Bureau, NRCs and Region VI ACF officials. Additional on-site visits were completed by NRC to share ideas and update the plan during each visit.

The NRCs participated in the first recruitment activity held in May 2014 when ONSS, the Delaware Tribe in Bartlesville, Oklahoma, and Casey Family Programs sponsored a “recruitment fair”. Seven months of intense planning went into this event which included several other tribes, OKDHS staff, Casey Family Programs, and two of the four private foster care vendors contracted by OKDHS. Nearly 200 people attended the event which included guest speaker, Darryl Conquering Bear from NRC for Tribes; activities for children; many information booths where interested families could begin the application process; food and beverages; and door prizes. For ONSS, this effort resulted with 8 families out of 17 signing in at our table who requested applications and additional information. To date, one family has completed the application and the remaining seven have stayed in contact with ONSS as they are working to complete their applications. It is predicted that seven of these eight applicants will be certified this year. This new five-year plan is attached and has already been implemented.

ONSS certifies and licenses Osages who meet criteria set out in policy and procedure to become resource family homes. These families must complete Guiding Principles pre-service training that is provided free by our own trainers; or if the family lives out-of-state, ONSS will accept pre-service training hours provided by the State the Osage family lives in. ONSS will help the Osage family arrange for their home studies, background checks, fingerprint checks, and pre-service training to be done in their home states. The five-year plan addresses the need to develop Title IV-E agreements with other states so that certified Osage resource families can be utilized by local child welfare agencies to ensure that Osage children are placed in ICWA compliant homes.

A copy of the ONSS Five Year Recruitment & Retention Plan is found in Attachment III of this document.

HEALTH CARE OVERSIGHT AND COORDINATION PLAN:

Tribes that previously developed a Health Care Oversight and Coordination Plan are required to review the previously submitted plan, make any needed changes, and submit the plan with the CFSP, whether or not changes were made from the previously submitted version.

Tribes that operate a foster care program are required to submit a Health Care Oversight and Coordination Plan that includes an outline of:

- **A schedule for initial and follow-up health screenings that meet reasonable standards of medical practice;**
- **How health needs identified through screenings will be monitored and treated, including emotional trauma associated with a child’s maltreatment and removal from home;**
- **How medical information will be updated and appropriately shared, which may include the development and implementation of an electronic health record;**
- **Steps to ensure continuity of health care services, which may include establishing a medical home for every child in care;**
- **The oversight of prescription medicines, including protocols for the appropriate use and monitoring of psychotropic medications;**
- **How the tribe actively consults with and involves physicians or other appropriate medical or non-medical professionals in assessing the health and well-being of children in foster care and determining appropriate medical treatment; and**
- **Steps to ensure that the components of the transition plan development process required under section 475(5)(H) that relate to the health care needs of children aging out of foster care, including the new requirement to include options for health insurance, information about a health care power of attorney, health care proxy, or other similar document recognized under State law, and to provide the child with the option to execute such a document, are met.**

For tribes that do not directly operate a foster care program and whose children are served by the State agency, note the responsibility of the state for developing the Health Care Coordination Plan and for providing health

care information as part of the transition plan development process and address any tribal involvement in those processes.

1. INITIAL SCREENINGS AND FOLLOW-UP SCHEDULE

A. Physical Screening and Follow-up

Every child in the custody of the Osage Nation is submitted to a full health physical within 30 days of removal and annually thereafter. Every child will have a primary pediatrician that will monitor and aid the child in promoting physical wellness. A pediatrician who fits the criteria needed for each individual child will be selected by the case worker and the foster parents. These criteria can be based on region, special health needs, special emotional needs, gender specific, etc.

Every child will be scheduled for a vision and a dental exam within 30 days of being taken into custody and annually or bi-annually thereafter. The case worker and the foster parents will track all appointments and ensure vision appointments are scheduled yearly and dental appointments are scheduled bi-annually. When extra appointments are needed, the case worker, with assistance and input from the foster parents, will ensure these are scheduled within a reasonable time after a need is identified.

The Osage Nation Social Services Department follows the guidelines established by Medicaid's Early & Periodic Screening & Diagnostic Treatment (EPSDT) plan. This includes comprehensive health and developmental history -- (including assessment of both physical and mental health development); comprehensive unclothed physical exam; appropriate immunizations -- (according to the schedule established by the Advisory Committee on Immunization Practices (ACIP) for pediatric vaccines); Laboratory tests -- identify as statewide screening requirements the minimum laboratory tests or analyses to be performed by medical providers for particular age or population groups; Lead Toxicity Screening - all children are considered at risk and must be screened for lead poisoning.

Health Education -- Health education is a required component of screening services and includes anticipatory guidance; Vision Services -- at a minimum, include diagnosis and treatment for defects in vision, including eyeglasses; Dental Services -- at a minimum; include relief of pain and infections, restoration of teeth and maintenance of dental health. Dental services may not be limited to emergency services. Although an oral screening may be part of a physical examination, it does not substitute for examination through direct referral to a dentist. Hearing Services -- at a minimum, include diagnosis and treatment for defects in hearing, including hearing aids.

Foster parents will be responsible for ensuring the child makes all scheduled appointments and provides the case worker with any and all information obtained during said appointment. The case worker will cover any and all appointments the foster parents are unable to attend and will provide the foster parents with any and all information obtained during said appointment.

The following pediatricians accept Medicaid insurance coverage and are recommended by Social Services to provide primary health care to children in custody:

Pediatrics of Bartlesville—Ray Harris, M.D.; Paul McQuillen, M.D.; and Linda Doyle, M.D. (all Board Certified Pediatricians).

Primary Care Associates, Bartlesville, OK—Helen Bumpus, M.D.
Board Certified Pediatrician.

Ahmad Agha, M.D., Ponca City, OK, Board Certified Pediatrician

John Webb Holden, M.D. , Ponca City, OK, Board Certified Pediatrician

Other resources available for health care are the Pawhuska Indian Clinic, Pawnee Indian Clinic, Claremore Indian Hospital, Gemini Medical Center in Pawhuska and Bartlesville, and Indian Health Resource Center in Tulsa. For urgent care needs, Pawhuska Hospital Emergency Room and St. John Urgent Care facilities are available in Fairfax and Skiatook which are located within the territorial boundaries of the Osage Nation.

B. Emotional and Mental Well Being Screening and Follow-up

The Osage Nation Social Services Department goes beyond the guidelines set forth in the EPSDT for mental and emotional well-being screening. From the first encounter with the child and family, the case worker is assessing the family history and noting behavioral problems for both the parents and the children. Referrals are made when indicated to resources where psychiatric and/or psychological evaluations can be completed, as well as therapy for individuals, families and groups.

Indian Health Resource Center in Tulsa has clinicians certified in psychology and child development. They can also provide drug and alcohol screenings, evaluations, and counseling.

In addition, Osage Nation has both inpatient and outpatient drug and alcohol treatment facilities where adolescents can be assessed and treated on an outpatient basis; and adults can be assessed and treated either inpatient or outpatient at no cost to the Indian adult.

Additional resources are available in Ponca City, Bartlesville and Tulsa. Transportation to and from these services is available from Social Services whenever the parent or foster parent is unable to meet this need.

2. MONITORING AND TREATMENT OF IDENTIFIED HEALTH NEEDS

A. Monitoring of Health Needs.

The case worker is to be provided with any and all information obtained during doctor's visits as well as results from any and all tests performed. The case worker will log all information into their case files and track any and all upcoming appointments. The case worker will meet with the physician when necessary to provide face-to-face communication and ensure accuracy of information on health concerns. The case worker will staff with the parents and/or foster parents any health concerns not previously addressed during monthly home visits and more frequently if necessary.

B. Treatment of Health Needs

The parents and/or foster parents are required to follow through with any recommendations provided by the child's primary pediatrician. Any recommendations will be shared with the case worker, and the case worker will provide oversight as well as assistance when needed to ensure the recommendations are followed. The case worker will provide guidance and resources to the parents and/or foster parents on locating specific physicians who provide the services needed by the child. The case worker will attend any appointments deemed necessary and will act as primary contact with the physician when needed or in conjunction with the parents and/or foster parents.

3. UPDATING AND SHARING MEDICAL INFORMATION

A. Foster Parent

It is the responsibility of the foster parent to inform the case worker when any health appointments are scheduled. The foster parent will provide documentation of the appointment as well as provide any information given at the appointment including but not limited to: screening results, test results, diagnosis, medication recommended, follow-up appointments, and referrals or recommendations.

B. Case Worker

The case worker will monitor and track all scheduled appointments and ensure the foster parent is in compliance with physical, dental, vision, mental and emotional screenings and follow-up appointments. The case worker will provide reminders to the foster parents when due dates are approaching. The case worker will ensure that they are receiving all pertinent information from the foster parent; if they feel they are not, they will go directly to the physician and obtain the information from the physician's office. The case worker is to provide all relevant medical history to the foster parent and/or physician to ensure continuity of care and prevent errors in service. The case worker is to document and maintain all health records pertaining to the child.

4. ENSURING CONTINUITY OF HEALTH CARE SERVICES

A. Medical Home

The Osage Nation Social Services department strongly recommends that each child under the age of 12 is taken to a primary pediatrician to serve as their medical home. Foster parents are encouraged to meet with the case worker to discuss available pediatricians and select one based on criteria set by them and the case worker. All medical appointments and referrals should come from their primary pediatrician to ensure the most accurate information is being provided. The case worker is responsible for giving final approval of the primary pediatric dentist, optometrist, psychologist, counselor, and/or psychiatrist chosen by the foster parent.

B. Case Worker and Foster Parent Collaboration

It is vital to the continuity of care for the child that the case worker and foster parent share in the selection of primary physicians as well as share information from all appointments. This collaboration helps ensure that the correct information is being used and therefore should promote continuity of health care services for each child.

5. OVERSIGHT OF PRESCRIPTION MEDICINES

A. Medication for Physical Needs

The case worker must authorize any medication prescribed to the child. It is the case worker's responsibility to obtain knowledge regarding the medication and speak with the prescribing physician about the current situation requiring medication. The case worker will document any

medication prescribed by a physician, the need for the medication, possible side effects, duration the medication will be taken, proper dosage of medication, any warnings associated with the medication, and any other pertinent information. This information is to be noted in the electronic case file as well as copies provided to the foster parents and the court.

B. Medication for Emotional or Mental Well Being

The case worker will visit with the physician prescribing psychotropic medication to treat mental or emotional problems for children in custody and the effects and adverse effects of any psychotropic medication being considered for the child. Consent for administration of psychotropic medication is to be given by the case worker before being given to the child. The physician will be given a list of any other medication the child is currently taking, as well as notifying their primary pediatrician of the recommended medication to ensure there are no drug interactions. The case worker along with the prescribing physician will discuss all aspects of the drug in question, including but not limited to: reason for prescription, side effects, warnings, dosage instructions, level of risk for addiction, benefits, plan for monitoring behavior, plan for problems or adverse reactions, and recommendations. When the psychotropic medication is approved, the foster parent is to receive detailed instructions on dosage, storage, security, plan for monitoring behavior, and plan for problems or adverse reactions to medication. The case worker will document any medications prescribed in the case file along with all the pertinent information obtained about the medication.

6. The Osage Nation will take steps to ensure that the components of the transition plan development process, as required under section 475(5)(H) that relate to the health care needs of children aging out of foster care, are completed. This includes the new requirement to include options for health insurance, information about a health care power of attorney, health care proxy, or other similar documents recognized under Tribal code, law, resolution, policy and/or procedure. The Osage Nation will ensure that children aging out of foster care will receive this information and the option to execute such a document.

Specifically, during the development of a youth's transition plan, the Osage Nation will require staff to provide information to youth about the importance of designating a health care or "medical" power of attorney to make health treatment decisions on behalf of the youth if he or she becomes unable to participate in these decisions. Youth who age out of foster care will also be informed that they are eligible for Medicaid.

Osage Nation staff will discuss information about the medical power of attorney and health care options with youth during transition planning, case plan development, court proceedings and various other meetings between the youth and caseworker.

2015 APSR Update: No change.

2016 APSR Update: The Health Care Coordination Plan remains in effect. No changes are needed at this time.

2017 APSR Update: The Osage Nation Health Care Coordination Plan remains in effect. Bartlesville Pediatrician, Dr. Ray Harris has retired from his practice. Cheryl Boyd, D.O. at the Children's Clinic in Owasso, OK accepts Sooner Care and new patients.

The Health Care Coordination Plan is reviewed several times a year with staff by their Supervisors and/or the ONSS Director.

2018 APSR Update:

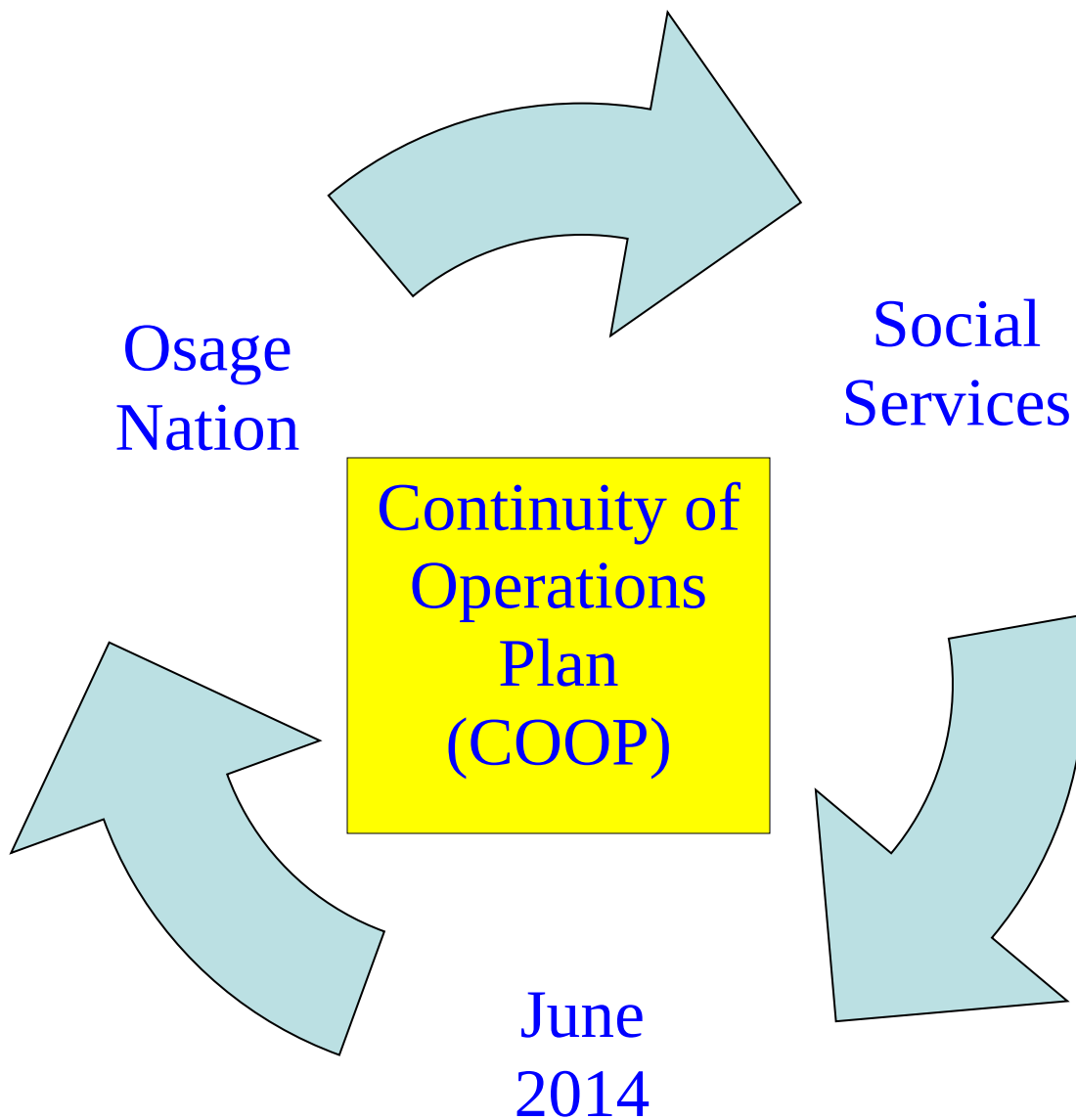
DISASTER PLAN:

Tribes are required to review their previously submitted disaster plan, make any needed changes, and submit the disaster plan with the CFSP, regardless of whether changes were made to the plan.

Tribes receiving title IV-B, subpart 1 funding to have in place procedures providing for how the Tribal programs assisted under title IV-B or IV-E of the Act would respond to a disaster, in accordance with criteria established by the Secretary which should include how a Tribe would:

- Identify, locate, and continue availability of services for children under tribal care or supervision who are displaced or adversely affected by a disaster;
- Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services to those cases;
- Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster;
- Preserve essential program records; and
- Coordinate services and share information with states and other tribes.
- Describe any disasters experience by the Tribe this past year and how the plan was used and assess its effectiveness.

Osage Nation Social Services updates their Continuity of Operations Plan (COOP) in its entirety annually. The organizational chart is updated as needed, and the client list will be updated monthly. Below is the current ONSS COOP.



***Reference Continuity of Operations (COOP) Plan Template
Federal Emergency Management Agency
500 C ST, SW
Washington, D.C. 20472

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I. EXECUTIVE SUMMARY

Osage Nation Social Services houses various programs including Indian Child Welfare, Foster Care, Family Preservation, Adoption, Supervised Individual Indian Money Accounts, and Child and Adult Protective Services. Each one of these programs is vital to the well-being of its respective clients; therefore, it is imperative that these programs be operational at all times and capable of being maintained even after events which could potentially interrupt daily operations. These events could be either natural or man-made.

This Continuity of Operations Plan (COOP) includes information vital to the continuance of operations and services provided by Osage Nation Social Services. Included in this information is an alternate site to carry out day-to-day operations, contact information, and evacuation plans to name a few. This COOP will affect all ONSS staff and clients, along with the Osage Nation, as these services are important for the well-being of the individual members.

This COOP will be executed in the event of any circumstance/incident either natural or manmade which disrupts the operation of Osage Nation Social Services.

II. INTRODUCTION

It is imperative for Osage Nation Social Services to have a working COOP to limit disruption to services provided as these services ensure the well-being of individual tribal members. Recent national and local events have magnified the need for a COOP.

III. PURPOSE

The Osage Nation Social Services developed a COOP to ensure the safety and well-being of its clients to the best of its ability. Osage Nation Social Services' mission statement is "To protect children and adults from abuse and neglect while strengthening and preserving families." In order to accomplish this mission, ONSS must be able to maintain operations continuously with as little disruption as possible. In light of today's changing environment and potential threats, this plan is designed to be executed during any and all hazard threats.

IV. APPLICABILITY AND SCOPE

This plan specifies an alternate site to be designated as headquarters for ONSS if the present office building becomes unavailable for any reason. This will include any and all current activities of the existing office. In addition, this plan will outline the steps needed to ensure clients continue to receive services and have access to other services needed. This plan should be updated annually.

V. ESSENTIAL FUNCTIONS

While all functions of ONSS are important, it has been determined that the following is a prioritized list:

Priority	Essential Functions
1	CPS/APS
2	ICW
3	Records Management
4	Transportation
5	Foster Care/Family Preservation
6	IIM

VI. AUTHORITIES AND REFERENCES

The following references were used in creating this COOP:

- Federal Emergency Management Agency Continuity of Operations (COOP) Plan Template and Template Instructions
- Indian Affairs Osage Agency Continuity of Operations Plans
- Oklahoma Department of Human Services
- Ready.gov: Continuity of Operations Planning

VII. CONCEPT OF OPERATIONS

This section explains how the COOP will be implemented.

Phase I: Emergency Preparedness

To be better prepared for an emergency, the following will be implemented immediately and updated periodically.

1. Two-way radios will be purchased and distributed to ONSS staff members.
2. Emergency kits including flashlights, batteries, and contact numbers will be assembled and distributed to Foster Parents and IIM Clients.
3. All hard-copy confidential case files and materials will be stored in fire-proof cabinets.
4. When space allows, bottom drawers of filing cabinets will not be used.
5. All sensitive and/or confidential hard copy material will be scanned into computers or entered into the automated system.
6. Each staff member will back up his/her electronic information on portable storage devices which will be kept at an alternate location.
7. All ONSS electronic data and information will be backed up on portable storage devices which will be stored at the alternate operating location.
8. All Child Welfare Data shall be maintained on the ONSS Child Welfare Data System.

9. Plastic storage containers with lids will be purchased and stored in staff members' offices. These will be kept empty until needed in an alert situation.
10. Bottled water and non-perishable food items will be kept in a plastic storage container in the file room.
10. A generator will be purchased.
11. The Transportation Specialist will be in charge of routine maintenance so that all vehicles are immediately available in the event of an emergency. Each vehicle should have no less than half a tank of fuel when returned to the office by staff.
12. Each ONSS staff member will be given two copies of this COOP: one to keep in their respective offices and one to keep at an alternate site.
13. A copy of this COOP will be placed in the front desk area.
14. A copy of this COOP will be kept with all backup electronic data at the alternate operating location.
15. A copy of this COOP will be kept in all GSA vehicles assigned to ONSS.

Phase II: Activation and Relocation

Phase II explains the COOP activation process and relocation procedures from the primary to the alternate facility.

1. Decision Process

The COOP shall be activated any time there is a disruption or potential for disruption of services provided by ONSS due to natural or man-made forces.

The Director of Osage Nation Social Services will be responsible for making the determination to implement the COOP Plan. In the event the Director is unable or unavailable to make this decision, the Social Work Supervisor will have this responsibility.

2. Alert, Notification, and Implementation Process

In the event the COOP Plan is implemented, the Director will alert the Social Work Supervisor via cell phone or two-way radio. This will activate the calling tree for the remaining staff. See Appendix A for the Calling Tree. Staff members will then notify their respective clients, if applicable. See Appendix B. Appendix C contains contact numbers for law enforcement, emergency, and specially trained personnel.

Initial Emergency Procedures

A. Vehicles

When an alert is given with sufficient warning, the Transportation Specialist will ensure all vehicles are filled with gasoline.

B. Cellular Phones and Two-Way Communications Radios

Immediately upon hearing of an alert condition, all ONSS staff members will ensure cellular phone batteries are charged and Two-Way Communications Radios are turned on. This also applies to ONSS clients when applicable.

C. Records

Each staff member is in charge of all records, papers, files, etc. in his/her respective office. The Transportation Specialist and Fiscal Program Manager are responsible for all records, papers, files, etc. located in the Filing Room.

1. Remove all files and paperwork in the bottom drawer of each file cabinet and place in Emergency Storage Containers. When moving to alternate location, remove files and paperwork from all file cabinet drawers and place in Emergency Storage Containers to be relocated.
2. Remove all items on shelves or in drawers less than two feet above floor and place on upper level shelves/racks as available. When moving to alternate location, place these items in Emergency Storage Containers, as space allows, to be relocated.
3. Unplug all electronic equipment from power outlets. When moving to alternate location, place electronic equipment in Emergency Storage Containers, as space and time allows, to be relocated.
4. Cover all files, desks, electronic equipment, etc. with tarps and tie/anchor each one as securely as possible.

D. Emergency Generator

The Transportation Specialist will ensure that routine maintenance is completed at appropriate, regular intervals so that the Emergency Generator is immediately available in the event of an emergency. When an emergency alert is given, the emergency generator will be filled with gasoline and an ample supply made readily available for refueling.

3. Leadership

A. Orders of Succession

If the Director is unavailable for any reason, the Social Work Supervisor will assume Director responsibilities, until emergency status has passed. Virtually all staff members have been cross trained in the various ONSS programs. Staff members reside in geographically diverse locations; therefore, communication is key, and duties could overlap in an emergency situation.

Successors for Osage Nation Social Services	
Director	
Social Work Supervisor	
Business Systems Analyst	
Intake Specialist	

B. Delegations of Authority

APS/CPS Investigator – Be available to investigate any reports of adults and/or children in need of assistance due to abuse or neglect, willful or otherwise.

Foster Care/Family Preservation Specialist – Locate foster parents and children and perform welfare checks. In addition, the Foster Care/Family Preservation Specialist will work on recruiting emergency foster homes, if needed.

Adoption Specialist – Locate foster parents and children and perform welfare checks. In addition, the Adoption Specialist will work on recruiting emergency foster homes, if needed.

ICW Specialist – Perform welfare checks on biological parents of foster children who have been temporarily removed from the home. Be available to assist the APS/CPS Investigator, Foster Care/Family Preservation Specialist, and/or Adoption Specialist, if warranted.

Transportation Specialist – Maintain vehicles and the emergency generator and be available to assist with transports.

Adult Social Services Worker – Perform welfare checks on clients and be available to assist other staff members in their duties.

Fiscal Program Manager – Be available for phone coverage, answer any questions from the public, and receive and organize information from workers in the field to be relayed to others.

Business Systems Analyst – Secure access to Child Welfare Database and Adult Social Services electronic files and be available to run updated reports as needed.

Phase III: Alternate Facility Operations

1. Vital Files and Records

The following is a table of vital files and records for Osage Nation Social Services.

Vital Files	Form of Record	Stored on Database	Hand Carried to Alternate Facility	Backed up on electronic portable storage device
ICW	Hardcopy & Electronic	X	X	X
Foster Care	Hardcopy & Electronic	X	X	X
Family Preservation	Hardcopy & Electronic	X	X	X
Adoption	Hardcopy & Electronic	X	X	X
Guardianship	Hardcopy & Electronic	X	X	X
CPS	Hardcopy & Electronic	X	X	X
IIM	Hardcopy & Electronic		X	X
APS	Hardcopy & Electronic		X	X
CDIB Checks	Hardcopy & Electronic	X	X	X
Grants	Hardcopy & Electronic		X	X

The following is a table of vital files and records pertaining to COOP coordination for Osage Nation Social Services.

Vital File	Form of Record	Copy Stored at Alternate Facility	Hand Carried to Alternate Facility	Backed up on electronic portable storage device
COOP Plan	Hardcopy & Electronic	X	X	X
Staff Phone Roster	Hardcopy & Electronic	X		X
Law Enforcement Phone List	Hardcopy & Electronic	X		X
Emergency Agency Phone List	Hardcopy & Electronic	X		X
Client Contact List	Hardcopy & Electronic	X	Updated	X

2. Legal Proceedings

In the event the building housing Tribal Court is inaccessible, court will be held in the multipurpose room of the Education Building. As Social Services is interdependent on Tribal Court for these proceedings, this has been discussed with and approved by Supreme Court Chief Justice Meredith Drent who oversees the Judicial Branch. See Appendix G for judicial contact numbers. All case files and records housed in Tribal Court are in fireproof and tornado proof filing cabinets.

Phase IV: Reconstitution

After a state of emergency has passed, the Director will determine the feasibility of Osage Nation Social Services returning to its primary office site. If such a move is feasible, each staff member will hold the same responsibilities in moving items back to the primary facility as they held in removing to the secondary facility. If moving back to the primary office site is not a viable option, the Director will begin the process of acquiring a new facility.

VIII. COOP Planning Responsibilities

Task	Person Responsible
Update COOP annually	Business Systems Analyst
Update staff contact lists as changes occur	Business Systems Analyst
Maintain backup of vital files and records	Fiscal Program Manager
Conduct alert and notification tests	Director
Plan COOP TT&E	Director, Business Systems Analyst

IX. LOGISTICS

Alternate Location

The alternate facility for Osage Nation Social Services in the event of any circumstance/incident either natural or manmade which disrupts the operation of Osage Nation Social Services will be the Osage Education Department located three miles north of Hominy, Oklahoma, in the Osage Industrial Park. This has been discussed with and approved by Ida Doyle, Director of Education.

The alternate facility choice was based upon the following factors:

- 1) *Sufficient space and equipment* – The Education Building has a computer lab with an adequate number of computers for Social Services staff, and it is connected to the Osage Nation server, internet, and a printer. In addition, the Education Building has a multipurpose room appropriate for meetings and/or supervised visits. Furthermore, both the computer lab and multipurpose room have ample space for ONSS files.
- 2) *Capability to perform essential functions within 12 hours, up to 30 days* – The computer lab and multipurpose room would be immediately available for Social Services use for as long as necessary.
- 3) *Reliable logistical support, services, and infrastructure systems* – The Education Building is part of the Osage Nation and as such has access to the same services and systems as Social Services' primary facility.
- 4) *Consideration for health, safety, and emotional well-being of personnel* – The Education Building will provide a safe, friendly environment for Social Services as it is a component of the same government (Osage Nation), and the employees there are acquaintances of Social Services staff.
- 5) *Interoperable communications* – The Education Building has access to the same communications systems as the primary Social Services' facility.
- 6) *Computer equipment and software* – The Education Building has basically the same computer equipment and access to the same software as the primary Social Services' facility.
- 7) *Location* – The Education Building is close enough in proximity to be a viable option as a secondary facility for Social Services while there is enough distance between it and the Social Services' primary facility that it is at least moderately possible that an event that disables the primary facility would not necessarily disable the secondary facility at the same time.

X. TEST, TRAINING, AND EXERCISES

Osage Nation Social Services will adhere to the following Test, Training, and Exercises (TT&E) schedule:

TT&E	FREQUENCY	APPLICATION
Tornado Drill w/@least 20 minute warning	Every February	See Appendix D, F, & G
Tornado Drill w/ less than 20 minute warning	Every February	Discuss how to position body in restroom/hallway
Fire Drill	January, April, August each year	See Appendix E, F, & G

Power Outage	October & March each year	See Appendix H
Bomb threat	June & November each year	Bring in law enforcement official to train staff
Other alert situations, incidents, and/or aftermath of above incidents	July & December each year	Discuss & walk through full COOP implementation

XI. MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT PLAN

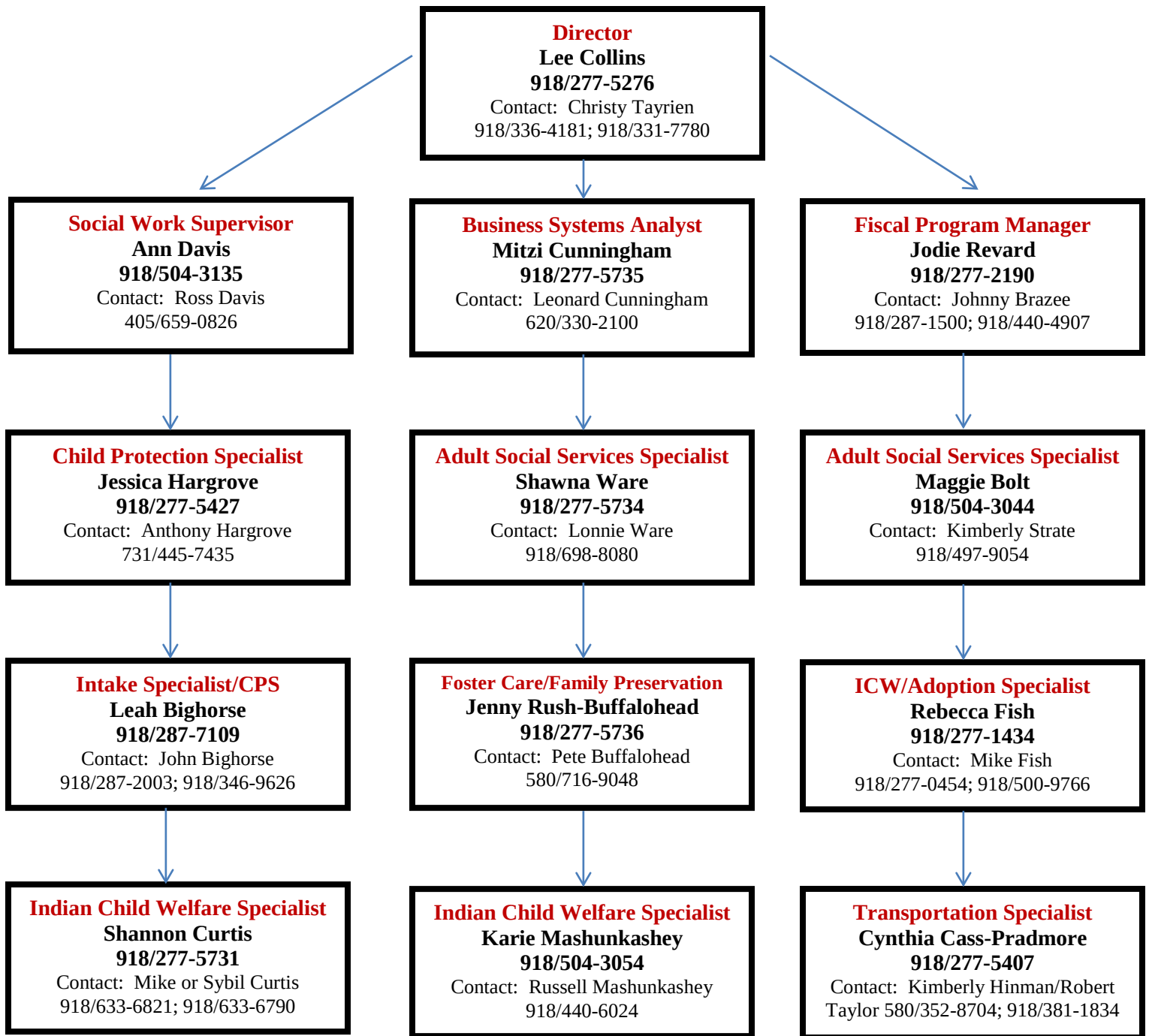
Osage Nation Social Services has set a timeline for full implementation of this COOP by October 1, 2014. This includes any and all purchases necessary for full implementation.

XII. COOP MAINTENANCE

1. The COOP, in its entirety, shall be reviewed and updated annually.
2. Evacuation routes will be posted in each office of Social Services.
3. Staff contact information shall be updated as changes occur.
4. Client contact information shall be updated monthly.
5. Law enforcement and emergency agency contacts shall be reviewed bimonthly.
6. Nonperishable food item due dates shall be checked annually and those items with expiring dates shall be disposed of and replaced. Clients are responsible for replacing items reaching their due dates or notifying ONSS of their need for assistance to do so.

APPENDIX A: ONSS STAFF CALLING TREE & EMERGENCY CONTACTS

If two attempts to contact a staff member's assigned person in the Calling Tree are unsuccessful, the staff member will jump to the next person in the tree to contact.



APPENDIX B: CLIENT CONTACT INFORMATION

(This information is confidential and will only be included in copies of the COOP which will be directly in the hands of ONSS staff. Appendix B will be a separate sheet of paper to be placed behind this page and will include contact information for ICW clients, foster families, family preservation clients, and IIM clients.)

APPENDIX C: EXECUTIVE OFFICE, LAW ENFORCEMENT, EMERGENCY, AND SPECIALLY TRAINED STAFF CONTACT NUMBERS

<i>Executive Office Emergency Numbers:</i>	
Geoffrey Standingbear Principal Chief 918/287-5555	Raymond Red Corn Assistant Chief 918/287-5555
Debbie Atterberry Executive Advisor 918/287-5434	Jason Zaun Chief of Staff 918/287-5555

<i>Osage Nation Tribal Police:</i>	
Chief Nicholas Williams 918/287-5511 - office 918/277-2545 - cell	Lieutenant Marchmont BigEagle 918/287- 9722 - office 918/277-2058 - cell
Miya McKim – Office Manager 918/287-5510	Sergeant Michael Fish 918/277-0454
Sergeant Dan Hively 918/857-2466	Sergeant Terri Silva 918/857-3659

<i>Other First Responders:</i>	
Osage County Sheriff's Department 918/287-3131	Pawhuska Police Department 918/287-4545
Pawhuska Fire Department 918/287-4210	Pawhuska Ambulance 918/287-1342

<i>Specially Trained Staff Members:</i>	
Emergency Management Director Bobby Tallchief 918/287-5525; 918/636-4578	Public Health Nurse Marie Rumsey 918/287-5528
Community Health Representative Crystal Holt 918/287-5370	Director of Osage Nation Properties Bruce Cass 918/287-5651
Information Technology Mark Kirk 918/287-5492; 918/287-7695	Osage Nation Comptroller Michael Lewis 918/287-5444; 918/440-9098

APPENDIX D: TORNADO & SEVERE WEATHER PRECAUTIONS

When given at least 30 minutes warning of a tornado, ONSS staff should cover and tie down as many files and materials (per COOP) as possible while allowing 15 minutes to head to primary tornado shelter in the basement of the Executive Office located at 627 Grandview in Pawhuska, Oklahoma. If given 15 – 20 minute warning of encroaching tornado, ONSS staff should immediately head to shelter.

If given less than 15 minutes of warning, ONSS staff should take cover in the men's restroom (see page 15).

DIRECTIONS TO 627 GRANDVIEW (from Main office at 255 Senior Drive):

- 1) Turn south (right) on Grandview
- 2) Bear right to stay on Grandview

DIRECTIONS TO 627 GRANDVIEW (from Downtown office at 126 E 6th):

- 1) Head west on 6th
- 2) Turn south (left) on Kihekah
- 3) Turn north (right) on Grandview

APPENDIX E: FIRE DRILL

Escape routes to nearest door will be posted in each office of ONSS staff, including kitchen, conference room, file rooms, and visitation room. See pages 16 & 17.

Each employee should calmly but quickly head to nearest exit, unless such exit is blocked and/or smoky, in which case, the employee should proceed to the next exit. If routes to all exits are inaccessible for any reason, employees should be prepared to crawl to nearest exit.

Main Office (255 Senior Drive):

All ONSS Employees and visitors shall meet on the south edge of the parking lot off the pavement, if possible. A determination of who is present and who is missing shall be conducted at this time. If this space is not available, ONSS employees and visitors shall meet in the east parking lot against the north fence, where a determination of who is present and who is missing shall be conducted.

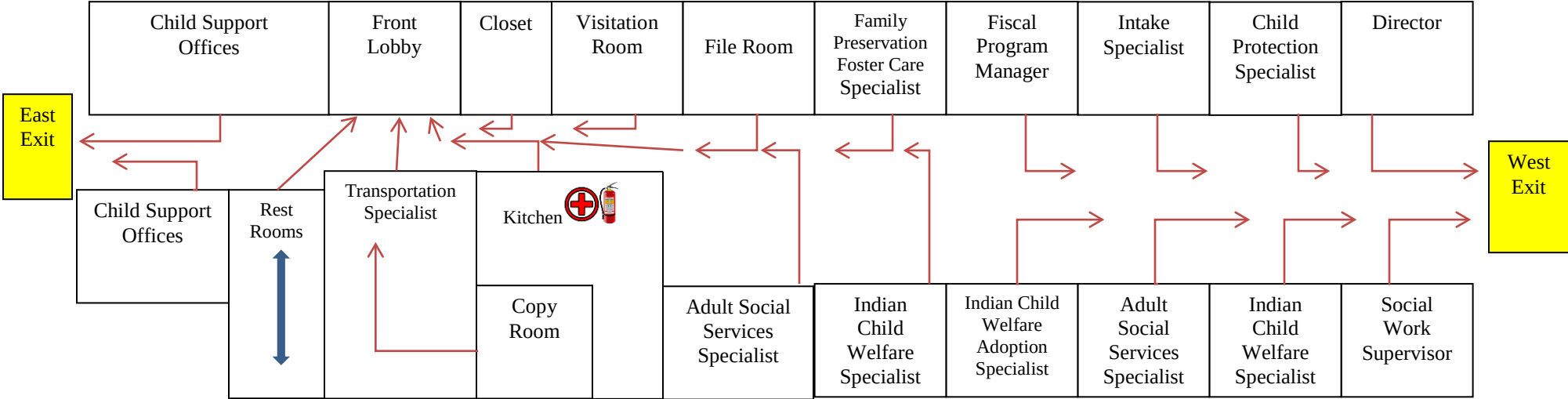
Downtown Office and Conference Room (126 E 6th):

All ONSS employees and visitors shall meet in the north parking lot across the street from the main entrance. A determination of who is present and who is missing shall be conducted at this time.

APPENDIX F: EVACUATION (1)

Fire Evacuation Routes & Severe Weather Precautions
Osage Nation Social Services 255 Senior Drive

South Exit



= Location of Fire Extinguisher



= Fire Evacuation Routes



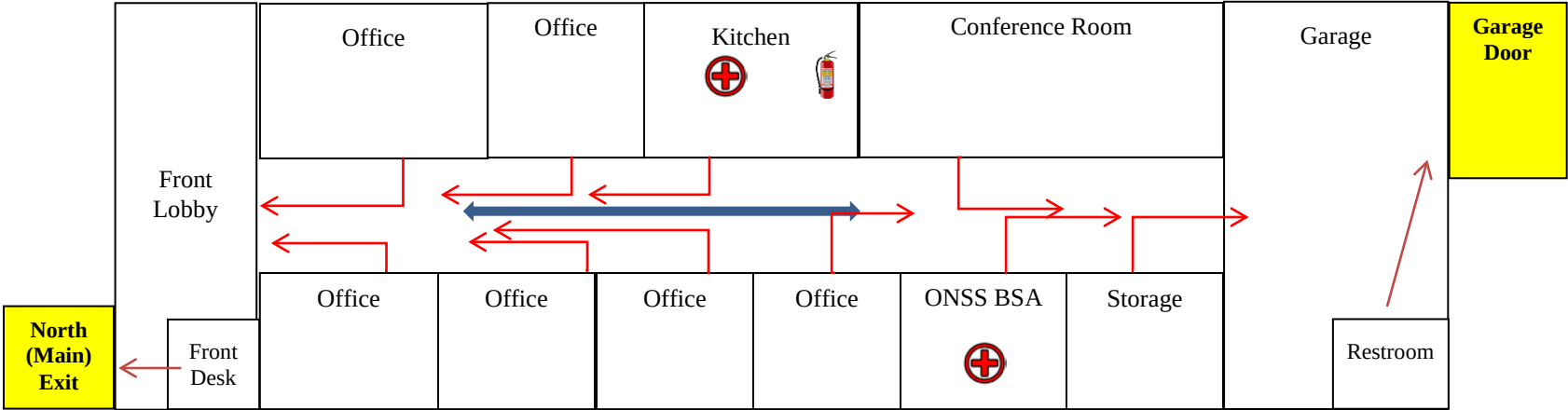
= Location of First Aid Supplies



= Location to Take Cover during Severe Weather within building

APPENDIX G: EVACUATION (2)

Fire Evacuation Routes & Severe Weather Precautions
Osage Nation Social Services 126 E 6th



Location of Fire Extinguishers



Fire Evacuation Routes



Location of First Aid Supplies



Severe Weather Cover within Building

APPENDIX H: POWER OUTAGE

In the event of a power outage, the Transportation Specialist should ensure the emergency generator has kicked in appropriately and maintain its fuel supply during the outage. This procedure should be taught to each member of the staff, in the event the Transportation Specialist is unavailable.

During prolonged power outages, each staff member shall unplug electronic devices in his/her respective offices to avoid potential damage to said devices in the event of power surges when power is restored.

2015 APSR Update: See Attachment IX for the updated Continuity of Operations Plan (disaster plan).

2016 APSR Update: There were no disasters during this reporting period. ONSS workers are familiar with the COOP and each employee has two copies of the document (one for home and one to keep with them).

See **Attachment V** for the updated pages of the ONSS Continuity of Operations Plan (disaster plan) for FY 2017. During this past year, ONSS staff received Bomb Threat training and received handouts from the Osage Nation Emergency Management Director and the Tribal Police Chief.

2017 APSR Update: The Continuity of Operations Plan (disaster plan) has been reviewed and remains in effect. **See Attachment III at the end of this document.** Although it is not required in the plan, ONSS staff made contact with all placement providers after major storms (high winds, possible tornadoes) and earthquakes to ensure each family had power, food, and everything they needed to provide a safe home environment for the children in their care this past year.

2018 APSR Update:

PROGRAM SUPPORT:

- **Describe research and evaluation activities**
- **Describe electronic data system**
- **Describe quality assurance system and activities**

ONSS developed its own data system through an Implementation Project from the Children's Bureau (2009-2014). The system became operational in September 2012, with the first year being spent entering all closed and open cases, referrals, investigations, home studies, etc. As of February 2014, all pertinent information has been entered and the system is considered fully operational. The ONSS Business Systems Analyst acts as the liaison between ONSS and the contractor responsible for maintenance of the system. They have regularly scheduled one-hour conference calls with frequent communication in between. Many minor changes have been made to the system to customize it more to the ONSS practice model and policies and procedures. Additional work is going to be required to get the system fully customized; however, it should be noted that a great deal of progress has been made since the system became operational.

The ONSS data system provides an electronic method of documenting all child welfare activities. All ONSS social workers are proficient at using the system and work closely with the Business System Analyst to identify issues and to come up with ways to improve the system. In the next two years, ONSS expects to make additional changes that will allow tracking of many types of numbers related to its child welfare practice that will enable targeted services, provide funding agencies with meaningful data, and improve outcomes for Osage children and families.

ONSS has developed formal policy and procedure that addresses quality assurance for its child welfare services (see Attachment IV). The purpose of Quality Assurance is to outline policies, procedures, principles and practices that guide and promote the ethical and professional behavior of all Osage Nation Social Services staff. Quality Assurance will also allow families to have a transparent process that is easily understood, easily accessible, and fairly executed. Pursuant to the Osage Nation Constitution, Article X-Code of Ethics, Section 1, elected and appointed Tribal officials and employees of the Osage Nation shall put aside their personal or private interests for the common good of Osage people and shall administrate fair and equal treatment of all persons.

2015 APSR Update: The ONSS child welfare information system has been operational for almost four years now. In this time, we have learned that we need some major updates completed soon in order to manage our information more effectively. It is hoped that these changes can be changed before the end of FY 2015.

Data from the ONSS child welfare information system is being used to complete quarterly reports for the Principal Chief as well as for the Bureau of Indian Affairs (638 contracted programs for ICW and Social Services). Data is also being used to manage caseloads by workers, supervisors and the program director. Being able to access child abuse and neglect history is extremely helpful during the intake process and when certifying foster and adoptive family resources.

The Business Systems Analyst has created a step-by-step guide for new workers to use when learning to use the system. It goes hand-in-hand with the training manual that was developed by Face-to-Face, Inc. through our Implementation Project in FY 2010-2012. Updates have been made to the system since it first became operational and the new guide shows users how to find what they are looking for and how to complete certain screens.

2016 APSR Update: The Business Systems Analyst has been working with the contracted maintenance providers to update the automated child welfare information system. The updates added more options to each screen and are meant to make the system more user friendly. All ONSS child welfare staff use the system daily to document case activities, court reports, investigations, intakes, etc.

A new Treasurer and a new Comptroller joined the Osage Nation Executive Branch this year. They manage the Accounting Department for the Nation which is located on the Osage Agency Campus near the ONSS office building. They are also responsible for internal and external audits that are completed each year. Within the Accounting Department is a Purchasing Agent whose staff handles all Purchase Requisitions and Purchase Orders. During this reporting period, each department has been required to submit all requests for spending to go through the Purchasing Agent via a requisition. The funds are encumbered and a purchase order number is assigned to the request. Once goods and services are delivered, the department accountant issues a check to pay the costs. ONSS has a solid working relationship with the Accounting Department as a whole with communication going both ways.

New policies for motor vehicles were established this year. All travel must be authorized in advance and in writing. The ONSS Director and Supervisors handle all in-state travel authorizations for ONSS, while all out-of-state travel must be approved by the Comptroller and the Director of Operations prior to being sent to the Travel Coordinator who then makes all of the arrangements for travel. They are checking to make sure funds are available for travel and that each department is observing all of the travel policies and procedures. Personally owned vehicles are not to be used when GSA vehicles are available. This new policy had little effect on ONSS since this is exactly how travel was handled previously.

There are many checks and balances set up within and between the Osage Nation governmental branches to ensure efficiency while providing effective services.

2017 APSR Update: ONSS is not currently involved in any research and evaluation activities.

ONSS continues to utilize its electronic child welfare data system. This system is where all child welfare staff document case activities, intakes, investigations, assessments, reports, services, placements, legal information, etc. No major updates were made this year, but minor changes and updates were made throughout the year. The Business Systems Analyst provides monthly statistical and caseload activity reports to all child welfare staff, according to their needs.

ONSS policy and procedure ensures that all families are treated fairly and with dignity. The staff understand that it is their job to advocate and assist their clients in every aspect of their cases, lives and homes in order for them to be able to provide a safe, stable and loving home for their children. The Osage Nation Constituent Services office provides a forum where individuals may file complaints against Osage Nation employees or departments when they believe they have been treated unfairly or disrespectfully. The department directors must then conduct investigations and provide a full written report to the Director of Operations to explain what has happened. These investigations may lead to disciplinary action up to termination of employees, depending on the severity of the findings. Typically, the reports made against Social Services are clients who are already receiving due process in the court system and they are angry about court decisions rather than treatment by an ONSS employee. In addition to this complaint process, the Osage Nation has a "Whistleblower's Hotline" whereby individuals may make anonymous complaints against employees or departments. A formal investigation is done by a representative from the Office of Fiscal Performance & Review; then those results are then presented to their board. These investigations may also result in disciplinary action up to termination when warranted.

2018 APSR Update:

TRAINING:

For all tribes submitting a CFSP, discuss the tribe's child welfare services staff development and training plan in support of the goals and objectives of the CFSP which addresses the title IV-B programs covered by the plan.

- **Describe the Tribes' staff development and training plan**
- **Provide information about the type of training new staff, including supervisors, receive. This includes initial and ongoing training**

As previously mentioned all ONSS staff has completed OKDHS CORE training and attends advanced training relevant to their jobs. OKDHS invites ONSS to their quarterly supervisor's meetings where training is sometimes available and additional training provided by their training unit. All of this training has been found to be valuable and worthwhile

The ONSS Social Work Supervisor holds monthly worker conferences with each of the eight social workers on staff to discuss their progress on projects, cases, and previously identified issues. Through these conferences, the supervisor and workers discuss specific training needs for each individual and the staff as a whole. Once a need is identified, the Social Work Supervisor requests approval for workers to attend specific trainings or conferences. ONSS employees' first attempt to obtain free training locally and participate in many of the free webinars found available online.

Each year, ONSS sends 2-3 employees to the annual NICWA conference where valuable training is obtained. During the past five years, the ONSS Director and Business Systems Analyst have been workshop presenters at several of these annual NICWA conferences.

The ONSS Human Resources Department offers free training to all employees that includes customer service, project management, time management, etc. The HR Department has developed an employee evaluation system that provides each employee with quarterly coaching sessions by their direct supervisors where training needs are discussed and determined.

2015 APSR Update: ONSS staff training has come primarily from free webinars offered via the internet this year. The staff has participated in Osage Language classes here locally during their lunch hours to begin learning the Osage Language. In addition, some of the staff has taken advantage of the free cultural classes offered by the Wah Zha Zhi Cultural Center, i.e. shirt making, shawl making, roach making, moccasin making, etc. It is important for the social workers and their supervisors to be knowledgeable of Osage language, culture and traditions because they work so closely with Osages in their own homes. Culture and tradition must be considered when making life-changing decisions with and for families. The staff is required to complete at least three Osage cultural activities per year. In addition, 2-3 times per year, Osage history or cultural training is provided during the regular staff meetings.

ONSS opted not to attend this year's National Indian Child Welfare Association's annual conference because the workshops did not address our training needs identified by a training needs assessment completed during the first quarter of FY 2015. Many of the workshops at the NICWA conference were at a basic or beginning level; and the ONSS social workers already have at least 2-10 years of experience and training. It is hoped that the next OICWA conference will provide up-to-date training for advanced social workers so that our staff will have the opportunity to take advantage of training designed for tribal child welfare programs.

2016 APSR Update: As previously stated, ONSS staff are required to attend Osage Language classes in order to be familiar with Osage culture and history. The staff also completes at least two cultural classes each year which enables them to teach the children on their caseloads how to make their own cultural items. Supplies are

provided to the workers to take on home visits so they can work on projects together with the children who are developmentally able to learn these skills. The finished products belong to the children and follow them wherever they are placed.

The annual NICWA conference was attended by the ONSS Director and Supervisors this year. While in St. Paul for the conference, the Director had the privilege of teaching the University of Minnesota School of Social Work's graduate level child welfare class about the Indian Child Welfare Act and what it's like to work in a tribal child welfare program. The presentation was 2 hours long and was reportedly well received.

The CPS Specialist and Foster Care Specialist attended the annual Oklahoma Indian Child Welfare Conference held November, 2015. Upon their return, they shared highlights from the conference with the entire ONSS staff and the Foster Care Specialist provided handouts on the Sex Trafficking law requirements. The Director took this opportunity to share the information learned from ACF and these law requirements.

Weekly staff meetings are mandatory for ONSS staff to attend. In addition to providing pertinent information to staff, training may be provided by individual staff members who have recently attended a workshop or conference. Other types of trainers may attend the staff meetings for additional training, i.e. Tribal Police Chief Nick Williams provided bomb threat training; Ponca Tribal Council Member, Pete Buffalohead provided training on understanding native spirituality. The weekly staff meetings provide opportunities for each staff member to voice their concerns, suggestions and complaints while the staff works together as a team to resolve those issues.

The Osage Nation Human Resources Department offers numerous training sessions throughout each year which include, but are not limited to the following: MS Word, Excel, Power Point and Access; Drug Free Workplace; Defensive Driving; CPR/AED/First Aid; Leadership; Financial Literacy; Business Etiquette; Records Retention; and Accident Prevention. ONSS staff have attended many of these courses, but no single employee has attended all of them. The local technical school also offers classes once a month that are motivational or come from the Steven Covey collection of training programs.

Four ONSS employees were chosen by the Director to attend a Professional Business Writing Class that consisted of four 3-hour sessions. These employees report writing skills needed to be improved so that all business correspondence that goes out of this department is professionally written.

ONSS employees also participate in webinars that are directly related to their jobs. The National Resource Centers offer many webinars that we have been fortunate to take advantage of at no cost.

It has been previously stated in this report that ONSS offers training for ONSS employees and departments on Reporting Child Abuse and Neglect. Additionally, ONSS provides 1-2 sessions of Guiding Principles training for prospective foster and adoptive parents since it is required by policy in order to become a licensed ONSS resource home.

Lastly, six ONSS staff members attended a retreat sponsored by Casey Family Programs for Team Building and Conflict Resolution. The training was actually meant for a different tribe, but at the last minute they cancelled. The training had already been booked and paid for by CFP, so they asked if ONSS would be interested. We quickly invited other tribal and state program staff to join us in order to complete the 13 slots that were made available. In addition to the six ONSS staff members, two OKDHS Tribal Coordinators attended; three Cherokee Nation CPS staff members attended; one Osage Nation Tribal Police Sergeant and the Osage Nation Health Division Leader also attended. The training was

provided by Jillene Joseph from the Native American Wellness Center. When the ONSS staff returned, they each provided training during the weekly staff meetings in the following weeks to share what they had learned. They came back refreshed and energized with the goal of utilizing the new skills they had just learned.

2017 APSR Update: ONSS continues to provide formal training annually to Osage Nation employees on the signs of child abuse and neglect along with a review of tribal code and state law which require mandatory reporting if any person suspects or knows of child abuse and neglect. This training has been provided to the Wah Zha Zhi Early Learning Academy and Immersion School staff; Osage Nation Head Start; Osage Nation WIC staff; Osage Nation Child Care staff; and all new employees during their Employee Orientation Training held monthly.

ONSS staff continue to keep their CPR/AED certification current as well as Child Care Safety Training certifications. These trainings are provided free by Osage Nation Human Resources and the Community Health Representative Program.

Guiding Principles Training for prospective foster and adoptive resource families was provided twice this year plus one private session that was held for a family in an emergency situation. Beginning in FY 2018, this training will be made available to Osage Nation employees (approximately 500) as an optional training they may choose to see if they might want to become a resource family. The Recruitment Team is developing an online survey to be filled out prior to enrolling in the training to determine if individuals meet the criteria for certification. Employees will be allowed Administrative Leave by Osage Nation to complete the training.

The Business Systems Analyst attended a week long Crystal Reports training this year to update her ability to create reports in the electronic child welfare data system.

Employees utilized free online webinars for the majority of their training this past year due to budget constraints. These webinars fall into the following categories: education, recruitment, service provision, placement/recruitment service provision, medical and mental health.

ONSS was chosen by the National Center for Parents with Disabilities in Berkley, California. In November, 2016, Ms. Ella Callow, J.D., Legal Program Director, came to the Osage Nation to provide a one-day training for staff who work with parents who have disabilities. This training provided insight into the legal aspects of working with parents with disabilities as well as the services available for those persons. Since this training, ONSS staff have been more likely to apply for SSI Disability for the children and the parents on their caseloads. All other departments serving children and families were invited to the training, and several of their employees attended this training.

Three ONSS social workers were sent to the Indian Nations Conference in Palm Springs, CA. This trip was funded primarily by Casey Family Programs. In addition, the Kaw Nation sponsored a two-day training on the Children's Justice Act that was attended by the Foster Care Specialist. Lastly, one ICW Specialist was able to attend a training on Child Parent Psychotherapy, sponsored by the Oklahoma Department of Mental Health.

As previously stated in this report, ONSS employees are required to attend Osage Language classes and at least two cultural training workshops per year. They are also required to attend the annual Osage ceremonial dances to learn more about Osage culture.

2018 APSR Update:

TECHNICAL ASSISTANCE:

- **Discuss any technical assistance that the tribe anticipates requesting from the CB's Training and Technical Assistance network as it implements current or new federal requirements.**
- **Discuss any technical assistance received this past year and the outcomes and results of those efforts.**
- **If no TA was requested this past year or anticipated for the future year, please note that in your plan.**

ONSS has not identified any technical assistance needs for the next year. However, if issues arise, we will provide our Region VI Project Officer with all needed information, utilizing their proper forms, to request technical assistance.

During this past year, ONSS utilized technical assistance from NRC for Tribes and NRC for Diligent Recruitment to develop its own Five Year Recruitment & Retention Plan for the purpose of increasing our number of foster and adoptive family resources. This process has already been discussed under the Diligent Recruitment Plan section of this plan.

2015 APSR Update: No change.

2016 APSR Update: ONSS did not request technical assistance from the Children's Bureau during this past year. However, ONSS was approached by Casey Family Programs to enter into an Initiative Agreement to receive technical assistance for the next 1-3 years. CFP will assist with recruitment efforts, training needs and peer to peer networking; assistance with the development of a Title IV-B Cost Allocation Plan; revising the Tribal State Foster Care Agreement with the State of Oklahoma; and developing Title IV-E agreements with other states. CFP has allocated \$30,000 per year to meet the identified needs.

2017 APSR Update: ONSS did not request technical assistance from the Children's Bureau during this past year. The three-year initiative with Casey Family programs is in progress, with efforts focusing on recruitment, training needs and quality data retrieval and analysis. The Title IV-E Cost Allocation Plan has been completed, but has not been submitted due to pending questions about claiming work done with other states and whether or not these costs are reimbursable.

The Director of ONSS, one of the child welfare supervisors, the Business Systems Analyst and the ONSS Accountant attended the annual training provided for Title IV-B grantees by the ACF Regional Program Specialist, Nanette Bishop. The training was held in Catoosa, OK this year.

2018 APSR Update:

PLAN AVAILABILITY:

- **The Tribe must make the CFSP available to interested parties. The plan must describe how the CFSP will be made available. States and tribes are to share their plans with each other.**

The ONSS 2015-2019 CFSP will be made available on the ONSS website which is open to the general public. Access will be provided on other social media resources as well. In addition, once this plan is formally approved by ACF, a copy of this plan will be provided to Rita Hart at OKDHS.

2015 APSR Update: No change.

2016 APSR Update: The 2015-2019 Plan is available to the public upon request.

2017 APSR Update: The 2015-2019 CFSP is available to the public on the ONSS website or upon individual requests. The annual APSR's are also available upon request.

2018 APSR Update:

ASSURANCES:

- **Tribes are to submit the assurances and certifications necessary for plan approval for each program for which the tribe is applying for funds. Tribes are to submit with the Assurances, signed by the appropriate tribal official, for each applicable program.**
See Attachment V for the signed Assurances.

2015 APSR Update: No change.

2016 APSR Update: No Change. These are kept on file at the ACF Dallas Regional Office.

2017 APSR Update: Assurances are signed and kept on file at the ACF Dallas Regional Office.

2018 APSR Update:

POPULATION: No changes to report at this time.

2015 APSR Update: No change.

2016 APSR Update: A new tribal population certification was submitted to ACF January 28, 2016. ONSS does not plan to submit another count this year. The number is 6,976 children under the age of 21 years. This number was provided by the Osage Nation Membership/CDIB office who has the official records of all Osage members and CDIB holders.

2017 APSR Update: As previously reported, there are 6,976 Osage children under the age of 21 years found nationwide.

2018 APSR Update:

NEW REQUIREMENTS:

Any new requirements that result in a change to the existing CFSP/APSR will be added to this section annually. If there are no new requirements within that each, the year will be marked as not applicable.

Preventing Sex Trafficking and Strengthening Families Act: Public Law 113-183

On September 29, 2014, the President signed into law Pub. L. 113-183, the *Preventing Sex Trafficking and Strengthening Families Act*. The law amended title IV-B and title IV-E plan requirements to address domestic sex trafficking, limit use of "another planned permanency living arrangement (APPLA)" as a permanency plan for youth age 16 and older, and made other changes to the case review system. Some of the law's provisions were

effective upon enactment, while others have later effective dates. Please see Information Memorandum ACYF-CB-IM-14-03, issued October 23, 2014, for a summary of the law's major provisions and PI ACYF-CB-PI-14-06, issued November 21, 2014, for guidance relating to title IV-E plan requirements that were effective upon enactment.

In preparing the APSR, tribes should consider how the requirements of the new law may affect their planned use of funds under the programs addressed in the APSR. The following provisions, in particular, may affect APSR submissions:

In participating in consultation with states, tribes should be aware of the amendments made to the case review system by Pub. L. 113-183. In general, these amendments will go into effect on September 29, 2015. The new case review provisions require the title IV-B/IV-E agency to:

- o Limit APPLA as a permanency plan to youth age 16 and older (section 475(5)(C)(i)) of the Act;
- o Follow additional case review and case plan requirements for all children in foster care with a permanency plan of APPLA including:
 - Documenting at each permanency hearing the efforts to return a child home or to secure a placement for a child with a relative, or with guardianship or adoptive parent (sections 475(5)(C)(i) and 475A(a)(1) of the Act).
 - Implementing procedures to ensure that the court or administrative body conducting the permanency hearing asks the child about his/her desired permanency outcome and makes a judicial determination at each permanency hearing that APPLA is the best permanency plan for the child and specifies compelling reasons why it's not in the best interest of the child to be returned home, placed with a relative or legal guardian, or placed for adoption (section 475A(a)(2) of the Act).
 - Documenting at the permanency hearing and the 6 month periodic review the steps the agency is taking to ensure that the foster family or child care institution follows the "reasonable and prudent parent standard" and whether the child has regular opportunities to engage in "age or developmentally-appropriate activities" (sections 475(5)(B) and 475A(a)(3) of the Act).
- o In addition, for children age 14 and older, the title IV-B/IV-E agency must:
 - Document in the case plan the child's education, health, visitation, and court participation rights; the right to receive a credit report annually; and a signed acknowledgement that the child was provided these rights and that they were explained in an age appropriate way (section 475A(b) of the Act),
 - Develop the case plan in consultation with the child, and at the option of the child, two members of the case planning team, who are not the caseworker or foster parent (sections 475(1)(B) and (5)(C)(iv) of the Act),
 - Describe in the case plan and at the permanency hearing the services to help the youth transition to successful adulthood (formerly required at age 16) (sections 475(1)(D) and (5)(C)(i) of the Act), and
 - Provide a copy of his/her credit report annually and assist in fixing any inaccuracies (previously required for youth ages 16 and older) (section 475(I) of the Act).

Actions Taken to Address Public Law 113-183:

ONSS has read and understands the requirements of Public Law 113-183 and will work with the Osage Nation Attorney General's office to ensure compliance with its requirements by or before the due dates. This process will result in changes to policies and procedures; revised forms for ONSS, the Attorney General and the Osage Nation Trial Court; and additional items will be added to court reports.

ONSS will ensure that all of the Child Welfare staff is familiar with these requirements. ONSS will also consult with OKDHS in their plan to meet their requirements. ONSS will review and revise their current case plans to meet the new requirements.

ONSS will update their training with foster parents and make sure that all resource parents approved through ONSS will understand the expectations of the "reasonable and prudent parent standard."

2015:

2016: ONSS staff received training from their supervisors and the director 2-3 times this year related to the new requirements. However, Osage Nation has not had any children 14 years of age or older in its custody during this reporting period.

The Osage Nation Attorney General has made all of the necessary changes to the judicial forms to meet the new requirements. The AG utilized the State of Oklahoma's uniform forms as a guide to ensure that all of these requirements were met.

2017: ONSS has not had any children 14 years and older during this past year. However, All ONSS child welfare staff have been trained and are aware of the requirements related to Public Law 113-183. The Osage Nation Attorney General has made the necessary changes to court documents to reflect these changes as well and to ensure that children are guaranteed protection by the requirements in this law.

2018:

ANY ADDITIONAL INFORMATION THE TRIBE MAY WISH TO SHARE:

NOTE: Please feel free to attach any of the following each year as an Addendum:

- Data (charts or graphs about the population you serve, services offered and accepted, demographic information, referrals, investigations, number of confirmed victims, preventive services offered, number of foster homes, etc.)
- Pictures of your staff
- Organizational charts
- Flyers/Brochures/Pamphlets/Newsletters, etc. that were developed by your department
- Pictures from community events that your department participated in or hosted

2019 CLOSEOUT APSR:

The final report must:

- Describe the specific accomplishments and progress made toward meeting each goal and objective in the tribe's CFSP for FYs 2010-2014, including information on outcomes achieved for children and families, and development of a more comprehensive, coordinated, effective child and family services continuum.
- Incorporate an analysis of how performance has changed, referencing baseline data and other information gathered through annual reviews.
- Describe any barriers or unexpected events that may have had an impact on the accomplishment of the CFSP plan's goals and objectives.
- Describe how services or program design have changed due to the tribe's own evaluation or assessment of programs that the tribe has found particularly effective or ineffective.

The Final Report may also include any other information a tribe wishes to include relating to the CFSP efforts.

Lee Collins, Director
Osage Nation Social Services

Amanda Wamego
Osage Nation Grants Management

June 29, 2017
Date Submitted

Osage Nation

2015-2019 Child and Family Service Plan (CFSP)

2014 Close-Out Annual Progress and Services Report (APSR) July 1, 2013 – June 30, 2014

2014 CLOSEOUT APSR:

The final report must:

- **Describe the specific accomplishments and progress made toward meeting each goal and objective in the tribe's CFSP for FYs 2010-2014, including information on outcomes achieved for children and families, and development of a more comprehensive, coordinated, effective child and family services continuum.**

Goal A

Over the past five years, sixty-nine (69) parents and ninety-two (92) children received Family Preservation Services through the Osage Nation Social Services (ONSS). The major source of referrals has come through Osage County OKDHS, and through the ONSS Child Protection Specialist. This service has helped in preventing Osage children from being placed outside of the home. The Family Preservation Specialist completes a comprehensive assessment of the family's strength and needs in order to develop a specific plan with the family to address the concerns related to child safety and well-being. Specific services have included helping families with transportation to obtain services; referrals to other services or agencies; helping clients meet basic needs such as food, clothing and shelter; and helping the family identify and understand how to keep their children safe. The Family Preservation Worker actively participates in meetings with other programs to coordinate services. ONSS works diligently to promote awareness of services available through our program.

Osage Nation continues to hold monthly Child Protection Team (CPT) meetings on a monthly basis. The CPT meetings are held the same time every month, usually in the same location to help in consistency. There are usually 15 to 20 participants at each meeting, with representatives from Osage County Child Welfare staff, ON tribal police, Indian Health Services, ON Domestic Violence, and ONSS staff. Specific cases are staffed, and updates are provided on on-going cases to identify strategies to better protect children.

Staff continues to participate in training on an on-going basis. They receive their training through webinars, state and national conferences, community trainings, and OKDHS trainings. All of the ONSS Child Welfare staff has completed the OKDHS CORE training. During the development and implementation of the ONSS Practice Model and data system, staff participated in monthly meetings and trainings. Three of the ONSS staff has received Forensic Interview training through the National Child Advocacy Center in South Carolina. Each year, at least 3 staff has attended the National Indian Child Welfare Conference.

Goal B

The Foster Care/Family Preservation Specialist, Adoption/ICW Specialist and Social Work Supervisor completed the Guiding Principles for Oklahoma Resource Families Training of Trainers Training. ONSS provides this pre-service training for foster and adoptive applicants at least twice yearly. These ONSS staff have also attended at least three trainings specific to the recruitment, retention and support of resource families.

Efforts to recruit Osage resource families have included providing information and resource tables and booths at various tribal and community events. ONSS has utilized the DVD “New Beginnings” to help promote awareness of the need and importance of Osage resource homes for Osage custody children. This DVD was produced with funding and assistance from the Mountain & Plains Child Welfare Implementation Center. The Osage Nation website and Osage Nation Social Services Facebook page have been utilized to help promote the need for Osage resource families. ONSS staff has participated in the Foster Care Day at the Capitol for the last two years to help promote awareness of the need for Osage resource homes. Through Technical Assistance with the NRC for Diligent Recruitment and NRC for Tribes, ONSS has developed a five year Recruitment and Retention plan. This plan includes looking at data to help inform the kind of targeted recruitment that will result in homes for the Osage children in care.

ONSS, in partnership with the Delaware Tribe, Casey Family Programs, and several other Oklahoma Tribes, held the first annual Tribal Recruitment Fair in May 3, 2014. This event resulted in 17 inquiries from families interested in becoming an Osage resource home. Other Tribes and agencies also received inquiries from individuals interested in becoming a resource home.

ONSS continues to assist Osage resource homes with providing training and resources to help them in meeting the needs of Osage children. Training opportunities available through OKDHS and other agencies are shared with Osage resource families. ONSS has created and disseminated newsletters with helpful articles and information to Osage resource families.

Goal C

ONSS staff has been encouraged to participate in activities and training that will increase their knowledge of Osage culture, language and traditions. ONSS staff is required to attend at least one afternoon session of the annual I-Lon-Shka ceremonial dance in each of the three Osage districts. ONSS staff ensures that the children’s families and caregivers are aware of this event, and help in making arrangements so that Osage children receiving services through ONSS have the opportunity to attend. In addition, several ONSS staff has participated in Osage Language classes. The ONSS Director completed an assessment with all staff to develop an individual plan to increase cultural competency in working with Osage children and families. A cultural component is included in the ONSS Guiding Principles Training for Oklahoma Bridge Resource Families. There continues to be on-going dialogue with OKDHS staff about Osage culture and traditions in serving Osage children and families. The collaboration meetings between ONSS and OKDHS Regions 8 and 10 Child Welfare has provided opportunities for these discussions.

In-service training regarding child abuse prevention, indicators and reporting has been provided each year to programs serving children and families. These programs and departments have included Head Start, Boys and Girls Clubs, Child Care, Prevention, and CASA. The training has always been well received. As a part of the training, contact information for ONSS is provided to the participants.

Goal D

The Osage Nation Child Protection Team (CPT) has become more consistent in meeting on a monthly basis. Attempts have been made to set the meetings on a consistent day and location to encourage consistent participation. Participants include representatives from the Osage Nation Police Department, Osage County OKDHS staff, Indian Health Services, Osage Nation Prevention, U.S. Attorney office, and others. The CPT meetings have helped to encourage good working relationships with professionals serving Osage children. There is not an Osage County Multi-Disciplinary Team (MDT) at this time. ONSS staff has participated in other MDT’s when a case involving an Osage child is reviewed.

ONSS held community meetings to provide awareness and education of child and adult abuse and neglect. Staff worked very hard at planning and promoting these events. Attendance at these meetings was poor at the three meetings that were held in 2011 and 2012. Community meetings were not held in 2013 and

2014 as past experiences indicated that this was not effective in providing information to the community about the services of ONSS. Information about ONSS continues to be available through the ONSS Website and the ONSS Facebook page.

- **Incorporate an analysis of how performance has changed, referencing baseline data and other information gathered through annual reviews.**

The Mountain Plains Child Welfare Implementation Center (MPCWIC) project with Osage Nation allowed for the development of a Child Welfare Practice Model. The Practice Model allowed for the examination of current practice through Business Process Mapping. This provided the opportunity for ONSS to incorporate “best practice”. One of the changes that occurred is the submission of written court reports by the ONSS ICW worker in all permanency hearings involving Osage children. Prior to this change, ONSS only submitted formal court reports to the Osage Nation Trial Court; and now court reports are submitted to all state courts with custody of Osage children.

Another change was the addition of the position of “Intake Specialist”. This position is responsible for gathering all of the information for child welfare intakes, obtaining Osage CDIB information and entering the information in the Osage Nation Data system. This process helps to ensure that the information entered in the data system is uniform. The Intake Specialist serves as back-up to the Child Protection Specialist by conducting child welfare investigations whenever she is not available.

The development and implementation of the ONSS Child Welfare Data system has also helped to inform and change practice. The system will be able to generate reports regarding placements, worker visits, location of Osage children, and other information. There is ongoing enhancement of the data system to further customize the system to meet the needs of ONSS.

Policy and procedures for child welfare have been developed and are currently being reviewed by the Executive Office for final approval. These help to ensure that the services provided to children and families reflect best practice that is consistent. Once approved, the policies and procedures will be available on the ONSS website for public use.

Services provided through ONSS Family Preservation have continued to play an important role in helping Osage children to remain in their home. The Family Preservation Specialist is very skilled at engaging families in identifying specific services that will address their issues. There is collaboration with OKDHS in making decisions with families about whether their needs could be better served through state services or through Osage Nation. As there is only one ONSS Family Preservation worker who is also responsible for foster care, there are limits to the number of families who can be adequately served through this program.

ONSS has continued to find opportunities for collaboration with OKDHS. ONSS has actively participated in the Tribal State Collaboration workgroup. Beginning in July of 2013, ONSS has helped to facilitate **local** collaboration meetings with OKDHS Child Welfare Regions 8 and 10. Challenges and strategies to working together successfully have been identified. This work continues to be in progress.

ONSS staff has been expected to learn about and incorporate Osage culture into their practice with children and families. All ONSS staff has a goal of increasing their knowledge of Osage culture and traditions. By increasing staff’s understanding of Osage culture and traditions, staff has become better able to serve Osage children in a more culturally competent manner.

- **Describe any barriers or unexpected events that may have had an impact on the accomplishment of the CFSP plan’s goals and objectives.**

ONSS has been able to accomplish the goals and objectives set out in the CFSP for the most part. The community meetings that were held in 2011 and 2012 were not successful in the turnout. Much effort was made in planning and promoting these meetings, but community participation was low at each of the meetings. A decision was made to not have these meetings in 2013 and 2014. Other efforts towards promoting child

abuse prevention included setting up booths and tables with information about the ONSS program and services at other community and tribal events.

The re-structuring of OKDHS during FY 2013 has provided some unexpected challenges. It has been difficult at times to find the right person within OKDHS to help resolve issues. The local collaboration meetings as well as the Tribal State Collaboration workgroup have helped ONSS in navigating through these changes.

- **Describe how services or program design have changed due to the tribe's own evaluation or assessment of programs that the tribe has found particularly effective or ineffective.**

ONSS Child Welfare Services have become more streamlined over the last five years.

There are more supports in place that help staff in providing consistent practice. The opportunity for ONSS to participate in the MPCWIC project helped to identify and define best practice for Osage Nation. The development and implementation of the Child Welfare Data system allows for better tracking of cases. At this time, the Business Systems Analyst continues to work to be able to produce regular monthly reports that will aid in the management of caseloads as well as supervision of the child welfare workers.

ONSS has paid particular attention to placement issues since beginning its work on a Five Year Recruitment & Retention Plan. The data system allows for monitoring of which Osage children are in ICWA compliant placements which helps ONSS to know where Osage resource homes are needed. This information is being used in implementing the Five Year Recruitment & Retention plan for resource family homes.

The Osage Nation values collaboration and coordination in providing services. The local tribal state collaboration meetings in Regions 8 and 10 have resulted in better coordination of services with staff in those counties and Osage Nation. Issues such as trust and respect fell high on the priority list of both the tribal staff and state workers (see additional document attached to email containing this report). ONSS provided every person at the meeting with a copy of the Indian Child Welfare Act; the Osage Nation placement preference list; program brochures; 24 hour contact information for all ONSS employees; and a history of each worker's education, training and experience in child welfare. It was noted that ONSS staff receives the same training as state child welfare workers plus the benefit of being able to attend other state and national conferences. Based upon the information provided during the first meeting, it was learned that all ONSS child welfare workers had both more training and experience than the frontline state child welfare workers. ONSS assured the state workers that we are available 24 hours a day, 7 days a week, and 365 days a year to assist with investigations, child welfare history checks, foster care, adoptions and case management. Since these meetings began, there continues to be improvement in the willingness of the state workers to utilize the tribal workers in their everyday practice.

Lee Collins, Director

Osage Nation Social Services

Name and Title of Person(s) Submitting the CFSP/APSR:

Date Submitted: June 30, 2014

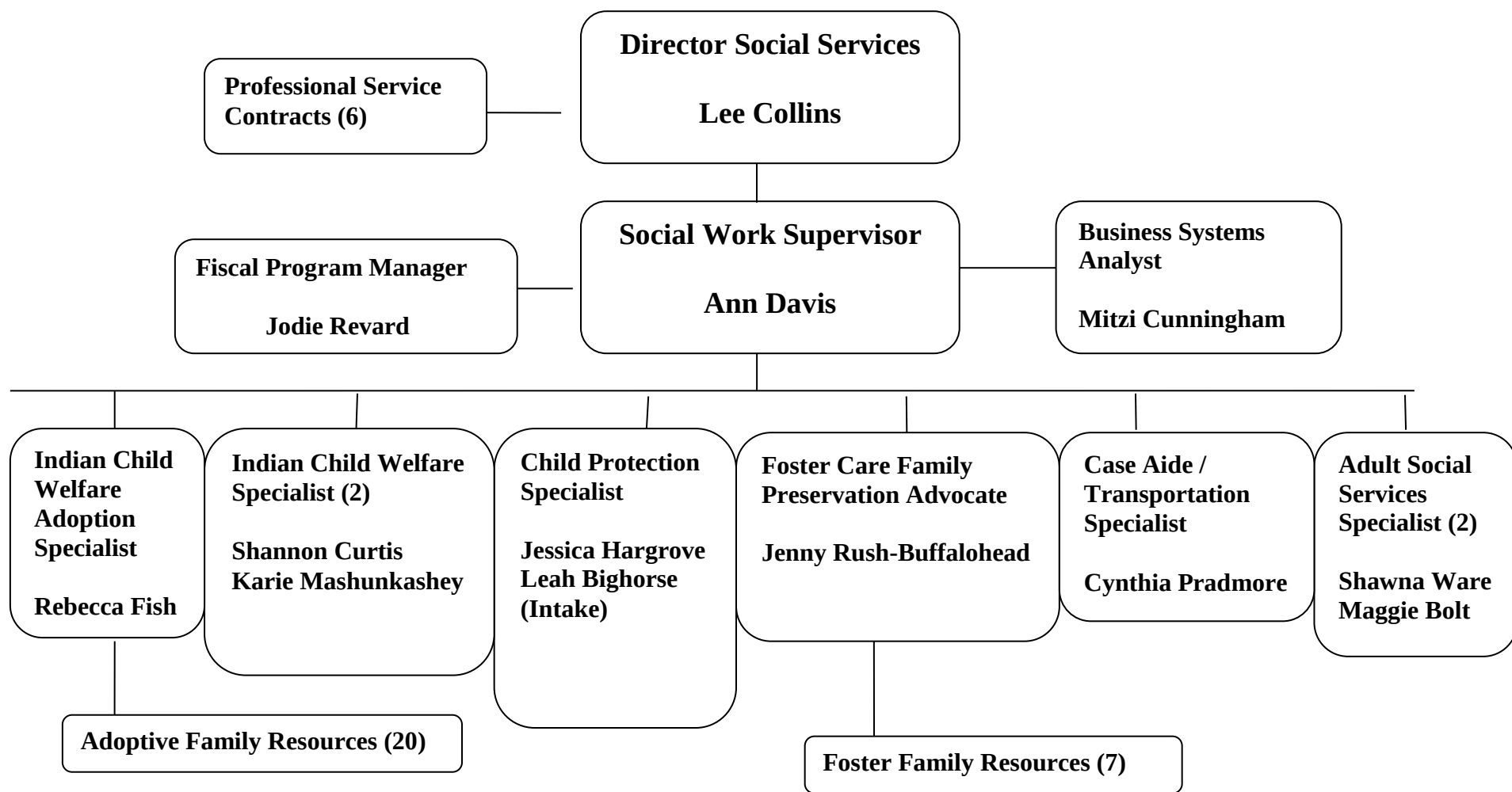
ATTACHMENT I

ORGANIZATIONAL CHART

JUNE 2014

OSAGE NATION CHILD & FAMILY SERVICES PLAN

2015-2019



ATTACHMENT II

OSAGE NATION PLACEMENT PREFERENCES

OSAGE NATION CHILD & FAMILY SERVICES PLAN

2015-2019

ATTACHMENT III

OSAGE NATION FIVE YEAR RECRUITMENT & RETENTION PLAN FOR RESOURCE FAMILY HOMES

OSAGE NATION CHILD & FAMILY SERVICES PLAN 2015-2019

OSAGE NATION SOCIAL SERVICES
FIVE YEAR RECRUITMENT & RETENTION PLAN
FOR RESOURCE FAMILY HOMES

The Osage Nation is located in north central Oklahoma and covers 1.47 million acres or 2,304 square miles with its governmental headquarters in Pawhuska, Oklahoma. The tribe has approximately 17,000 members who reside in various areas across the United States. The mission of Osage Nation Social Services is to preserve and support a full and abundant Osage way of life while protecting and encouraging at-risk Osage children and elders by guiding and empowering such individuals to develop healthy minds, bodies, and spirits. To this end ONSS provides child welfare services to Osage families wherever they may reside.

Osage Nation Social Services is comprised of a Director, Social Work Supervisor, Fiscal Program Manager, Business Systems Analyst, Foster Care/Family Preservation Advocate, two Child Protection Specialists, two Indian Child Welfare Specialists, one Indian Child Welfare/Adoption Specialist, two Adult Social Services Specialists, and a Case Aide/Transportation Specialist. ONSS intervenes on all child welfare cases which results in case workers attending more than 300 court hearings a year either in person or telephonically.

ONSS certifies and licenses Osages who meet criteria set out in ONSS policy and procedure to become resource family homes. In addition to providing free training and home studies to prospective resource families locally, ONSS also assists with obtaining background and fingerprint checks. If the family lives out-of-state, ONSS will accept pre-service training hours provided by the state in which the Osage family resides and assists the family in arranging services in their home states.

Because it is imperative to certify resource family homes to meet the needs of Osage children nationwide, ONSS formally requested Technical Assistance through the Region VI Administration for Children & Families Office to assist in the development of a five-year plan for recruitment and retention of resource family homes. NRC for Tribes and NRC for Diligent Recruitment responded, and work on this plan was

underway by December 2012. An initial assessment was completed on-site by the NRCs, and a stakeholder's meeting was conducted by ONSS in May of 2013. ONSS staff and the NRCs met to begin drafting the five-year plan. In addition to on-site visits by the NRCs to share ideas and update the plan, hour-long conference calls were held monthly with the NRCs, and quarterly conference calls were held with the Children's Bureau, NRCs and Region VI ACF officials.

In June of 2013 ONSS compiled data regarding children in out-of-home placements. This data indicated that 30% of Osage children were not in ICWA compliant placements. More in-depth data was compiled in February of 2014 to help guide the specifics of the recruitment plan. This data, indicating 44% of Osage children were not in ICWA compliant placements, substantiated the need for a detailed, specific plan to increase the number of Osage homes available for Osage children across the United States. The ONSS director has budgeted for two out-of-state recruiting trips, and the data gathered in the chart below will be considered when determining where out-of-state recruiting will take place.

Placement Needs Snapshot

February 1, 2014

Location	Osage Children in Out-of-Home Placements	ICWA Compliant	% ICWA Compliant	Not ICWA Compliant	% Not ICWA Compliant
Oklahoma	62	35	56%	27	44%
California	10	7	70%	3	30%
Oregon	6	1	17%	5	83%
Washington	2	2	100%	0	---
Alaska	2	1	50%	1	50%
Wyoming	1	1	100%	0	---
New Mexico	1	0	---	1	100%
Tennessee	1	0	---	1	100%
Texas	1	0	---	1	100%
Kansas	1	1	100%	0	---
Virginia	1	1	100%	0	---
Colorado	1	1	100%	0	---
TOTAL	89	50	56%	39	44%

Breakdown by Age

Age Group	# of Children	Percent
0-2	26	29%
3-5	23	26%
6-9	21	24%
10-13	9	10%
14-17	10	11%

ONSS collaborated with the Delaware Tribe and Casey Family Programs to sponsor a local recruiting event in May 2014. This Tribal Foster and Adoptive Recruitment Fair was the culmination of seven months of intense planning. The event included several other tribes, Oklahoma Department of Human Services staff, Casey Family Programs, and two of the four private foster care vendors contracted by OKDHS. Nearly 200 people attended the recruitment fair which included a guest speaker, foster care panel, children's activities and lunch. Seventeen people signed in at the ONSS information table, and eight families requested applications and additional information.

These were some of the early steps to begin the implementation of the five-year-plan which addresses data management, the resource home application process, the need to develop Title IV-E agreements with other states, and retention rates to ensure that Osage children across the United States are placed in ICWA compliant homes.

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 1:	ONSS will have the capacity for data management related to resource family recruitment and retention.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
1. By January 1, 2014, develop capacity to capture data to create needed reports.	1. Child and family case load	1. Attend Crystal Reports training. 1.1 Enter data, including historical	1. Mitzi 1.1 ONSS workers & supervisor	1. Crystal Report training completed (June 4, 2013) 1.1 Current data entered; historical in process (will be completed by April 1, 2014) - completed
2. By October 1, 2013, begin regular data collection & distribution of needed reports.	2. ICWA compliant case measurements	2. Create reports to capture needs	2. Mitzi	2. Placement Needs Spreadsheet is being used – Placement Report on System is being modified to capture this
3. By October 1, 2013, all data will be up-to-date in the system, including historical data.	3. ICW/A case intake data – both in state and out of state	3. Enter data, including historical	3. ONSS workers & supervisor	3. Current data entered; historical in process (will be completed by April 1, 2014) - completed

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 1 (cont'd):	ONSS will have the capacity for data management related to resource family recruitment and retention.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
4. By April 1, 2014, identify baseline information in Year 1 about current number of foster children and families.	4. Track inquiries through licensing process	4. Compare needs with current capabilities 4.1 Change current capabilities if needed 4.2 Revise Recruitment & Retention Plan objectives and tasks based on data	4. Mitzi 4.1 Lee, Ann, Mitzi 4.2 Lee, Ann, Becky, Jenny, NRC	
	4A Track status and availability of foster homes	4A Compare needs with current capabilities 4A.1 Change current capabilities if needed 4A.2 Revise Recruitment & Retention Plan objectives and tasks based on data	4A Mitzi 4A.1 Lee, Ann, Mitzi 4A.2 Lee, Ann, Becky, Jenny, NRC	

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 2:	ONSS will have a streamlined, user-friendly application process for potential resource families.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
1. By October 1, 2014, ONSS will have identified fingerprinting options other than through the state.	1. Written log of fingerprint requests and timeframes including number of rejections	1. Contact Ohio to inquire about their fingerprinting process 1.1 Contact Cherokee Nation and Osage Nation Gaming to inquire about their fingerprinting processes 1.2 Contact Osage Tribal Police to explore options regarding fingerprinting	1. Maureen 1.1 Amber 1.2 Amber	
2. By (date), the application will be reviewed and revised where needed, based on family feedback.	2. Short survey at end of written application regarding ease of use and time required 2.1 Short survey for potential resource families regarding the application process	2. Review current application for repetitive questions and other areas to be streamlined 2.1 Compile feedback surveys from potential resource families	2. Work Group 2.1 Becky & Jenny	2. Jenny has asked for feedback from current foster families and child welfare workers and has compared ONSS application to OKDHS application.

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 2 (cont'd):	ONSS will have a streamlined, user-friendly application process for potential resource families.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
3. By October 1, 2014, ONSS will provide incentives at varying stages of the application process to potential resource families.	N/A	3. Determine what incentives will be at each stage of the process and provide to families		
4. Develop an online application process	N/A	4. Work with IT in getting application on webpage	4. Mitzi	4. Tribe's website is back up with minimal information – departments are not able to add information at this time

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 3:	ONSS will have an increased ability to pay for children in care out of state.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
1. By November 1, 2013, identify the top five states where Osage children are in need of out-of-home placement.	1. Number of ICWA notices received from January 1, 2012, to January 1, 2013, regarding Osage children in need of an out-of-home placement	1. Review ICWA notice data to determine family location	1. Mitzi	1. As of November 5, 2013, the top five states were Oklahoma, California, Oregon, Tennessee, and Texas (using Placement Spreadsheet).
2. By October 1, 2014, develop a strategy to approach states.	2. N/A	2. Research state and/or county and regional federal offices for information regarding key individuals, policies and procedures, as well as native organizational contacts 2.1 Research other tribal-state IV-E agreements (ask Don Schmid)	2. Lee 2.1 Lee	

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 3 (cont'd):	ONSS will have an increased ability to pay for children in care out of state.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
3. By October 1, 2015, develop a draft IV-E agreement template based on research to be entered into with other states.	3. N/A	3. Identify consultant or staff to review similar tribal-state agreements and develop draft Osage-state agreements 3.1 Complete negotiations with at least one state or county	3. Lee 3.1 Osage Nation	
4. By October 1, 2016, begin implementing IV-E agreements.			4. Lee	

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
1. By November 1, 2013, begin the development of specific recruitment and retention activities.	1. Placement Needs Spreadsheet	1. Plan and execute Resource Family Recruitment Fair 1.1 Plan and execute three out-of-state trips per year for recruitment purposes 1.2 Get Recruitment DVD playing in surrounding area clinics 2. ONSS will present at Osage Nation All-Employee meeting 3. Review past events to determine if they were conducive to recruitment	1. Jenny & work group 1.1 Lee 1.2 Mitzi 2. Jenny and Becky	1. First Planning Committee Meeting took place January 24, 2014. Next Planning Committee Meeting is scheduled for February 24, 2014. – Resource Family Recruitment Fair took place May 3, 2014 1.2 Is playing in Pawhuska clinic – need to check in surrounding area 3. Becky and Mitzi created list of past events
2. ONSS will help alleviate fears of potential resource families.		2. Create flyer that will explain what incidents on background checks may and may not keep families from being certified		

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 4 (cont'd):	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
3. ONSS will provide technical support for potential resource families out of state.		3. Work group meeting with state/county stakeholders 3.1 ICWA Notice/Introduction to Osage Nation Social Services will be sent to states	3.1 Mitzi will create – Ann & workers will send	3.1 Complete
4. ONSS will have an increased number of family members step forward to become temporary placements for children.		4. Identify more family members during Family Team Meetings 4.1 Continual search for family members	4. ONSS workers 4.1 ONSS workers	

Osage Nation Social Services Recruitment & Retention Plan

Desired Outcome 5:	ONSS will have increased retention rates of resource families.
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Objectives	Data Needed Reports	Tasks	Responsible Party	Updates
1. ONSS will assist resource families in understanding “payoff” for fostering.		1. Conduct workshop for resource families on dealing with giving children back to biological families after fostering	1. Jenny	1. Jenny is reviewing material and will conduct training by September 2014.
2. Families will feel supported by ONSS, which will help increase retention.		2. Develop a support methodology for families trying to become licensed by a state agency 2.1 Develop a support/mentoring network 2.2 Offer incentives for existing resource families to recruit new applicants		

Osage Nation Social Services has been developing and implementing this five-year plan since December 2012. While the plan is considered a finished product, it is also a living, fluid document that can be molded to fit current needs, as ONSS continually collects and evaluates data to ensure present needs are being addressed.

One of the first data collection activities ONSS took in implementing this recruitment plan was to gather data regarding past recruitment efforts to determine what was successful and what was not. The data indicated that many events ONSS traditionally participated in for recruitment purposes were not successful towards that end. Decisions were made not to continue recruitment efforts in past, unsuccessful events. Some of these included health fairs and local events; therefore, ONSS may still participate in the activities, but in the future it will be for informational purposes only. ONSS will focus recruitment efforts in different events.

Through this recruitment plan, ONSS is currently addressing possible changes to the resource family application and potentially making it available online. ONSS is also in the process of developing trainings to address issues resource families view as barriers to becoming or remaining resource homes such as having to part with children placed in their homes, when families are reunified. These are just a few tasks ONSS is working on to meet their goals of an increase in the number of resource homes available to Osage children and retaining those homes.

A recent product of the recruitment plan was an ONSS ICWA Information sheet (see below). This information sheet is being sent to state, local, and other agencies involved in child welfare activity involving Osage families. This tool was designed to introduce the agency to ONSS staff and ONSS services while also giving the agency a point of contact at ONSS. In addition the information sheet is intended to be visible in agency offices as a reminder of ONSS services and willingness to be involved in any child welfare activity involving Osage families.

ONSS is currently in the research phase of establishing Title IV-E agreements with states other than Oklahoma and plans to continue collecting and evaluating data regarding recruitment efforts and needed resource homes, planning and/or participating in recruitment events both in and out of state, and working with

current and potential resource families to increase retention rates and the number of resource homes available for Osage children.

Osage Nation Social Services

Osage Nation Social Services
255 Senior Drive
Pawhuska OK, 74056
Phone: (918)287-5335
Toll Free: (800)460-4615
Fax: (918)287-5231



ICWA Compliance for Osage Nation Children

On behalf of the Osage Nation, we would like to thank you for your service to any of our Osage children who may be in your custody.

The purpose of this document is to offer specific information to Child Welfare Agencies and assist them in complying with the Indian Child Welfare Act when working with Osage children. This document provides the most current information about the Osage Nation, our child welfare staff and our tribal protocols for responding to ICWA Notices.

The Osage Nation is a federally-recognized tribe with approximately 10,000 members who live throughout the United States. Osage Nation governmental headquarters and our Social Services offices are located in Pawhuska, Oklahoma.

Osage Nation Social Services:

- Director
- Fiscal program Manager
- Business Systems Analyst
- Social Work Supervisor
- Intake Specialist/Child Protection Specialist
- Child Protection Specialist
- Indian Child Welfare Specialist (2)
- Adult Social Services Specialist (2)
- Case Aide/Transportation Specialist
- Foster Care/Family Preservation Specialist
- Indian Child Welfare/Adoption Specialist



OSAGE NATION SOCIAL SERVICES PROGRAM AND ICWA PROTOCOLS

Upon receipt of an ICWA notice from any State or County agency, Osage Nation Social Services follows the following protocol:

- Date stamp notice upon receipt
- Conduct tribal membership screening
- Respond to ICWA notice
- Notify and coordinate with Osage Nation Attorney General on ICWA Case
- Staff with identified contact on inquiry
- File Motion to Intervene
- Transfer case if determined appropriate
- Monitor and conduct case management services
- Maintain contact with state/county social worker, foster parents, child, birth parents, extended family
- Submit reports to court

Please send all ICWA Notices to
Osage Nation Social Services
Attn: Ann Davis
Social Work Supervisor
255 Senior Drive
Pawhuska, OK 74056



Osage Nation Social Services Provides:

- Family Preservation services to keep families intact and work with at-risk children and families.
- Case Management throughout court case
- Case Assessment and Documentation
- Development and maintenance of individualized service and treatment plans
- Court Advocacy for families by attending and testifying at court hearings, either in person or telephonically
- Home studies (or facilitation of) for foster and adoptive families
- Home visits - monitor documentation of home visits when physical presence is not feasible
- Resources for foster care and adoptive families

The Osage Nation is committed to supporting our children and families by

- ⇒ Sending Osage cultural information to all Osage children in care
- ⇒ Providing cultural resources to all Osage children in care
- ⇒ Being responsive to the needs of resource families
- ⇒ Helping resource families better understand Osage culture and the needs of the children in their care

ATTACHMENT IV

OSAGE NATION QUALITY ASSURANCE POLICY & PROCEDURES

OSAGE NATION CHILD & FAMILY SERVICES PLAN

2015-2019



OSAGE NATION SOCIAL SERVICES

Program Policy

Chapter 6

Quality Assurance

November 2012

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601 POLICY STATEMENT

In an effort to provide optimal services to Osage Nation children and families, Osage Nation Social Services shall strive to have clear, open and effective policies and procedures to guide the conduct of all staff. The Agency shall provide equitable and standardized services in order to be accountable to all constituents of the Osage Nation.

602 PURPOSE OF THE POLICY

The purpose of Quality Assurance is to outline policies, procedures, principles and practices that guide and promote the ethical and professional behavior of all Osage Nation Social Services staff. Quality Assurance will also allow families to have a transparent process that is easily understood, easily accessible, and fairly executed. Pursuant to the Osage Nation Constitution, Article X-Code of Ethics, Section 1, elected and appointed Tribal officials and employees of the Osage Nation shall put aside their personal or private interests for the common good of Osage people and shall administrate fair and equal treatment of all persons.

603 SCOPE

These guidelines are to be used by Osage Nation Social Services staff as they plan, develop, manage, supervise and execute administrative actions that support the delivery of services. The guidelines outlined in this policy should not be interpreted as superseding, overriding, or in conflict with any law of the Osage Nation.

604 DEFINITIONS and ACRONYMS

Unless the context clearly indicates otherwise, the following words and terms as used in this manual shall be defined as follows:

- A. **Foster Care:** Continuous twenty-four (24) hour care and supportive services provided for a child requiring out-of-home placement.
- B. **Foster Child:** Any person under the age of eighteen (18) who has been temporarily placed in the custody of Osage Nation, State of Oklahoma Department of Human Services, or any other tribal or state agency due to abuse and/or neglect.
- C. **Resource Family:** All persons, other than a foster child, living in a foster family home.
- D. **Resource Family Home:** A home licensed by Osage Nation to provide temporary full-time care to a total of not more than ten (10) children at any given time, including children who are not in foster care, in a family type setting. A home may be licensed to provide care to more than ten (10) children, including children who are not in foster care, only upon approval by those entities of the Osage Nation, the State of Oklahoma Department of Human Services, and/or other federal, tribal, and state agencies officially authorized for such responsibility.
- E. **Foster Parent (or Foster Care Provider):** Any individual certified by the Osage Nation to maintain a foster family home and provide temporary family care of a foster child. A foster parent may be either a relative or non-relative. A relative or kinship provider may be non-Indian.
- F. **Kinship Resource Home:** A home licensed by the Osage Nation to provide temporary full-time care to a total of not more than ten (10) children at any given time, including children who are not in foster care, in a family type setting. A kinship resource home may provide care to more than ten (10) children, including children who are not in foster care, only upon approval by the Osage Nation Social Services. A kinship resource home differs significantly from a resource family home in that a relationship already exists between the caretaker, the parents, and the child in care. A kinship relation may include the following: relatives, members of the child's clan, stepparents, or other responsible adults having an existing bond with the family or child and have been ascribed a family relationship role with the parents and child. Kinship families may fall outside the degrees of blood relationship.
- G. **Out-of-home Placement:** A placement in which a foster child is placed until the child is reunified with his or her parents or a permanent placement is made. An out-of-home placement is any

setting other than the home of the parent or guardian from whom the Court has removed the child.

ACRONYMS

- A. **ARB:** Administrative Review Board.
- B. **BIA:** Refers to the Bureau of Indian Affairs.
- C. **CDIB:** Certification of Degree of Indian Blood.
- D. **CPS:** Refers to the Child Protective Services.
- E. **CWS:** Refers to the Child Welfare Services of the Oklahoma Department of Human Services.
- F. **CWS Tribal Coordinator:** Refers to the CWS staff assigned to develop, monitor and respond to the Tribal State Agreement. Other duties of the CFSD Tribal Coordinator include the review and processing of tribal foster home studies, consultation with both OKDHS and Tribal staff, and conducting reviews with Tribal Child Welfare programs regarding the provisions of the Tribal State Agreement.
- G. **GAL:** Guardian Ad Litem.
- H. **ICW:** Indian Child Welfare.
- I. **ICWA:** Refers to the Federal Indian Child Welfare Act as found in Chapter 21 of Title 25 of the United States Code Annotated.
- J. **MIS:** Management Information System.
- K. **Nation:** Unless otherwise noted refers to the Tribal Nation named specifically in this Agreement.
- L. **OICWA:** Refers to the Oklahoma Indian Child Welfare Act found at Section 40 of Title 10 of the Oklahoma State Statutes.
- M. **OKDHS:** Refers to the Oklahoma Department of Human Services.
- N. **ONAG:** Osage Nation Attorney General.
- O. **ONJC:** Refers to Osage Nation Juvenile Code.
- P. **ONSS:** Refers to Osage Nation Social Services.
- Q. **PIP:** Program Improvement Plan.
- R. **PRFC:** Refers to Person Responsible For Child.
- S. **Tribal child:** Refers to a child who is either a member or eligible for membership in the Tribe named in this Agreement.
- T. **US ATTORNEY:** Refers to United States Attorney.

605 GOVERNING LAWS AND REGULATIONS

Pursuant to the Osage Nation Constitution, Article X-Code of Ethics, Section 2, all employees of the Osage Nation shall avoid even the appearance of impropriety in the performance of their duties. Policies and standards for the Quality Assurance of Osage Nation Social Services are established under:

- A. The Osage Nation Constitution
- B. The Osage Nation Juvenile Code
- C. The Foster Care Agreement Between the Osage Nation and the Oklahoma Department of Human Services
- D. The Osage Nation Child and Family Service Plan
- E. The Osage Nation Program Plan
- F. Title IV-B, Subparts 1 and 2 of the Social Security Act
- G. Any other applicable tribal, state, and federal laws

606 File Audit

The purpose of conducting file audits is to ensure the Agency's success at meeting its goal to utilize identified best practices and to provide quality programs and services that meet tribal, state and federal requirements and regulations.

606.1 Supervisor File Audit

On a routine basis, the Osage Nation Social Services (ONSS) Supervisor shall conduct random audits of case files to ensure policy and procedure, as well as best practice, is being followed. During this review, the Supervisor shall evaluate the child and family status, as well as the quality of services provided through the Agency. The Supervisor shall utilize the appropriate agency form (see ONSS Procedures Manual, Chapter 6, Quality Assurance) to ensure the same standards are applied to all cases and to record documentation of the audit. The Supervisor shall review the results of the file audit during a one-on-one Worker/Supervisor conference. At any time the file audited is not in compliance with policy, procedure, best practice and Supervisory expectations, the Supervisor shall discuss problem areas with the Worker and request corrections. Staff shall complete corrections requested within thirty (30) days of Supervisor providing written feedback. This process may repeat itself as many times as the Supervisor deems necessary.

606.2 Oklahoma Department of Human Services Payment Record Review

Pursuant to the Foster Care Agreement Between the Osage Nation and Oklahoma Department of Human Services (OKDHS), ONSS shall maintain records of:

- A. All Tribal custody children for whom OKDHS has provided a foster care payment
- B. Tribal foster homes certified by ONSS and for whom OKDHS is providing a foster care payment

ONSS shall allow audit or examination of the records mentioned above upon receipt of at least five (5) business days' notice by authorized State or Federal personnel for the purposes of State and Federal reviews and audits.

606.3 Oklahoma Department of Human Services Case Review

Pursuant to the Foster Care Agreement between the Osage Nation and Oklahoma Department of Human Services, ONSS shall participate with OKDHS in the case reviews of children for whom foster care payments are provided. These case reviews shall focus on compliance with the requirements as stated in the Agreement. ONSS shall be notified thirty (30) days in advance of case reviews. ONSS ICW Supervisor/Worker shall assist in reviews by making records available and scheduling interviews as necessary. At the conclusion of the review, OKDHS staff conducting the review shall discuss preliminary findings with ONSS Director/Supervisor in an exit conference. The ONSS Supervisor shall discuss outcomes of each case review with the appropriate Worker.

Upon receipt of the written summary of findings (per Agreement within thirty (30) days of conclusion of review), if areas of non-compliance are identified, the ONSS Director/Supervisor shall develop a Program Improvement Plan (PIP) to address the necessary changes/corrections within thirty (30) days of the receipt of the written summary of findings. In a face-to-face conference, the ONSS Supervisor shall review the PIP with the Worker. The ONSS Supervisor shall monitor the progress of the PIP and provide written documentation to the ONSS Director on a monthly basis. Pursuant to the Agreement, the ONSS Director shall provide written documentation of the progress on the PIP to the Children and Family Services Division (CWS) Tribal Coordinator on a quarterly basis.

607 Review of Findings in an Investigation

Pursuant to the Osage Nation Juvenile Code (ONJC), Chapter 3, Section 312, ONSS shall provide the parent/PRFC a brief and easily understood summary of the procedures for conducting an investigation of alleged child abuse and/or neglect. Furthermore, ONSS shall provide the procedures to follow if there is a complaint regarding any actions during the investigative process or to request a review of the findings made at the conclusion of the investigation. Additionally, ONSS shall make information available regarding:

- A. The person's right to review all records filed with the court (for specific restrictions, see ONJC, Chapter 3, Section 312(c))
- B. The person's right to seek legal counsel
- C. Procedures to be followed in order to gain access to a child removed from the home

608 Security/Confidentiality of Case Records

The Agency works with extremely sensitive information which must be protected in order to preserve the Osage children and families rights to privacy. All ONSS employees are charged with the responsibility to comply with these requirements. Pursuant to ONJC, Chapter 3, Section 317(c-d), The ONSS Director is charged with the responsibility of ensuring the security of the central registry and all Agency records (see attachment). Pursuant to the ONJC, Chapter 3, Section 317(j), any person who releases confidential information to a person not authorized to have such information shall be subject to a civil penalty.

608.1 Disclosure/Release of Confidential Information

Information about Osage families involved with the Agency in any capacity is confidential and may not be released except as authorized by court direction and/or departmental rules regarding disclosure of such information.

Pursuant to the ONJC, Chapter 3, Section 317(g), the name and other identifying information regarding the reporter in a CPS investigation shall not be released to the parent/PRFC, the child(ren) or the general public.

608.2 Release of Records

Pursuant to the ONJC, Chapter 3, Section 311 (a-e), reports of abuse or neglect, names and addresses of child(ren), family or any other identifying information shall be kept confidential and not released except to:

- A. The Tribal Police, ONSS staff and cooperating departments and agencies investigating a report of alleged child abuse or neglect
- B. A physician who has before him/her a child who he/she reasonably suspects to be abused or neglected
- C. An agency having any type of legal responsibility for a child who is the subject of a report

- D. Any person named in the report or record who was alleged to be abused or neglected, or, the Guardian Ad Litem (GAL) where the subject of a report is a minor or an incompetent person
- E. A parent/PRFC, guardian, custodian or other person responsible for the care and control of the child(ren) named in a report. The identity of reporters and other appropriate persons shall remain confidential.
- F. A court, upon finding that access to such records may be necessary for the determination of an issue before such court
- G. Members of the Child Protection Team
- H. The Osage Nation Attorney General's Office and attorneys for the parties. Identifying information of the reporter and other appropriate persons whose identity must be protected shall be removed.
- I. Such other persons as the court may determine for good cause

When a child who is the subject of a report reaches age eighteen (18) requests records, ONSS shall adhere to the guidelines stated in the ONJC, Chapter 3, Section 311 (e).

608.3 Integrity of Records

Staff must prevent alterations and destruction of all information contained in the Management Information System (MIS) and external files. Staff must safeguard any and all official/legal documents such as, but not limited to, birth certificates, social security cards and Certification of Degree of Indian Blood. Staff leaving the Agency for any reason shall relinquish all case records and documentation to the Supervisor by the end of the last workday. Additionally, access to the MIS shall be terminated for departing employees at that time.

608.4 Documentation Recording / Supervisory Approval

In documenting case notes, ONSS staff shall complete all recording per policy and procedure for each stage of service maintaining the highest degree of integrity. All documentation shall be complete, unbiased, factual and recorded in a timely manner. The Supervisor is responsible for monitoring and ensuring that the quality of all documentation meets these guidelines. Additionally, the Supervisor maintains responsibility for approval of significant case actions throughout the life of a case such as, but not limited to:

- A. Completed Investigations
- B. Case Notes
- C. Service Plans
- D. Child Placements
- E. Completed Foster and Adoption Home Studies
- F. Case Closure

608.5 Security of Confidential Information

In order to ensure client information is kept confidential, all staff shall adhere to the following guidelines:

- A. Under no circumstances, shall confidential information be left lying on desks, fax machines, copiers or other areas that are not secure
- B. Documents containing confidential information shall only be removed from the secured office when absolutely necessary. If they must be removed from the secured office, they should never be left in view.
- C. All electronic devices such as computers, laptops, I-pads, cell phones that contain confidential data shall be password protected
- D. Confidential information should not be e-mailed to non-authorized personnel either within or outside the agency
- E. Employees shall not leave electronic devices containing confidential information in a vehicle unless it is placed in the trunk or other location where it is not visible and the vehicle is locked

Should a breach in confidentiality occur, the following steps shall be taken:

- A. Report the breach immediately to the direct Supervisor
- B. Every effort shall be made by the Agency to restore confidentiality to the family through the securing of case documents and files
- C. The Supervisor shall notify the family of what has occurred. He/she shall share the information that was breached along with the steps the Agency has taken to restore the confidentiality of the information.

609 Records Retention

Generally, retention of client-related records shall conform to requirements mandated by the ONJC, Chapter 3, Section 317(e-f) and (h-i). ONSS shall assure that personal or confidential information collected

and placed on any document shall be disposed of in a manner that assures no person will be able to access the information.

Pursuant to the ONJC, Chapter 3, Section 317(e), the ONSS Director shall make a decision to expunge or destroy records. In unsubstantiated investigations, information identifying the subject of the report shall be expunged from the central registry and destroyed within three (3) years. In all other cases, the record of the report to the central registry shall be sealed no later than four (4) years after the child's 18th birthday. Once sealed, the record shall not otherwise be available unless the ONSS Director gives personal approval for an appropriate reason.

When a record is sealed, this means that it is locked in a safe and secured location and cannot be accessed unless the ONSS Director provides approval for a justifiable and appropriate reason.

610 Case Conference / Clinical Supervision

In accordance with best practice recommended by the US Department of Health and Human Services Administration for Children and Families and the Child Welfare League of America, Social Services Supervisors are responsible for monitoring and ensuring quality delivery of services to achieve positive outcomes for children and families. The Social Services Supervisor plays a critical role in ensuring children and families receive the necessary services to reduce and eliminate the risk of maltreatment, and that families and children are treated with respect and allowed to be self-determining in the planning of services provided. The Supervisor is the link between the front line staff who deliver services and upper levels of administration. The supervisor is responsible for building individual staff capacity and maintaining unit effectiveness. The purpose of the case conference in clinical supervision is to provide time for the Worker and Supervisor to discuss status of cases and make collaborative decisions such as:

- A. Assessment of child safety and parent's protective capacity
- B. Formulating/evaluating the case plan
- C. Timeframes and necessary resources/services to achieve case closure
- D. Obstacles to achieving the goals/objectives and case closure, and the potential solutions to those obstacles

Additional significant components of the Worker/Supervisory conference are to provide an opportunity to:

- A. Address Worker developmental issues
- B. Outline a plan to address any developmental issues suggested by either the Worker or Supervisor
- C. Coach the Worker and model best-practice skills
- D. Address Worker's ability to maintain timely and quality case documentation and maintain timely case contacts
- E. Establish necessary steps for the Worker to bring case contacts and case documentation into compliance with agency policies and procedures

Supervisors should initiate and convene at least ten (10) Worker/Supervisory conferences per year. Within two (2) weeks of the

conference, the Supervisor shall document the conference notes and provide such documentation to the Worker.

611 Training

ONSS is committed to providing and participating in training which emphasizes the importance of the parent-child relationship, the preference for providing services in the home, as opposed as to taking a child into protective custody, and the importance of kinship placement in the event a child(ren) must be taken into Tribal custody.

611.1 Staff

Training is provided to enhance knowledge, provide for safe and supportive practice, and in general, to broaden skills and abilities to perform the work assigned. ONSS expects staff to participate and engage in training so that they can improve the level of their skills. Staff shall be allowed sufficient time to attend training. It is the Supervisor's responsibility to identify appropriate and necessary training with the Worker and provide an opportunity to participate.

The foundation of ONSS services is based upon their established Practice Model. The Agency participated in Business Process Mapping in order to document the Practice Model which is utilized by all staff in an effort to provide quality and consistency in the delivery of services (see ONSS Program Plan). Current staff has been trained extensively and are knowledgeable of the current Practice Model. All newly hired staff shall be trained through utilization of the ONSS Practice and Process Manual to ensure adherence to the Practice Model (see attachment).

Pursuant to the Foster Care Agreement between the Osage Nation and Oklahoma Department of Human Services, staff is able to participate in CORE training provided by OKDHS. Additionally, ONSS staff can enroll and participate in Child Welfare Level Trainings offered by OKDHS, as desired.

Pursuant to both the Osage Nation Program Plan for FY2013 and the Osage Nation 2010–2014 Child and Family Service Plan, staff shall attend specialized child welfare training at least three (3) times per year to improve skills in working with children and families. Under the provision of Title IV-B, Subpart 1 of the Social Security Act, the Agency is

authorized to utilize funding to provide training, professional development and support to ensure a well-qualified child welfare workforce (see attachment).

611.2 Community

Pursuant to the Osage Nation Child and Family Service Plan, ONSS staff shall provide two (2) to four (4) in-service trainings per year for community agencies to become familiar with Indian Child Welfare and the prevention of child abuse and neglect. The presentations to be utilized with community agencies shall address how Osage Nation incorporates Osage beliefs and customs in the delivery of Family Preservation services.

Pursuant to the Osage Nation Program Plan, the Agency shall continue to participate in existing Tribal/community prevention activities or shall initiate prevention activities for Tribal children, youths and families. Program staff shall participate in at least one (1) activity in each district: Pawhuska, Hominy and Grayhorse/Fairfax.

612 Child Protection Teams

Pursuant to the ONJC, Chapter 3, Section 313, the Child Protection Team is intended to facilitate the identification of danger signs which will prompt immediate intervention and/or preventive actions. Through the involvement of various community agencies, the Child Protection Team strives to prevent Indian children from being abused and/or neglected.

When children have been abused or neglected, the Team shall identify services which can be provided to protect the child(ren) and stabilize the family. Confidentiality shall be maintained by all Child Protection Team Members.

612.1 Composition

Pursuant to Osage Nation Child and Family Service Plan and in accordance with the ONJC, Chapter 3, Section 313, the Child Protection Team shall consist of law enforcement, ONSS staff (Indian Child Welfare staff, foster care staff, and CPS staff), OKDHS, other Tribal programs, school personnel, mental health professionals and attorneys. Each member of the Team shall be appointed by the agency being represented. Representatives of these agencies meet on a monthly basis to staff child welfare referrals and cases to develop a coordinated response based on the best information possible regarding the children and families.

612.2 Authority and Function

Pursuant to ONJC, Chapter 3, Section 315(a-d), the Child Protection Team serves in an advisory capacity to promote cooperation, communication and consistency among participating agencies. The Director of ONSS or a designee shall serve as the coordinator of the Child Protection Team. The coordinator shall ensure that all difficult cases of child abuse are discussed during the Team meetings. Though the members of the Child Protection Team may express different ideas for handling a specific situation, the purpose of the Team is to facilitate, rather than hinder, the decision-making process. The Child Protection

Team shall screen all referrals submitted by ONSS related to child abuse and neglect. Due to the multi-agency composition, the Team is able to avoid duplication of services and to maximize treatment options available to families.

612.3 Duties

Pursuant to ONJC, Chapter 3, Section 316(a-b) and the Memorandum of Understanding for Reporting and Investigation Child Abuse Criminal Offenses in Indian Country, the most relevant duty of the Team is to make a recommendation to ONSS which incorporates suggestions for further actions to address the long-term well-being of the child(ren).

Other duties of the Team include:

- A. Monitoring/reviewing child abuse and neglect reports/cases which have been referred for recommendations related to adequacy of case plans, adequacy of services provided and decisions regarding removal of the child(ren) from the home
- B. Developing standards to determine which cases should be investigated and identifying danger signs which would prompt intervention and/or preventive actions
- C. Providing information and technical recommendations to ONSS
- D. Educating and assisting communities in the development and implementation of strategies which create safe environments

612.4 Meetings

Pursuant to ONJC, Chapter 3, Section 314(a-k), ONSS shall adhere to the following protocol in conducting the team meetings:

- A. Staff cases in which no identifying information is revealed and maintain confidentiality of the informant
- B. Provide all necessary information regarding the case being considered
- C. Ensure that only Child Protection Team members are present during the staffing of agencies responses being considered by the team
- D. Each case staffed shall include information regarding the severity of the abuse or neglect, the age and sex of the child, whether or not the child has been hospitalized and if any medical records were reviewed

- E. Review responses taken by both public and private agencies to each report of abuse or neglect, and state whether the responses/actions were timely and sufficient. The Team shall report information related to any inadequate responses and indicate the public and/or private agencies involved.
- F. During the discussion of mandatory responses, the Team may include a review of confidential reports to include, but not limited to, physicians and psychiatrists records
- G. At the subsequent meeting, the Team shall report whether or not the lapses and inadequacies previously identified have been corrected
- H. The Child Protection Team shall make a report of its recommendation to the Osage Tribal Court and ONSS with suggestions for further action

613 Grievance

In an effort to provide optimal services to Osage Nation Indian children and families, ONSS strives to have clear, open and effective communication with the clients it serves. When constituent complaints arise, ONSS believes it is important to effectively resolve those concerns at the lowest level possible. A person, who feels he/she has not been treated fairly by the agency, agency staff or that an unsatisfactory condition exists within the functioning and operation of any Social Services program, shall first make a reasonable attempt to resolve the complaint informally with the Worker. If the client does not feel it is appropriate to resolve the matter with the Worker, the client may go directly to the Worker's Supervisor.

The next step in an informal resolution of a grievance is for the Supervisor to discuss the complaint with the client. The Supervisor shall investigate the complaint and deliver a verbal response to the client within a reasonable amount of time but no later than three (3) business days after receipt of the verbal complaint.

In the event that resolution is not reached through the informal process, a formal written complaint may be filed within fifteen (15) calendar days of the event or within fifteen (15) calendar days of the date the grievant became aware of the event, or with reasonable effort, should have become aware of the event. All time limits set forth in the grievance process shall be strictly adhered to unless extended by mutual consent of the grievant and ONSS. In the event the grievant fails to pursue the grievance within the timeframes, the grievance shall be considered resolved by the last response given from ONSS. If at any time ONSS fails to respond within the timeframe, the grievant may proceed to the next step of the grievance process. Matters which can be the subject of a grievance include the substance or application of any policy or procedure, written or unwritten, or a decision, act or omission of an employee of ONSS. Any decisions/actions approved by a Tribal or State court are not subject to the grievance process and should be addressed with the client's attorney. Only the client may file the grievance unless the client is a minor or unable to adequately file a grievance due to disability. Only the parent/guardian of a minor or an adult with a disability may file a grievance on behalf of a client. Staff shall provide necessary forms and assistance to any grievant who indicates a desire to file a formal

complaint (see Procedures Manual, Chapter 6, Quality Assurance). Staff members who are the subject of a grievance shall not be included in the acceptance, investigation, or decision-making concerning the grievance. The formal complaint shall include all identifying information of the complainant, the specific details of the grievance and the complainant's proposed resolution. Responses, notices, and other documents issued during the grievance process shall be delivered to the grievant, in person or by mail, at the last known address. When a document that has been properly delivered to the last known address of the grievant is returned undeliverable, with no forwarding address, the grievance shall be considered administratively closed.

If the grievant does not agree with the verbal response provided by the Supervisor, he/she may proceed by contacting the ONSS Director within seven (7) calendar days after the verbal response. This action initiates the formal grievance process. The Director shall investigate the complaint and deliver a written response to the grievant within a reasonable amount of time but no later than five (5) business days of receiving the written grievance. If the grievance is not resolved at this level, the grievant must proceed to the next step within seven (7) calendar days after receipt of the written response.

At any given time when the complaint cannot be satisfactorily resolved at the Director level and after receiving the appropriately completed documents, the Director shall forward the formal complaint to the Social Services Administrative Review Board (ARB). This action initiates the formal appeal process.

It is the responsibility of the grievant to initiate next steps in the grievance process within the established timeframes. The grievance is considered administratively resolved at any time the grievant fails to proceed to the next step in the grievance process.

614 Appeal Process

An Appeal is the final step in the grievance process. At the point that the grievant does not accept the formal resolution recommendation by the ONSS Director, they may choose to file an Appeal. The Agency shall provide the necessary forms and instructions. The grievant shall return the completed documentation within seven (7) calendar days of receipt of such forms. A Social Services Administrative Review Board (ARB) consisting of three members shall be established within three (3) business days of the ONSS Director receiving the appeal request. The ARB shall include at least one (1) ONSS employee not involved in any matters related to the client and two (2) individuals from other Osage Nation programs, preferably directors or supervisors. The grievant has a right to know the composition of the ARB and with reasonable cause may request a member replacement. By submitting an appeal to the ARB, the grievant agrees that any and all information pertaining to his/her case may be disclosed to the ARB and that this disclosure does not constitute a bridge in confidentiality. The ARB shall review the appeal documents and any information relevant to the appeal including the grievant's case file. The review may also include interviews of any ONSS employees and the grievant. The ARB shall deliver a written response to the client within a reasonable amount of time but no later than ten (10) business days of the receipt of the appeal. The ARB is charged with reaching a final decision regarding the appeal (refer to Procedures Manual, Chapter 6, Quality Assurance). This ARB shall have the authority to uphold or overturn the initially recommended resolution. It is the responsibility of the ONSS Director to ensure compliance with the decision reached by the ARB.

The ONSS Director shall notify the grievant that the Agency decision has been upheld. When the ARB overturns the initial decision, the ONSS Director shall notify the grievant of the actions the Agency will take to remedy the issue. These actions may include a review and amendment of ONSS policy/procedure and or a reversal of decisions/actions of the ONSS employee, if feasible, and in the best interest of the grievant and/or the grievant's case. If the recommendation concerns employee performance, appropriate corrective action may be taken. The specific corrective action shall not be disclosed to the client.

ATTACHMENTS

- Osage Nation Constitution
- Osage Nation Juvenile Codes
- Foster Care Agreement Between the Osage Nation and the
Oklahoma Department of Human Services
- Osage Nation Child and Family Service Plan
- Osage Nation Program Plan
- Title IV-B, Subparts 1 and 2 of the Social Security Act
- Memorandum of Understanding for Reporting and
Investigating Child Abuse Criminal Offenses in Indian
Country



OSAGE NATION SOCIAL SERVICES

Program Procedures

Chapter 6

Quality Assurance

November 2012

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601 PURPOSE OF THE PROCEDURE

The purpose of this Quality Assurance Procedures Chapter is to provide a step-by-step protocol to outline practices and promote ethical and professional behavior for all Osage Nation Social Services staff. Additionally, it shall provide a step-by-step process to ensure families receive equitable and standardized services.

602 SCOPE

These procedures apply to all Osage Nation Social Services Indian Child Welfare staff responsible for providing services to Osage children and families. These procedures are available to all constituents seeking equitable and standardized treatment by Agency staff.

DEFINITIONS and ACRONYMS

Unless the context clearly indicates otherwise, the following words and terms as used in this manual shall be defined as follows:

- H. **Foster Care:** Continuous twenty-four (24) hour care and supportive services provided for a child requiring out-of-home placement.
- I. **Foster Child:** Any person under the age of eighteen (18) who has been temporarily placed in the custody of Osage Nation, State of Oklahoma Department of Human Services, or any other tribal or state agency due to abuse and/or neglect.
- J. **Resource Family:** All persons, other than a foster child, living in a foster family home.
- K. **Resource Family Home:** A home licensed by Osage Nation to provide temporary full-time care to a total of not more than ten (10) children at any given time, including children who are not in foster care, in a family type setting. A home may be licensed to provide care to more than ten (10) children, including children who are not in foster care, only upon approval by those entities of the Osage Nation, the State of Oklahoma Department of Human Services, and/or other federal, tribal, and state agencies officially authorized for such responsibility.
- L. **Foster Parent (or Foster Care Provider):** Any individual certified by the Osage Nation to maintain a foster family home and provide temporary family care of a foster child. A foster parent may be either a relative or non-relative. A relative or kinship provider may be non-Indian. A non-relative must be enrolled or eligible for enrollment with the Osage Nation or another federally recognized Indian Nation.
- M. **Kinship Resource Home:** A home licensed by the Osage Nation to provide temporary full-time care to a total of not more than ten (10) children at any given time, including children who are not in foster care, in a family type setting. A kinship resource home may provide care to more than ten (10) children, including children who are not in foster care, only upon approval by the Osage Nation Social Services. A kinship resource home differs significantly from a resource family home in that a relationship already exists between the caretaker, the parents, and the child in care. A kinship relation may include the following: relatives, members of the child's clan, stepparents, or other responsible adults having an existing bond with the family or child and have been ascribed a family relationship role with the parents and child. Kinship families may fall outside the degrees of blood relationship.
- N. **Out-of-home Placement:** A placement in which a foster child is placed until the child is reunified with his or her parents or a

permanent placement is made. An out-of-home placement is any setting other than the home of the parent or guardian from whom the Court has removed the child.

ACRONYMS

- A. **ARB:** Administrative Review Board
- B. **BIA:** Refers to the Bureau of Indian Affairs.
- C. **CDIB:** Certification of Degree of Indian Blood.
- D. **CPS:** Refers to the Child Protective Services.
- E. **CWS:** Refers to the Child Welfare Services of the Oklahoma Department of Human Services.
- F. **CWS Tribal Coordinator:** Refers to the CWS staff assigned to develop, monitor and respond to the Tribal State Agreement. Other duties of the CFSD Tribal Coordinator include the review and processing of tribal foster home studies, consultation with both OKDHS and Tribal staff, and conducting reviews with Tribal Child Welfare programs regarding the provisions of the Tribal State Agreement.
- G. **GAL:** Guardian Ad Litem.
- H. **ICW:** Indian Child Welfare.
- I. **ICWA:** Refers to the Federal Indian Child Welfare Act as found in Chapter 21 of Title 25 of the United States Code Annotated.
- J. **MIS:** Management Information System.
- K. **Nation:** Unless otherwise noted refers to the Tribal Nation named specifically in this Agreement.
- L. **OICWA:** Refers to the Oklahoma Indian Child Welfare Act found at Section 40 of Title 10 of the Oklahoma State Statutes.
- M. **OKDHS:** Refers to the Oklahoma Department of Human Services.
- N. **ONAG:** Osage Nation Attorney General.
- O. **ONJC:** Refers to Osage Nation Juvenile Code.
- P. **ONSS:** Refers to Osage Nation Social Services.
- Q. **PIP:** Program Improvement Plan.
- R. **PRFC:** Refers to Person Responsible For Child.
- S. **Tribal child:** Refers to a child who is either a member or eligible for membership in the Tribe named in this Agreement.
- T. **US ATTORNEY:** Refers to United States Attorney.

U.

604 File Audit

The purpose of conducting file audits is to ensure the Agency's success at meeting its goal to utilize best practices and to provide quality programs and services that meet tribal, state and federal requirements.

604.1 Supervisor File Audit

The Osage Nation Social Services (ONSS) Supervisor shall adhere to the following procedure when conducting random and routine audits of case files:

- A. Randomly select cases from all Workers in each specific stage of service
- B. Utilizing the Audit Checklist (see appendix for forms), review the entire case file
- C. Document comments and results of the audit on the form
- D. Make a determination whether or not the file satisfactorily meets established requirements
- E. Communicate the results to the Worker during a one-on-one conference

When corrections are necessary:

- A. The Supervisor shall:
 - 1. Provide a copy of the Audit Checklist to the Worker
 - 2. Review the necessary changes/updates with the Worker
 - 3. Establish the thirty (30) day timeframe for the Worker to complete required actions
 - 4. Review the changes/updates submitted by the Worker
 - 5. Document completion of required changes/updates
 - 6. Communicate final results of the audit to the Worker and ONSS Director
- B. The Worker shall:
 - 1. Utilizing the Audit Checklist, complete all required changes/updates within set timeframe
 - 2. Submit the file to the Supervisor for review
 - 3. Be available for conferences as requested by the Supervisor

Note: *This process may repeat itself as many times as the Supervisor deems necessary.*

604.2 Oklahoma Department of Human Services Payment Record Review

Pursuant to the Foster Care Agreement Between the Osage Nation and Oklahoma Department of Human Services (OKDHS), ONSS shall allow audit or examination of all Tribal custody children records and all Tribal foster home records certified by ONSS for whom OKDHS has provided foster care payment. Pursuant to ONSS Policy Manual, Chapter 6, Quality Assurance, ONSS shall adhere to OKDHS procedure and make records available for audit within five (5) business days notice.

604.3 Oklahoma Department of Human Services Case Review

Pursuant to the Foster Care Agreement between the Osage Nation and Oklahoma Department of Human Services, ONSS shall participate with OKDHS in the case reviews of children for whom foster care payments are provided. ONSS shall adhere to OKDHS procedure for the case review. Upon receipt of the thirty (30) days notice of the case review, the ONSS ICW Supervisor shall:

- A. Prepare records to be reviewed
- B. Make records available for review by authorized staff
- C. Schedule any necessary interviews
- D. Notify the ONSS Director of the upcoming exit conference with OKDHS staff
- E. Participate, along with the ONSS Director, in the exit conference to discuss preliminary findings
- F. Discuss outcomes of each case with the appropriate Worker

Upon receipt of the written summary of findings (per Agreement within thirty (30) days of conclusion of review), if areas of non-compliance are identified, the following procedure shall be followed:

- A. Supervisor and Director shall review each area of non-compliance
- B. Supervisor and Director shall develop a Program Improvement Plan (PIP)
- C. Supervisor shall document specific changes/corrections to be made by the Worker

- D. Supervisor shall schedule a face-to-face conference with the Worker to review the PIP
- E. Supervisor shall review the case for changes/corrections on a monthly basis to ensure compliance with the PIP
- F. Supervisor shall provide monthly updates to the ONSS Director
- G. ONSS Director shall provide written documentation of the progress on the PIP to the Children and Family Services Division (CFSD) Tribal Coordinator on a quarterly basis

605 Documentation Recording / Supervisory Approval

ONSS Workers are responsible for completing all case documentation with the highest degree of integrity. For specific details of case recording requirements for various stages of service, refer to the following chapters in the ONSS Procedures Manual:

Chapter 1: Child Protective Services (CPS)

Chapter 2: Foster Care

Chapter 3: Family Preservation

Chapter 4: Indian Child Welfare (ICW)

Chapter 5: Adoptions

The ONSS Supervisor must continually monitor both the content and quality of case note recording by:

- A. Reading all submitted investigations in a timely manner per policy
- B. Reading all monthly case notes
- C. Discussing quality and content of case recording in monthly individual face-to-face conferences with workers
- D. Providing feedback on necessary changes to bring case documentation into compliance
- E. Providing examples of appropriate case note documentation during staff meetings

Note: For all stages of service, any document that has an original signature must be filed in the external case record after being signed. Any paper documentation received from external sources such as school records, court documents, medical or counseling records are to be filed in the external record, scanned and uploaded into the Management Information System (MIS) and the whereabouts of the paper documents recorded in the MIS. The Worker shall follow the Agency's format for filing of external case documentation.

606 Security of Confidential Information

In order to comply with Agency policy requiring confidential information to be secure at all times, ONSS employees shall:

- A. Maintain client folders in the office
- B. Ensure files are placed in a location where they are not visible when persons not entitled to the confidential information enter the office
- C. Ensure that all case files are secured and unavailable to anyone not entitled to this confidential information by locking the office door and/or placing the file in a filing cabinet prior to leaving the office at any time
- D. Immediately remove documents from copier and fax machines
- E. Not leave documents unattended in the process of making copies and/or faxing information
- F. Ensure the phone number of the recipient is accurate when faxing confidential information to entitled parties and notify the recipient the document is being transmitted
- G. Verify the e-mail address of the recipient prior to e-mailing confidential information to entitled parties
- H. Password protect all electronic devices following ONSS IT Department policy for password protection
- I. Not share passwords with others
- J. Carry any confidential information in a file folder when entering a client's home or another location within the community
- K. Not leave the file unattended while conducting business outside the office
- L. Ensure that all electronic devices taken into a client's home or into other locations within the community are in staff possession at all times. Under no circumstances shall the Worker allow a child(ren) to play with Agency electronic devices.
- M. Ensure that vehicles are locked and electronic devices are placed either in the trunk or out-of-sight
- N. Ensure that all Agency electronic devices/case files are maintained in a secure and confidential location when necessary to take such into their own homes

The Agency recognizes that due to the nature of the work, staff sometimes may share general information regarding situations at work in their home environments. However, under no circumstances, may an ONSS employee share any confidential and/or identifying information with family members, friends or others.

Should a breach in confidentiality occur, the following steps shall be taken immediately:

- A. The person committing the breach or a person having knowledge that a breach of confidentiality has occurred, shall notify, in person or by phone, the immediate supervisor. In the event the immediate supervisor is not available, the next supervisory level shall be notified.
- B. The immediate supervisor shall notify the ONSS Director of the situation
- C. The Director and Supervisor shall formulate a plan to correct the situation to the greatest extent possible. In making this decision, the Director and Supervisor shall make a determination if the staff involved in the breach of confidentiality should be involved in the remedy process.
- D. The Supervisor and if deemed appropriate, the staff responsible for the breach of confidentiality, shall implement the plan developed by the Director and Supervisor
- E. The Supervisor shall provide all affected parties detailed information regarding the breach of confidentiality, as well as, the steps the Agency has taken to remedy the situation and restore confidentiality to the greatest possible extent

607 Case Conference / Clinical Supervision

In order to meet policy and quality standards, Supervisors shall convene regularly scheduled monthly conferences with each Worker. To prepare for the conference, the Supervisor shall:

- A. Schedule the conference at a time that is convenient for both parties and at a time where they will be uninterrupted
- B. Request specific cases he/she wishes to staff and request the Worker bring any additional cases the Worker would like to staff
- C. Review the preceding month's conference notes prior to the conference, to ensure the ability to address any pending actions and recommendations made
- D. Prepare an agenda to address cases, Worker needs, training, personnel actions and/or any other issues that require attention
- E. Discuss and provide documentation for any file audit conducted during the preceding month

To prepare for the conference, the Worker shall:

- A. Clear his/her calendar for the scheduled conference period
- B. Update case documentation for cases being addressed during the conference
- C. Familiarize self with case plans to be able to provide updated and accurate information and make recommendations regarding cases addressed during the conference period
- D. Prepare an agenda of issues he/she needs to discuss

During the conference period, the Supervisor and Worker shall:

- A. Forward telephone and close office door so that interruptions do not occur
- B. Review both agendas and ensure that all issues are addressed
- C. When appropriate and necessary, provide feedback, guidance, role modeling and coaching (Supervisory role)

After the conference, the following actions shall be taken:

- A. The Supervisor shall document the conference in writing
- B. The Supervisor shall provide a copy of the conference notes to the Worker within two (2) weeks
- C. Supervisor shall maintain a copy of the conference notes
- D. The Worker shall review the conference notes
- E. The Worker shall follow-up with any actions and recommendations made by the Supervisor during the conference period

608 Training

ONSS is committed to providing training within the community. As well, ONSS affords the opportunity to each staff member to participate in training in order to further their skills and knowledge base.

608.1 Staff

Training opportunities are provided to enhance knowledge, provide for safe and supportive practice and, in general, to broaden skills and abilities to perform the work assigned. The following steps should be adhered to with regard to staff training:

- A. With input from the staff member, the Supervisor shall identify appropriate and necessary training
- B. The Supervisor shall discuss with the staff member what coverage may be necessary so that he/she can attend the training
- C. The Supervisor shall provide/arrange for coverage for his/her staff, so that the staff member can attend the scheduled training sessions
- D. The staff shall be punctual and respectful of trainers and other attendees
- E. Staff shall actively participate in training
- F. Staff shall follow the rules as set forth by the trainer
- G. When training is complete, the Supervisor and staff shall briefly discuss the knowledge/skills gained

608.2 Community

ONSS is dedicated to providing training opportunities for community members/agencies. In order to comply with ONSS Policy Manual, Chapter 6, Quality Assurance, ONSS shall provide two (2) to four (4) in-service trainings per year to community agencies. To prepare and deliver the training, ONSS shall:

- A. Consult with Tribal programs who possess expertise in Osage cultural beliefs, language and customs

- B. Incorporate the input received from experts
- C. Develop a relevant presentation according to stage of service being addressed
- D. Develop/prepare any handouts to be utilized during the presentation
- E. Deliver presentations within the community
- F. Request feedback from community participants
- G. Schedule program staff to participate in at least one prevention activity in each district: Pawhuska, Hominy and Grayhorse/Fairfax
- H. Participate regularly with the Osage Nation Drug Free Team in activities to promote awareness/prevention of substance abuse

609 Child Protection Teams

ONSS has established a Child Protection Team which meets monthly to staff child welfare referrals and cases to develop a coordinated response based on the best information possible. In established Child Protection Team meetings, the following procedures shall be followed:

- A. ONSS shall schedule a date for the monthly meeting
- B. ONSS shall notify all members of the Team of the time and date the meeting has been scheduled
- C. ONSS shall prepare an agenda
- D. ONSS shall prepare all information necessary to staff each case under consideration pursuant to ONSS Policy Manual, Chapter 6, Quality Assurance
- E. ONSS shall provide all information needed during the meeting to each Team member
- F. The convener shall request the exclusion of non-Team members during the discussion of confidential case information
- G. The Team shall designate a member who shall record the following information for each case under consideration:
 - 1. The level of abuse/neglect involved: mild, moderate or severe
 - 2. The sex and age of the child involved: infant through teen
 - 3. Whether or not the injury required hospitalization
 - 4. Whether or not medical records have been reviewed
- H. The Team shall review each case under consideration for appropriateness of responses/actions of all involved agencies
- I. The Team shall document inadequate responses discussed during Team meetings and the agencies involved in such responses
- J. The Team shall review the lapses/inadequacies previously identified and determine whether or not appropriate measures have been taken to correct the deficiencies
- K. Within ninety (90) days of the Child Protection Team Review, the coordinator shall prepare a report of the Team's recommendations to be provided to the Osage Tribal Court

- L. ONSS shall report the information directly above to the federal registry when necessary or required
- M. When appropriate, the Team shall facilitate the development and implementation of a plan to promote the long-term well-being of the child(ren) and family members discussed during the meeting
- N. The Team shall report its recommendations to ONSS with suggestions for further action or provide a statement that the Team has no recommendations or suggestions

610 Grievance

Pursuant to ONSS Policy Manual, Chapter 6, Quality Assurance, ONSS has established a grievance procedure which includes both an informal and formal process for resolving complaints.

610.1 Informal Process

When constituent complaints arise, ONSS believes it is important to effectively resolve those concerns at the lowest level possible. As part of the informal process of resolution:

- A. Clients are encouraged to address the issue with the Worker
- B. If not satisfied, the client is encouraged to address the issue with the Supervisor
- C. The Supervisor shall accommodate the needs of the client when scheduling a discussion/visit to address the complaint
- D. The Supervisor shall investigate the complaint. The following procedure should be followed:
 - 1. The Supervisor shall talk with the Worker involved in the complaint
 - 2. The Supervisor shall talk to any other individual having information regarding the complaint
 - 3. The Supervisor shall review the case record
- E. The Supervisor shall deliver a verbal response to the client in a period of time not to exceed three (3) business days

610.2 Formal Process

Should the informal process not yield a result that is satisfactory to the client, he/she may proceed to a formal grievance. The following procedure shall be utilized during this process:

- A. ONSS staff shall provide to the grievant a copy of the Osage Nation Social Services Questions & Answers for Parents about Child Protective Services, a copy of the Osage Nation Social Services Client Grievance Form, a copy of the Osage Nation Social Services Notice of Grievance Process and the Osage Nation Social Services Client Grievance Process (see appendix for forms) within fifteen (15) calendar days as pursuant to ONSS Policy Manual, Chapter 6, Quality Assurance
- B. Staff providing all above documents shall obtain the grievant's signature on the Osage Nation Social Services Notice of Grievance Form
- C. Staff shall provide a copy of the signed form to the grievant
- D. Staff shall file the original signed document in a folder initiated for the grievance process
- E. The ONSS Director shall investigate the complaint
- F. The ONSS Director shall document findings and proposed resolution on the Osage Nation Social Services Client Grievance Findings/Proposed Resolution Form (see appendix for forms) within five (5) business days
- G. The ONSS Director shall provide the written response/form to the grievant
- H. The Director shall inform the grievant that he/she has seven (7) calendar days after receiving the written response to proceed to the next level in the grievance process

611 Appeal

An appeal is the final step in the grievance process. Should the grievant remain dissatisfied with the proposed resolution, he/she shall be responsible for requesting an appeal. The appeal process is described in the Osage Nation Social Services Client Grievance Process which is provided to the grievant at the initiation of the grievance process. The following procedure shall be followed:

- A. The ONSS Director shall provide the grievant with the Osage Nation Social Service Client Appeal of Grievance Decision Findings/Proposed Resolution Form (see appendix for forms)
- B. Within seven (7) calendar days of receipt of the form above, the grievant shall complete and return it with specific documentation as to why the proposed resolution is not acceptable
- C. After receipt of the appeal request and within three (3) business days, the ONSS Director appoints a Social Services Administrative Review Board (ARB) pursuant to ONSS Policy Manual, Chapter 6, Quality Assurance
- D. The external members of the ARB shall sign a confidentiality agreement
- E. The ONSS Director shall make all necessary documentation available to members of the ARB
- F. The ARB shall review the appeal documents and any information relevant to the appeal including the client's file
- G. The ARB shall schedule interviews of ONSS employee(s) and/or the grievant, as necessary
- H. Based on the information gathered and reviewed, the ARB shall make a final determination whether to uphold or overturn the ONSS proposed resolution
- I. The ARB provides a written response to the grievant within ten (10) business days of the receipt of the appeal
- J. The ARB shall share with the ONSS Director their final decision and recommendations
- K. The ONSS Director shall ensure compliance with all recommendations made by the ARB

L. The ONSS Director shall contact the grievant to provide information as to the steps ONSS is taking to comply with the decision from the ARB

NOTE: *Investigations in both the grievance and appeal processes shall be documented on the Osage Nation Social Services Client Grievance Investigation Report.*

ATTACHMENT V

OSAGE NATION ASSURANCES

OSAGE NATION CHILD & FAMILY SERVICES PLAN 2015-2019

Attachment C – Tribes

Title IV-B, subpart 1 Assurances

The assurances listed below are in 45 CFR 1357.15(c) and title IV-B, subpart 1, sections 422(b)(8), 422(b)(10), and 422 (b)(14) of the Social Security Act (Act). These assurances will remain in effect during the period of the current five-year Child and Family Services Plan (CFSP).

1. The Tribe assures that it is operating, to the satisfaction of the Secretary:
 - a. A statewide information system from which can be readily determined the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care;
 - b. A case review system (as defined in section 475(5) of the Act) for each child receiving foster care under the supervision of the State/Tribe;
 - c. A service program designed to help children:
 - i. Where safe and appropriate, return to families from which they have been removed; or
 - ii. Be placed for adoption, with a legal guardian, or, if adoption or legal guardianship is determined not to be appropriate for a child, in some other planned, permanent living arrangement which may include a residential educational program; and
 - d. A preplacement preventative services program designed to help children at risk of foster care placement remain safely with their families.
2. The Tribe assures that it has in effect policies and administrative and judicial procedures for children abandoned at or shortly after birth (including policies and procedures providing for legal representation of the children) which enable permanent decisions to be made expeditiously with respect to the placement of the children.
3. The Tribe assures that it shall make effective use of cross-jurisdictional resources (including through contracts for the purchase of services), and shall eliminate legal barriers, to facilitate timely adoptive or permanent placements for waiting children.
4. The Tribe assures that not more than 10 percent of the expenditures of the Tribe with respect to activities funded from amounts provided under this subpart will be for administrative costs.
5. The Tribe assures that it will participate in any evaluations the Secretary of HHS may require.
6. The Tribe assures that it shall administer the Child and Family Services Plan in accordance with methods determined by the Secretary to be proper and efficient.

6. The Tribe assures that in administering and conducting service programs under the subpart 2 plan, the safety of the children to be served shall be of paramount concern.
7. The Tribe assures that it will participate in any evaluations the Secretary of HHS may require.
8. The Tribe assures that it shall administer the Child and Family Services Plan in accordance with methods determined by the Secretary to be proper and efficient.

Effective Date and Official Signature

I hereby certify that the Tribe complies with the requirements of the above assurances.

Certified by: Scott N. Bighorse

Title: Scott N. Bighorse
Principal Chief

Agency: Osage Nation

Dated: 6-18-14

Reviewed by: _____

(ACF Regional Representative)

Dated: _____

Title IV-B, subpart 2 Assurances

The assurances listed below are in 45 CFR 1357.15(c) and title IV-B, subpart 2, sections 432(a)(2)(C), 432(a)(4), 432 (a)(5), 432(a)(7) and 432(a)(9) of the Social Security Act (Act). These assurances will remain in effect during the period of the current five-year CFSP.

1. The Tribe assures that after the end of each of the first four fiscal years covered by a set of goals, it will perform an interim review of progress toward accomplishment of the goals, and on the basis of the interim review will revise the statement of goals in the plan, if necessary, to reflect changed circumstances.
2. The Tribe assures that after the end of the last fiscal year covered by a set of goals, it will perform a final review of progress toward accomplishments of the goals, and on the basis of the final review:
 - a. Will prepare, transmit to the Secretary, and make available to the public a final report on progress toward accomplishment of the goals; and
 - b. Will develop (in consultation with the entities required to be consulted pursuant to subsection 432(b)) and add to the plan a statement of the goals intended to be accomplished by the end of the 5th succeeding fiscal year.
3. The Tribe assures that it will annually prepare, furnish to the Secretary, and make available to the public a description (including separate descriptions with respect to family preservation services, community-based family support services, time limited family reunification services, and adoption promotion and support services) of:
 - a. The service programs to be made available under the plan in the immediately succeeding fiscal year;
 - b. The populations which the programs will serve; and
 - c. The geographic areas in the Tribe in which the services will be available.
4. The Tribe assures that it will perform the annual activities in the 432(a)(5)(A) in the first fiscal year under the plan, at the time the Tribe submits its initial plan, and in each succeeding fiscal year, by the end of the third quarter of the immediately preceding fiscal year.
5. The Tribe assures that Federal funds provided under subpart 2 will not be used to supplant Federal or non-Federal funds for existing services and activities which promote the purposes of subpart 2.
65. The Tribe will furnish reports to the Secretary, at such times, in such format, and containing such information as the Secretary may require, that demonstrate the Tribe's compliance with the prohibition contained in 432(a)(7)(A) of the Act.

6. The Tribe assures that in administering and conducting service programs under the subpart 2 plan, the safety of the children to be served shall be of paramount concern.
7. The Tribe assures that it will participate in any evaluations the Secretary of HHS may require.
8. The Tribe assures that it shall administer the Child and Family Services Plan in accordance with methods determined by the Secretary to be proper and efficient.

Effective Date and Official Signature

I hereby certify that the Tribe complies with the requirements of the above assurances.

Certified by: Scott N. Bighorse

Title: Scott N. Bighorse
Principal Chief

Agency: Osage Nation

Dated: 6-18-14

Reviewed by: _____

(ACF Regional Representative)

Dated: _____

ATTACHMENT I

OSAGE NATION SOCIAL SERVICES

ORGANIZATIONAL CHARTS

- 1. OSAGE NATION EXECUTIVE BRANCH**
- 2. SOCIAL SERVICES DEPARTMENT**

2017 APSR

KA.SN.BA
Geoffrey M. Standing Bear
Principal Chief

Osage Nation
Office of the Principal Chief

KA.SN.BA O.SA.DSA
Raymond Red Cora
Assistant Principal Chief



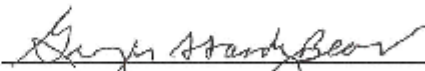
EXECUTIVE ORDER NO. 16-03
Executive Branch Organization

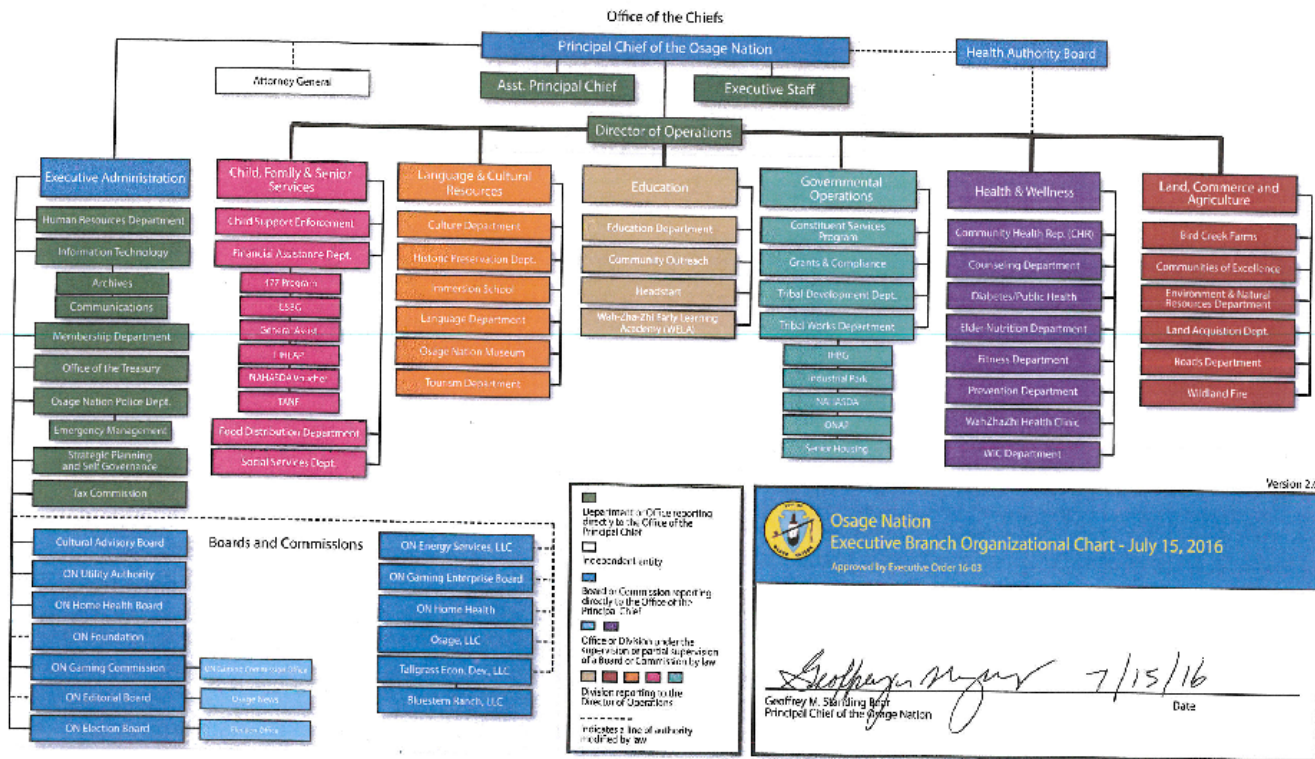
By the authority vested in me as Principal Chief of the Osage Nation by the Constitution of the Osage Nation, I hereby order and direct that all divisions, departments, and programs of the Osage Nation Executive Branch be established and administered in accordance with the attached approved organization chart dated July 15, 2016.

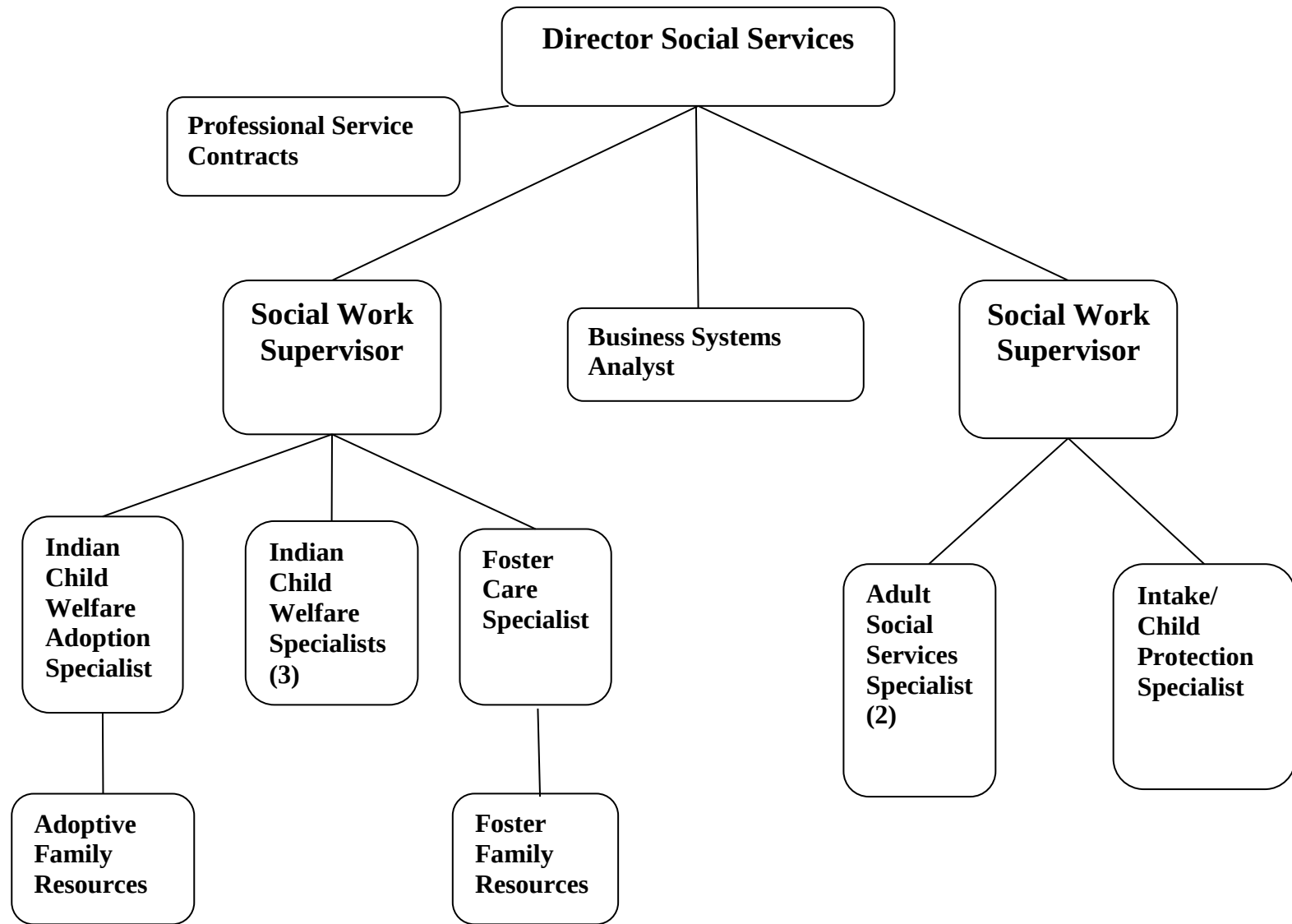
Executive Order No. 15-02 and all prior Executive Directives regarding organization of the Executive Branch are hereby replaced by this Order.

This Order is effective immediately.

Signed this Fifteenth day of July, 2016


Geoffrey M. Standing Bear
Principal Chief, Osage Nation





ATTACHMENT II

OSAGE NATION SOCIAL SERVICES

UPDATED FIVE YEAR RECRUITMENT & RETENTION PLAN FOR FOSTER & ADOPTIVE FAMILY RESOURCES

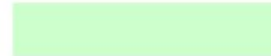
2017 APSR

Osage Nation Social Services Recruitment & Retention Plan

Updated 3/1/17



Denotes Completed



Denotes Ongoing

Desired Outcome 1:	ONSS will have the capacity for data management related to resource family recruitment and retention.		
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Objective 1:	By January 1, 2015, develop capacity to capture data to create needed reports.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Child and family case load	T1 Attend Crystal Reports training.	T1 Mitzi	T1 Crystal Report training completed (June 4, 2013)

Objective 2:	By October 1, 2013, begin regular data collection & distribution of needed reports.		
Data/Reports Needed	Tasks	Responsible Party	Updates
ICWA compliant case measurements	T1 Create reports to capture needs	T1 Mitzi	T1 Placement Needs Spreadsheet is being used T1 Placement Report on System is being modified to capture this - complete

Desired Outcome 1: (cont'd.)	ONSS will have the capacity for data management related to resource family recruitment and retention.
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Objective 3:	By October 1, 2013, all data will be up-to-date in the system, including historical data (extended to April 15, 2016, due to additional files being found)
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Data/Reports Needed	Tasks	Responsible Party	Updates
ICW/A case intake data – both in state and out of state	Enter data, including historical	ONSS workers & supervisor	Current data entered; historical in process (will be completed by April 1, 2014) – completed Additional historical files located – will be entered by April 15, 2016. Will have # of files by mid January (12/14/15) – completed (2/3/16) Files assigned to workers for entry (2/3/16); in progress (7/1/16); in progress (8/19/16); In progress (12/8/16) – will be completed by March 15, 2016; In progress (3/1/17) – will be entered by April 30, 2017; will be entered by 6/30/17 (5/4/17) 30 new elements related to ICWA for AFCARS – possibly add another objective after review of system (5/4/17)

Desired Outcome 1: (cont'd)	ONSS will have the capacity for data management related to resource family recruitment and retention.		
Objective 4:	By April 1, 2014, identify baseline information in Year 1 about current number of foster children and families.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Provider Inquiries Report	T1 Track inquiries through licensing process	T1 Mitzi	Complete for Year 1 baseline data
Provider Report	T2 Compare needs with current available homes	T2 Lee, Ann, Mitzi	
Placement Report	T3 Change current capabilities if needed	T3 Lee, Ann, Mitzi	
	T4 Revise Recruitment & Retention Plan objectives and tasks based on data	T4 R&R Team	

Desired Outcome 2:	ONSS will have a streamlined, user-friendly application process for potential resource families.
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Objective 1:	By October 1, 2014 , ONSS will have identified fingerprinting options other than through the state.
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Data/Reports Needed	Tasks	Responsible Party	Updates
Written log of fingerprint requests and timeframes including number of rejections	T1 Contact Ohio to inquire about their fingerprinting process	T1 Maureen	Live Scan through OKDHS made available to tribes October 1, 2014 – JRBH has completed 5; no longer available to tribes (12/8/16)
	T2 Contact Cherokee Nation and Osage Nation Gaming to inquire about their fingerprinting processes	T2 Amber	T2 – no reported progress before Amber left department
			***cont'd on next slide

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 1: (cont'd.)	By October 1, 2014 , ONSS will have identified fingerprinting options other than through the state.		
Data Reports Needed	Tasks	Responsible Party	Updates
Written log of fingerprint requests and timeframes including number of rejections	T3 Contact Osage Tribal Police to explore options regarding fingerprinting	T3 Amber	T3 JRBH getting NCIC backgrounds through ONPD now for emergency placements (7/1/16) – emergency only (3/1/17)
	T4 Explore other avenues for fingerprinting	T4 Team	T4 LC will talk to Gaming and/or Child Care (12/8/16); hasn't asked yet (3/1/17); Gaming is unable to do this – not in their contract (5/4/17)

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 1: (cont'd)	By October 1, 2014 , ONSS will have identified fingerprinting options other than through the state.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T4 Explore other avenues for fingerprinting	T4 Team	T4 update from guest Carmin Tecumseh-Williams, Tribal Affairs Liaison to the Executive Office of the Director at OKDHS State still handling until Feds stop; OSBI audited by FBI – OSBI not authorized to handle fingerprints for tribes for child welfare or foster care; need a “channeler” to submit to: 1) OSBI – each tribal agreement; 2) CodeX – (without contract) – BIA was funding but no longer because contract went away; 3) small tribes in northeast have an agreement with law enforcement; Cherokees have a contract (3/1/17)

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 1: (cont'd)	By October 1, 2014 , ONSS will have identified fingerprinting options other than through the state.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Written log of fingerprint requests and timeframes including number of rejections	T4 Explore other avenues for fingerprinting	T4 Team	T4 LC will find out if tribe already has Tribal Access Program (TAP) (5/4/17)

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 2:	By January 31, 2016, the application will be reviewed and revised where needed, based on family and team feedback. (7/1/16 – revised to January 31, 2017, to allow for electronic survey and 6 months of feedback.)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Short survey at end of written application regarding ease of use and time	T1 Develop Survey	T1 Jenny, Becky & Mitzi	T1 Jenny, Becky, and Mitzi met regarding Survey; working on final draft (12/14/15)
	T2 Put watermark on survey (12/14/15)	T2 Mitzi	T2 Team chose larger watermark of 2 options (2/3/16)
	T3 Make watermark more transparent (2/3/16)	T3 Mitzi	T3 complete

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 2: (cont'd)	By January 31, 2016, the application will be reviewed and revised where needed, based on family and team feedback. (7/1/16 – revised to January 31, 2017, to allow for electronic survey and 6 months of feedback.)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Short survey at end of written application regarding ease of use and time	T4 Administer survey for 6 months	T4 Jenny & Becky	T4 12/8/16 - JRBH received one back; 7/1/16 - surveys have been given out since February 2016 – will start emailing links; JRBH – not getting good participation at this time; LC – need electronic surveys stating how much time it should take

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 2: (cont'd)	By January 31, 2016, the application will be reviewed and revised where needed, based on family and team feedback. (7/1/16 – revised to January 31, 2017, to allow for electronic survey and 6 months of feedback.)		
Data Reports Needed	Tasks	Responsible Party	Updates
Short survey at end of written application regarding ease of use and time	T5 Check with IT– do they still offer electronic survey development	T5 MC	T5 IT still offers this
	T6 Submit questions and responses to Susan Bayro in IT by October 1, 2016, for her to create survey	T6 JRBH	T6 12//8/16 – IT has created electronic survey – team reviewed – when approved IT will provide link for ONSS to provide to families 3/1/17 – survey has been approved – will submit with application to Susan to be put online 5/4/17 – JRBH has received 3 surveys back – will continue to send out as applications are complete; JRBH meeting next week with IT – SB has surveys complete

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 2: (cont'd)	By January 31, 2016, the application will be reviewed and revised where needed, based on family and team feedback. (7/1/16 – revised to January 31, 2017, to allow for electronic survey and 6 months of feedback.)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Short survey at end of written application regarding ease of use and time	T7 Compile data from surveys completed for 6 months (12/8/16)	T7 JRBH; IT will compile feedback	T7 12/8/16 determined JRBH will receive data from IT after so many surveys have been completed; JRBH will also ask to receive surveys as they are completed 3/1/17 - need another 6 months to receive data; JRBH will submit paper surveys to IT; IT will compile data quarterly

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 2: (cont'd)	By January 31, 2016, the application will be reviewed and revised where needed, based on family and team feedback. (7/1/16 – revised to January 31, 2017, to allow for electronic survey and 6 months of feedback.)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Resource family application	T12 Review current application for repetitive questions and other areas to be streamlined	T12 JRBH, RF, & Team	T12 JRBH has asked for feedback from current foster families and child welfare workers and has compared ONSS application to OKDHS application. – complete; RF - Child's needs assessment has been updated (2/3/16)
	T13 Eddie suggested sending app to Denise Goodman & have her come to next meeting w/feedback – she will be in area for Regional meetings – may try to get with her then	T13 RF & JRBH	T13 Ms. Goodman present at 8/4/15 meeting; Ms. Goodman reviewed ONSS application – awaiting feedback (12/14/15); Team discussed Ms. Goodman's suggestions (12/14/15)
	T14 Implement Ms. Goodman's suggestions by January 31, 2016	T14 RF, JRBH, & MC	T14 team reviewed revised application – needs more modifications (2/3/16)
	T15 Make additional changes to application (2/3/16)	T15 MC	T15 JRBH & RF completed suggested changes

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 2: (cont'd)	By January 31, 2016, the application will be reviewed and revised where needed, based on family and team feedback. (7/1/16 – revised to January 31, 2017, to allow for electronic survey and 6 months of feedback.)		
Data Reports Needed	Tasks	Responsible Party	Updates
Resource family application	T16 Complete Statement of Understanding on reading Policies & Procedures - incorporate into form (2/3/16)	T16 Becky & Mitzi	T16 reviewed – not finalized; Team will review notes from 2/3/16 and revisit next meeting (7/1/16); RF – add a sentence to existing statement at end of application (8/19/16); RF will complete by next meeting (12/8/16); completed and on application (3/1/17)
	T17 Remove items from application to include in worker interview w/family	T17 Jenny	T17 complete (7/1/16)
	T18 LC suggested option of sending autobiography ahead for family to complete or fill out w/worker – per AD make clear in letter this is optional	T18 JRBH & RF will update at next meeting	T18 offering to send sections of app & offering to help with autobiography – most want entire app & say will ask if have questions (7/1/16)
	T19 Bring complete application packet to next meeting (2/3/16)	T19 Jenny & Becky	T19 Not ready – will bring to next meeting (7/1/16); Reviewed by team (8/19/16); AD will do final review after statement (T16) is added (12/8/16); completed (3/1/17)

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 2: (cont'd)	By January 31, 2016, the application will be reviewed and revised where needed, based on family and team feedback. (7/1/16 – revised to January 31, 2017, to allow for electronic survey and 6 months of feedback.)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Resource family application	T20 Put application on website (3/1/17)	T20 JRBH	T20 JRBH meeting with SB 5/12/17 to discuss (5/4/17)

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3:	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data Needed Reports	Tasks	Responsible Party	Updates
N/A	T1 Determine incentives for each stage of application process and provide to families	T1 Jenny & Becky	T1 12/14/15 - Promotional items, stipends (\$350), and Pendleton blankets have been given to resource families who have completed the certification process; discussion of donated items 2/3/16 - Tribal funding has been cut – will table for present 7/1/16 - Revisiting types of incentives 8/19/16 - will revisit after budgets are approved 12/8/16 - limited funds for direct services – use items in stock for incentives – have blankets in stock 3/1/17 - status quo 5/4/17 - may be some funds available

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3: (cont'd)	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T2 Incentive for filling out survey at end of application - Put together bag of promotional items for team's approval by Jan 31, 2016	T2 Jenny & Becky	T2 7/1/16 - pending availability of funds – bring to next meeting; possibly Pendleton blanket; 8/19/16 – looking at designing ONSS shirts – suggestions of new family logo being used on shirts – will discuss at next staff meeting 12/8/16 – RF gather more info on shirts (long-sleeve; short-sleeve; ¾ baseball) – LC has design to review; will give t-shirts currently in stock to resource families who have recently been certified as incentive and promotional effort 3/1/17 – no information yet 5/4/17 – gave in-stock t-shirts at April training

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3: (cont'd)	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T3 create a “Welcome” packet for potential resource families **suggested by ES to help bring them in (Osage specific, informational); LC – Pendleton towels, books, etc.; also ONSS promo items (July 1, 2016)	T3 RF, JRBH	T3 7/1/16 – TANF worker could make packets, etc. 8/19/16 - for those who show preliminary interest – one time per household – after initial interest sheet – ONSS follow up then send Welcome packet; 12/8/16 - not doing towels – undecided on good time to present; Casey will pay for these; T-shirt & tumbler after app complete; after initial interest sheet – mailing labels and add'l promo items; LC suggested growth charts w/ONSS logo; 300 of each item – get approval from ES to buy by January 15 – have product by next meeting; possibly short, special meeting between for team to review

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3: (cont'd)	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T3 create a “Welcome” packet for potential resource families **suggested by ES to help bring them in (Osage specific, informational); LC – Pendleton towels, books, etc.; also ONSS promo items (July 1, 2016)	T3 RF, JRBH	T3 3/1/17 - team decided against mailing labels; RF presented information on growth charts, tumblers, coaster, collapsible bowls, etc. also suggested flash cards and presented information; discussion of having KM design growth charts w/Osage orthography – using laminating machine in office; Carmin suggested considering magnetic bumper stickers; RF suggested Yeti hot/cold set w/ONSS recruitment logo; team decided Welcome packet will include growth chart, tumbler set, collapsible bowl, and flash cards – Welcome packets are NOT for relative placements who have already finished process (they’re incentives are the stipend, blanket, etc.); ES needs quote/invoice – final only – billed to Casey Family Programs – RF & JRBH will have quotes by next meeting

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3: (cont'd)	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T3 create a “Welcome” packet for potential resource families **suggested by ES to help bring them in (Osage specific, informational); LC – Pendleton towels, books, etc.; also ONSS promo items (July 1, 2016)	T3 RF, JRBH	T3 5/4/17 – RF not present – has list of items and quotes

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3: (cont'd)	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T3 welcome packet – mailing labels	T3 JRBH will look into where getting printed, etc. (July 2016)	T3 140 for \$10.99 at Staples; waiting on quote from Joan's Print Shop (12/8/16); 30 labels \$6.00 (3/1/17) T3 JRBH will get more info – on set up w/different addresses but same graphics (12/8/16) T3 Not cost effective; not used – team decided against return address labels (3/1/17)

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3: (cont'd)	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Data elements regarding completion of applications (3/1/17) <i>The question came up: How do we prove action was worth doing or shouldn't do it again? AD suggested developing data elements to track number of days people are taking to complete steps of the process. (3/1/17)</i>	T4 Determine baseline data: How many people finish the application process now? Is there a common stopping point? (3/1/17)	T4 JRBH & RF	T4 <i>5/4/17</i> - how is the process being entered into the system? All at once? Or as it comes in? What point does it change from a Provider Inquiry to a Provider on the system? MC will assist with baseline data – call together JRBH & RF

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 3: (cont'd)	By December 1, 2016, pending availability of funds - will provide incentives at varying stages of the application process to potential resource families.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Data elements regarding completion of applications (3/1/17) <i>The question came up: How do we prove action was worth doing. Should we continue? AD suggested developing data elements to track number of days people are taking to complete steps of the process. (3/1/17)</i>	T5 Track effectiveness of promotional items and incentives (3/1/17)	T5 JRBH & RF	

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 4:	By March 1, 2017, develop an online application process		
Data Reports Needed	Tasks	Responsible Party	Updates
Resource Family Application	T1 Work with IT to get interactive application on webpage	T1 MC; JRBH assumed responsibility November 2016	T1 2/3/16 – put forms and application packet on website/social media 12/8/16 - Everything must go through IT – after app approved by AD, MC & JRBH will submit to IT; will have app on website and a link on Facebook 3/1/17 – JRBH will submit application to Susan in IT 5/4/17 – JRBH has meeting with IT next Thursday

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 4:	By March 1, 2017, develop an online application process		
Data Reports Needed	Tasks	Responsible Party	Updates
Resource Family Application	T2 Put inquiry (interest sheet) online along with link to application and option to contact worker	T2 JRBH & MC	T2 7/1/16 – Cherokee has an Inquiry on line – does ONSS want just inquiry or entire app – entire app 12/8/16 – JRBH & RF will develop inquiry – give to MC; JRBH & MC will give to Susan in IT 3/1/17 – JRBH will submit inquiry to Susan in IT 5/4/17 – JRBH provided a sample inquiry for review – team will review and provide feedback individually before JRBH's meeting with IT next Thursday

Desired Outcome 2: (cont'd)	ONSS will have a streamlined, user-friendly application process for potential resource families.		
Objective 4: (cont'd)	By March 1, 2017, develop an online application process		
Data Reports Needed	Tasks	Responsible Party	Updates
Resource Family Application	T4 Have IT create new email for resource applications (2/3/16)	T4 MC	T4 7/1/16 - MC will do by September 15, 2016 – AD, RF, JRBH – will Reply All to eliminate duplication; 12/8/16 - MC will complete 3/1/17 - everything from website needs to go to inboxes

Desired Outcome 3:	ONSS will have an increased ability to pay for children in care out of state through newly developed Title IV-E Agreements with states where Osage resource homes are located.		
Objective 1:	Beginning January 2015, develop IVE reimbursement agreement (Tribal/State Foster Care Agreement) with State of Oklahoma.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T1 Begin work on IVE reimbursement agreement with State of Oklahoma	T1 Team	T1 LC attended training with Don Schmid on cost allocation plan in July of 2013 12/8/15 - MC attended IVE Tribal meeting in Scottsdale –another one in Denver next week; ONSS entered into Child Welfare initiative agreement w/Casey Family Programs 2/3/16 - LC & MC worked on Cost Allocation Plan w/Don Schmid in December – awaiting his feedback 7/1/16 – MC attended Title IVE summit in Denver in May 8/19/16 – LC has contacted ES re no feedback from Don Schmid’s December meeting; need approved IVE agreement with Oklahoma by end of December 12/8/16 – Oklahoma foster care agreement has been submitted to ON AG’s office – CAP is complete – will add to tribal-state agreement once approved by AG and sent to State

Desired Outcome 3:	ONSS will have an increased ability to pay for children in care out of state through newly developed Title IV-E Agreements with states where Osage resource homes are located.		
Objective 1:	Beginning January 2015, develop IVE reimbursement agreement (Tribal/State Foster Care Agreement) with State of Oklahoma.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T1 Begin work on IVE reimbursement agreement with State of Oklahoma	T1 Team	T1 3/1/17 – agreement currently in hands of OKDHS – Carmin working on having time frame on these – LC asked why OKDHS signs and not Governor; CAP stopped until answers from Don Schmid re Children’s Bureau stating tribes handling state cases not eligible for IVE reimbursement 5/4/17 – ES (Casey Family Programs) will ask Jack Trope status of IVE reimbursement eligibility of tribes handling state cases

Desired Outcome 3: (cont'd)	ONSS will have an increased ability to pay for children in care out of state through newly developed Title IV-E Agreements with states where Osage resource homes are located.		
Objective 2:	By October 1, 2017, develop a strategy to approach states other than Oklahoma.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T1 Outside of Oklahoma - Research state and/or county, regional, and federal offices for information regarding key individuals, policies and procedures, as well as native organizational contacts	T1 LC	T1 7/1/16 - Tentative meeting planned with Jack Trope – possibly July, Aug, Sept – will start w/phone then probably face-to-face – phone possibly July 12/8/16 - Jack Trope is supposed to call LC – ES hasn't gotten back with yet; have not heard back from Jack Trope 3/1/17 - Jack Trope has reviewed IVE agreement with Oklahoma and made a couple of suggestions 5/4/17 - nothing new

Desired Outcome 3: (cont'd)	ONSS will have an increased ability to pay for children in care out of state through newly developed Title IV-E Agreements with states where Osage resource homes are located.		
Objective 2: (cont'd)	By October 1, 2017, develop a strategy to approach states other than Oklahoma.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T2 Research other tribal state IV-E agreements (ask Jack Trope)	T2 LC & MC	T2 <i>July 2013</i> - LC attended training with Don Schmid on Cost Allocation Plan <i>June 2014</i> – LC working w/Casey Family Programs on peer to peer networking on system and IVE <i>October 2014</i> – peer-to-peer w/tribes in Washington <i>12/4/15</i> - Mitzi attended IVE Tribal meeting in Scottsdale –another one in Denver next week; ONSS entered into Child Welfare initiative agreement w/Casey Family Programs <i>2/3/16</i> – working on Oklahoma in FY16 – will work with other states in FYF17 <i>7/1/16</i> – MC attended Title IVE summit in Denver in May <i>3/1/17</i> – waiting on Oklahoma agreement <i>5/4/17</i> – waiting on Oklahoma agreement

Desired Outcome 3 (cont'd):	ONSS will have an increased ability to pay for children in care out of state, utilizing Title IV-E Agreements.		
Objective 3:	By October 1, 2017, develop a draft IV-E agreement template based on research to be entered into with other states.		
Data Needed Reports	Tasks	Responsible Party	Updates
N/A	T1 Identify consultant or staff to review similar tribal-state agreements and develop draft Osage-state agreements	T1 LC	T1 Casey Family Programs is providing a consultant (Don Schmid & Jack Trope) (2/3/16)
	T2 work with identified consultants	T2 LC	T2 2/3/16 - LC & MC worked w/Don Schmid in Dec 2015 12/8/16 - waiting on consultant feedback/responses (8/19/16); waiting on Oklahoma's agreement to be in effect before beginning work with other states (12/8/16) 3/1/17 - have received feedback from consultant, still waiting on Oklahoma's agreement to be in effect before beginning work with other states

Desired Outcome 3 (cont'd):	ONSS will have an increased ability to pay for children in care out of state, utilizing Title IV-E Agreements.		
Objective 3: (cont'd)	By October 1, 2017, develop a draft IV-E agreement template based on research to be entered into with other states.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T3 Complete negotiations with at least one state or county	T3 LC	T3 5/4/17 – waiting on Oklahoma’s agreement to be in effect before beginning work with other states

Desired Outcome 3 (cont'd):	ONSS will have an increased ability to pay for children in care out of state, utilizing Title IV-E Agreements.		
Objective 4:	By March 31, 2018, begin implementing IV-E agreements. <i>(changed from October 1, 2016, during 3/1/17 meeting)</i>		
Data/Reports Needed	Tasks	Responsible Party	Updates
IVE agreements		LC	2/3/16 - Casey Family Programs is supplying a consultant to help prepare for implementation and be available for guidance through implementation 12/8/16 - waiting on Oklahoma's agreement to be in effect 5/4/17 –waiting on Oklahoma's agreement to be in effect

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 1:	By November 1, 2013, identify the top five states where Osage children are in need of out-of-home placement.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Number of ICWA notices received from January 1, 2012, to January 1, 2013, regarding Osage children in need of an out-of-home placement	T1 Review ICWA notice data to determine family location	T1 MC	T1 As of November 5, 2013, the top five states were Oklahoma, California, Oregon, Tennessee, and Texas (using Placement Spreadsheet).

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 2:	Beginning January 2015, at each meeting the team will review and revise top five states where Osage children are in need of out-of-home placement. (will do top three from now forward) (12/8/16)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Report; CPS Report; Intakes received	T1 Run needed reports T2 Review reports for ICWA compliance and locations needing homes to determine top five states (changed to 3 on 12/8/16) in need of Osage homes	T1 MC T2 Team/AD	T1 Present reports at meetings; update locations and needs every 6 weeks beginning January 2015 T2 Team reviewed Placement Reports in January 2015; July 2015; December 2015 2/3/16 - OK, OR, SC, CA, NV 7/1/16 - OK, CA, OR 12/8/16 - OK, CA, OR 3/1/17 - OK, CA, MI, OR 5/4/17 - OK, CA, OR

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 2: (cont'd)	Beginning January 2015, at each meeting the team will review and revise top five states where Osage children are in need of out-of-home placement. (will do top three from now forward) (12/8/16)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Report; CPS Report; Intakes received	T3 Placement snapshot and needs will be reviewed at monthly ICW meetings	T3 AD	T3 7/1/16 - have been addressing – will get more specific in OK needs; 8/19/16 - have not had meeting since last team meeting; 12/8/16 - last meeting focused on resource homes – ICW assisting with home studies – will continue reviewing snapshots at next meeting; 3/1/17 - reviewed at February meeting; 5/4/17 - reviewed at April meeting

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 2: (cont'd)	Beginning January 2015, at each meeting the team will review and revise top five states where Osage children are in need of out-of-home placement. (will do top three from now forward) (12/8/16)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Report; CPS Report; Intakes received	T4 Determine needs	T4 Team	T4 9/26/15 - will focus on OK (2 places) and CA 12/8/16 - will add OR as had events in OK and CA last 2 years 3/1/17 - RF will create list of available homes in states for LB & JH access (3/1/17); 5/4/17 - JRBH will check on status of available home list; over 2,000 Osages live in TX – may look at Fort Worth and San Antonio where TX Osages hold their meetings; LC joined TX Osages Facebook page for information; contact is Jim Ryan; Casey Family Programs has field offices in Austin and San Antonio; ES emailed Casey rep in Austin re ICWA in TX – he/she responded and ES will cc LC on his response so ONSS will have contact info of head of ICWA in TX

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 2: (cont'd)	Beginning January 2015, at each meeting the team will review and revise top five states where Osage children are in need of out-of-home placement. (will do top three from now forward) (12/8/16)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Report; CPS Report; Intakes received	T5 breakdown Oklahoma placement needs by county (3/1/17)	T5 MC	T5 5/4/17 - top 3 Oklahoma counties = Osage, Tulsa, Kay & Creek

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 2: (cont'd)	Beginning January 2015, at each meeting the team will review and revise top five states where Osage children are in need of out-of-home placement. (will do top three from now forward) (12/8/16)		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Report; CPS Report; Intakes received	T6 comparison of placement sheets from varying times to review progress (or not) in % of ICWA compliance	T6 Team	T6 discussion around 30 new elements related to ICWA for AFCARS – possibly add another objective under Outcome 1 (Data Capabilities) after review of system (5/4/17) T6 discussion led to changes in Placement Snapshot: add Gender, Sibling Groups (ages & gender); type; ages of not ICWA compliant; Special Needs (and specify)

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3:	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Needed Reports	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T1 Resource Family Recruitment Fair in 2014 T2 Work w/OKDHS & other tribes to plan and hold a recruitment fair in 2016	T1 Jenny & work group T2 JRBH & AD	T1 Meetings January 24, 2014, February 24, 2014. Fair took place May 3, 2014 T2 12/8/15 – scheduled for May 20, 2016 2/3/16 – met w/recruiters and other tribes – problem finding venue; changed date to 5/7/16; contact Holly Dunn, Creek Nation e event at River Spirit Casino; need to identify sub-committees for event at next event meeting 7/1/16 – Cherokee = one home; Creek = none; Osage = one but not Osage

Desired Outcome 4:	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3:	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Needed Reports	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T3 2 nd Recruiting Event in 2016	T3 JRBH	T3 7/1/16 – tentative date September 24, 2016 – researching other events to coordinate with; JRBH will involve SANCAPT 8/19/16 – date changed to October 22, 2016 – planning committee has met once – scheduled to meet again August 29, 2016 to view venue (Glorietta Baptist Church OKC); traditional meal; 10:00 am – 2:00 pm; Casey Family Programs assisting w/costs; American Heart Association will provide ingredients for Heart Healthy Meal; RF & Absentee Shawnee in charge of door prizes; planning committee asked RF to invite Cultural Center for children’s activities – maybe each tribe; target audience has been discussed along with vendors; may have inflatables; Casey Family Programs will be helping with OKC event and speaker – discussed possibilities – Sherman Alexie would cost \$15,000 – looking for someone well-known a little more reasonable 12/8/16 – received 2 inquiries; 12 total inquiries for various tribes; LC – return did not live up to investment – may avoid recruitment fairs in future 3/1/17 – JRBH receiving additional inquiries from event; RF is finalizing one home from event

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T2 Plan and execute three out-of-state trips per year for recruitment purposes – based on needs determined in Objective 2	T2 LC	T2 Will be looking at states that need homes 6/17/15 – Chief approved presenting at Northern California Osage meeting in September 2015 8/4/15 - Will focus on Oklahoma (2 places) and California 12/14/15 - Leah, Jenny, Becky & Mitzi attended CA meeting– received 3 inquiries – one already certified through state; 2 additional families interested; Southern California has extended open invitation to ONSS to attend meeting – will try to attend in fall 2016 7/1/16 – will continue follow up; discussion of using TANF clients to do follow ups; Southern California Osage Meeting Nov 5 in Carlsbad, CA – sending out Save the Dates in July – meeting place TBD; LC would like to share her story instead of dep't. overview; may try to do both depending on length of meeting & time slots for ONSS – need hour and a half – could do 2 of 45 min

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.
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Objective 3: (cont'd)	By November 1, 2013, begin the development of specific recruitment and retention activities.
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Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T2 Plan and execute three out-of-state trips per year for recruitment purposes – based on needs determined in Objective 2	T2 LC	T2 8/19/16 - meeting is Nov 5; as much time as ONSS wants – LC – at least 45 minutes – prefer 90 minutes; JRBH spoke to So Ca president of association Clavier; Casey Family Programs willing to pay lodging & airfare and make arrangements for AD, RF, JRBH, LC, MC; JRBH will obtain logistics – venue, tables, electric, etc. ONSS spend time w/members of Assoc – look at venue (possibly Thursday) – experience Osage culture there; cultural center taking a crew, also; place to ship items 12/8/16 - LC, AD, JRBH, RF, MC attended Southern California Osage meeting Nov 5, 2016 – rec'd 2 initial interest forms – one foster & one adopt; 0 apps; 0 continued contact; no follow ups as of yet; approx. 72 people visited booth; LC gave presentation; numerous promotional items given; San Diego County worker recruited with us – recruitment partnership

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T2 Plan and execute three out-of-state trips per year for recruitment purposes – based on needs determined in Objective 2	T2 LC	T2 3/1/17 – JRBH contacted Northern Osage – only having one meeting this year – dates have not been set 5/4/17 – no funding for CA trip this year; will begin looking at TX (5/4/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T3 Obtain # Osages in OR & LA county (12/8/16)	T3 LC	T3 5/4/17 – ONSS may have access through CRM now

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T4 Recruitment in OR and/or LA county	T4 LC	T4 12/8/16 – discussion of partnering w/NICWA in OR – possible event/presentation there; AD - Cherokee has name of someone in LA who wants to work w/tribes and certify homes – possibly work with Casey event w/other tribes; Dolores from San Diego County stated can have homes specifically for Osage and only for Osage 3/1/17 - Will work on; not going out of state in FY17; ES will inquire w/Casey Family Programs re paying for everything – mileage/per diem may have to be a reimbursement or may work around with direct bill; AD will follow up with Cherokee re person in LA 5/4/17 – ONSS may have access to numbers through CRM; Casey unable to pay for event in OR/LA this year; ONSS no travel this year; working w/Cherokee to contact person in LA on hold due to budgets

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T4 Recruitment in OR and/or LA county	T4 LC	

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T5 Get Recruitment DVD in area clinics	T5 MC; JRBH	T5 12/4/15 - Playing Pawhuska clinic – need to check surrounding area 2/13/16 - LC reported Pawhuska clinic not playing video presently; Jenny reported Pawnee still playing 7/1/16 - JRBH – will play Pawhuska Clinic; White Eagle – will get back in touch 12/8/16 - not playing at Pawhuska Clinic per LC; JRBH will follow up with Paula Stabler – Pawhuska Clinic 3/1/17 - will follow up 5/4/17 - JRBH awaiting return call

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T6 look at Creek's commercial & determine cost	T6 JRBH, RF, AD	T6 3/1/17 - JRBH called Holly Dunn – not there anymore but commercial filmed by PR department – had to pay for air spot; used story board for presentation; Cherokee Nation did one with Sterling (w/Ryan Red Corn; Carmin stated it depends on time slot and length – Creek has contract with stations so some of air time is already paid for – she suggested checking with media here – Osage Nation may already have contracts in place 5/4/17 - JRBH will ask – starting with Communications Department

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data/Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Spreadsheet	T7 begin planning production of new recruitment video – use next 9 months to plan	T7 LC	T7 12/8/16 – may be paid through contract w/Casey Family Programs 3/1/17 - LC has email for contact (Sagey) – LC will follow up with University of Texas – need to determine if want to update existing one or create new one – JRBH will set up viewing of current video for staff; ES confirmed CFP can pay for 5/4/17 - AD will assist JRBH in setting up viewing

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T8 ONSS will present at Osage Nation All-Employee meeting T9 Review past events to determine if they were conducive to recruitment	T8 JRBH & RF T9 RF & MC	T8 No meetings held – Nation no longer holds all-employee meetings (2/3/16) T9 Becky and Mitzi created list of past events

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T10 Research events relative to Osages for future recruiting purposes.	T10 RF	T10 12/14/15 - RF will update recruitment team every 6 weeks 2/13/16 - LC gave list of upcoming activities for Becky to look into

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Booth at Indian Taco Championship</i> (7/1/16); did not set up (12/8/16) <i>ON HR Fair</i> - had recruitment booth at ON HR Fair – will be another one in Spring (no date set yet) – received couple of inquiry forms; no follow through by potential families (12/8/16)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Sovereignty Day Dance</i> – hand out recruitment cards w/sucker (3/1/17); received one verbal inquiry – haven't heard back (5/4/17) <i>Recruitment ad on Monitors of Local Businesses</i> – using flyer as print media (12/14/15); look into Tulsa/OKC area (2/3/16); no update (12/8/16); no update (3/1/17); still running at Buffalo Joe's and El Vallarta; JRBH suggested looking into Ponca City (5/4/17) <i>YouTube/Facebook Video Message w/Immersion School Children</i> – recruit resource families (2/3/16); discussing possibility (12/8/16); no update (5/4/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Research Other Agency's Facebook Pages for Recruitment Ideas</i> (2/3/16); JRBH has researched (5/4/17) <i>Hand out Candy Canes at Christmas Parades/Events</i> – too late for this year – remember for next year; RF will place recruitment info at ON Christmas party (12/8/16)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Request List of OKDHS/Tribal Recruitment Events</i> – Oklahoma Fosters website has a list of event okfosters.com – also have Facebook page (12/8/16); requested list – did not receive; was invited to an event – too late to attend (3/1/17); Region III is emailing recruitment event updates to JRBH (5/4/17) <i>OICWA Recruitment Events</i> – BIA wants to do some kind of recruitment event – faith based (12/8/16); no updates (3/1/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 Churches – sent brochures to Catholic and Baptist churches; placed blurb in Catholic bulletin (3/1/17); JRBH & RF talked to Catholic church in March – not many attended; RF spoke to Baptist Church in Skiatook through Oklahoma Fosters (5/4/17) Indian Falls Creek (Baptist) – look into (3/1/17); LC – maybe go down for a day and speak July 30 – Aug 3, 2017; will discuss at next meeting (5/4/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>State Fair – OKC & Tulsa</i> – maybe Tulsa one year and OKC the next; possibly coordinate w/gaming – start planning w/or w/out gaming – will be asking CFP for help w/cost of booth – duration of fair (determine times to set up); find out what other tribes have experienced – RF will report back initial info by next meeting (3/1/17); RF – not present (5/4/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Subsets on Web Page for Recruitment</i> - discussion of commitment to keep updated (3/1/17); JRBH is meeting with Susan in IT next week (5/4/17) <i>MC Share Facebook Access w/RF, AD, & JRBH</i> (12/8/16); complete (3/1/17) <i>Share Quarterly Foster Care Newsletter on Facebook Page</i> – KM send to MC – put on FB (12/8/16); AD & MC will ask KM to send to MC (5/4/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Recruitment Flyer on Nation's Weekly Announcements</i> – has run and will run every 2 weeks (7/1/16); not currently running – no results – will let go; after discussion will run once/month (8/19/16); JRBH will run first week of each month (12/8/16); ran last of January and all of February (3/1/17); still running (5/4/17) <i>New Employee Orientation</i> - JH & LS will take recruitment flyers to New Employee Orientation – began taking in April (5/4/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Osage Nation Academy</i> – AD/LC will talk to HR re approval for ONSS Resource Parent Training to be a part of the Osage Nation Academy; JRBH & RF will provide the training if approved (5/4/17)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
N/A	T11 Discuss recruitment ideas and possibilities	T11 Team	T11 <i>Attend Webinars on Recruiting</i> – unable to attend Recruiting through Social Media by Diligent Recruitment (12/8/16); JRBH attended webinar in march re placing sexually abused/exploited children – placement considerations (5/4/17) <i>Osage Princess Sorority Platform</i> – LB set meeting up between Princess (2/3/16); Osage Princess speaking about foster care (7/1/16); spoke at recruitment event in Jenks – invited to October event (8/19/16); did not attend OKC event in October (12/8/16)

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Needed Reports	Tasks	Responsible Party	Updates
N/A	T12 Participate on OKDHS Regions 1 & 5 Recruitment Plan ***OKDHS budget cuts – no more meetings (7/1/16)	T12 Ann, Jenny, & Becky	T12 Team members will update team at each meeting T12 Region V has had 2 meetings – Kelly Tannehill has offered to take tribal information with her to events tribe does not attend (2/3/16); used Region V and worked with for Recruitment Fair (7/1/16) T12 Next work group meeting on February 23, 2016 – recruitment meeting in afternoon (2/3/16) T12 OKDHS not filling Region V tribal coordinator

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 3: (cont'd.)	By November 1, 2013, begin the development of specific recruitment and retention activities.		
Data Reports Needed	Tasks	Responsible Party	Updates
Placement Needs Snapshot	T13 Follow up calls after events (7/1/16)	T13 Team; possibly current foster homes or TANF clients (7/1/16)	T13 7/1/16 – borrow/create script for follow-up calls; discussed getting script from Diligent Recruitment and/or Casey Family Programs – RF has one from training 8/19/16 – RF will review script for cultural appropriateness by next meeting 12/8/16 – RF working on reviewing script 5/4/17 – RF not present – JRBH found one from Denise Goodman – will work with RF on this

Desired Outcome 4: (cont'd)	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 4:	By January 1, 2017, ONSS will help alleviate fears of potential resource families. (extend to July 1, 2016)		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T1 Create flyer that will explain what incidents on background checks may and may not keep families from being certified	T1 Jenny Becky	T1 2/3/16 – JRBH & RF will bring info for flyer to next meeting 8/9/16 – will bring info to next meeting 12/8/16 – JRBH has researched tribl code and other agencies' policies on this 3/1/17 – JRBH shared samples from Montana – team reviewed – will look at ONSS policy and foster care agreement w/Oklahoma 5/4/17 – JRBH will continue working on flyer

Desired Outcome 4 (cont'd):	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 5:	ONSS will provide technical support for potential resource families out of state.		
Data/Report Needed	Tasks	Responsible Party	Updates
IVE Agreements	T1 Work group meeting with state/county stakeholders, i.e., state/county child welfare officials	T1 Team	T1 Will begin with IVE negotiations

Desired Outcome 4 (cont'd):	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 5: (cont'd)	ONSS will provide technical support for potential resource families out of state.		
Data/Reports Needed	Tasks	Responsible Party	Updates
ICWA Notice Introduction to ONSS	T2 Create and send to agencies - ICWA Notice Introduction to Osage Nation Social Services will be created	T2 Team	T2 Information flyer created in-house March 2014; then created professionally 2/3/16 - will have special meeting in January 2015 to lay out tasks for this; mail merge list for Oklahoma has been created – LC will do letter 7/1/16 - CPS sending with CDIB checks to states 5/4/17 - will possibly have money for this – MC will get with LC

Desired Outcome 4 (cont'd):	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 6:	ONSS will have an increased number of family members step forward to become temporary placements for children.		
Data/Reports Needed	Tasks	Responsible Party	Updates
	T1 Identify more family members during Family Team Meetings and placement discussions	T1 ONSS workers	T1 2/3/16 – per LC – ONSS should be doing family tree/search on non Osage side of families in addition to Osage side 3/1/17 – ONSS will be able to look up family trees on CRM system in a few months 5/4/17 – CRM family tree search may be functional – MC will check

Desired Outcome 4 (cont'd):	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 6:	ONSS will have an increased number of family members step forward to become temporary placements for children.		
Data/Reports Needed	Tasks	Responsible Party	Updates
	T2 Continual search for family members	T2 ONSS workers	T2 2/3/16 - Ongoing 7/1/16 - discussion of subscription to Ancestry.com @ \$44/month – AD will ask Sonja to inquire re OKDHS diligent searches 8/19/16 - per LC – not subscribing to Ancestry.com – cost prohibitive; AD will ask what OKDHS uses for diligent searches (software) 12/8/16 still working on (12/8/16) 3/1/17 discussion w/Carmin – she hasn't heard "diligent search" on the state side

Desired Outcome 4 (cont'd):	ONSS will have a pool of families to meet the needs of children who are in need of foster or adoptive care.		
Objective 6: (cont'd)	ONSS will have an increased number of family members step forward to become temporary placements for children.		
Data/Reports Needed	Tasks	Responsible Party	Updates
	T3 Attend Child Safety Meetings before removal	T3 Denise Goodman will talk to OKDHS to ensure tribes are invited	T3 12/14/15 – Region 5 has begun implementing Child Safety Meetings – JH has attended one in a different region 7/1/16 – MC has attended some 8/19/16 – CPS receiving invites and attending 3/1/17 – CPS receiving invites and attending 5/4/17 – CPS receiving invites and attending

Desired Outcome 5:	ONSS will have increased retention rates of resource families.		
Objective 1:	ONSS will assist resource families in understanding “payoff” for fostering.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T1 Conduct workshop for resource families on dealing with giving children back to biological families after fostering	T1 Jenny	T1 <i>September 2014</i> – JRBH reviewed material and conducted training <i>3/1/17</i> - Dealing w/Grief and Loss for foster parents – part of resource training now; <i>5/4/17</i> - still part of training – just finished one in April

Outcome 5: (cont'd)	ONSS will have increased retention rates of resource families.		
Objective 2:	Potential/existing resource families will feel supported by ONSS, which will help increase retention.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T1 Develop a support methodology for kinship/relatives who are trying to become licensed by a state agency and/or ONSS	T1 Team	T1 8/14/15 – Team will think about this & revisit at next meeting 8/19/16 – give bug-out bags to children who are removed; at a good place to revisit this 12/8/16 – using bug-out bags as needed and restocking; supply kinship/relatives with fire extinguishers and anything else they may need 3/1/17 – AD suggested changing name to “comfort cases” 5/4/17 – determined we are supporting kinship/relatives who try to become licensed

Outcome 5: (cont'd)	ONSS will have increased retention rates of resource families.		
Objective 2: (cont'd)	Potential/existing resource families will feel supported by ONSS, which will help increase retention.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T2 Develop a support/mentoring network		T2 8/19/16 - discussion of usefulness at this time – see it in the future 12/8/16 - have a prospective foster parent interested in this (JRBH) 5/4/17 - will revisit at later date when have more homes

Outcome 5: (cont'd)	ONSS will have increased retention rates of resource families.		
Objective 2: (cont'd)	Potential/existing resource families will feel supported by ONSS, which will help increase retention.		
Data/Reports Needed	Tasks	Responsible Party	Updates
N/A	T3 Offer incentives for existing resource families to recruit new applicants		T3 8/4/15 - small gift incentive for families who refer others who become certified 8/19/16 - on hold due to pending budget approvals 12/8/16 - will revisit at next meeting – Casey may pay for 3/1/17 - Eddie stated gift/gift cards - \$25 max 5/4/17 - Casey will buy a certain # of cards – end of year turn in list of names of those who received along with any unused cards; JRBH & AD determined 5 would be a good # with which to begin; JRBH will send out letters and information in newsletter

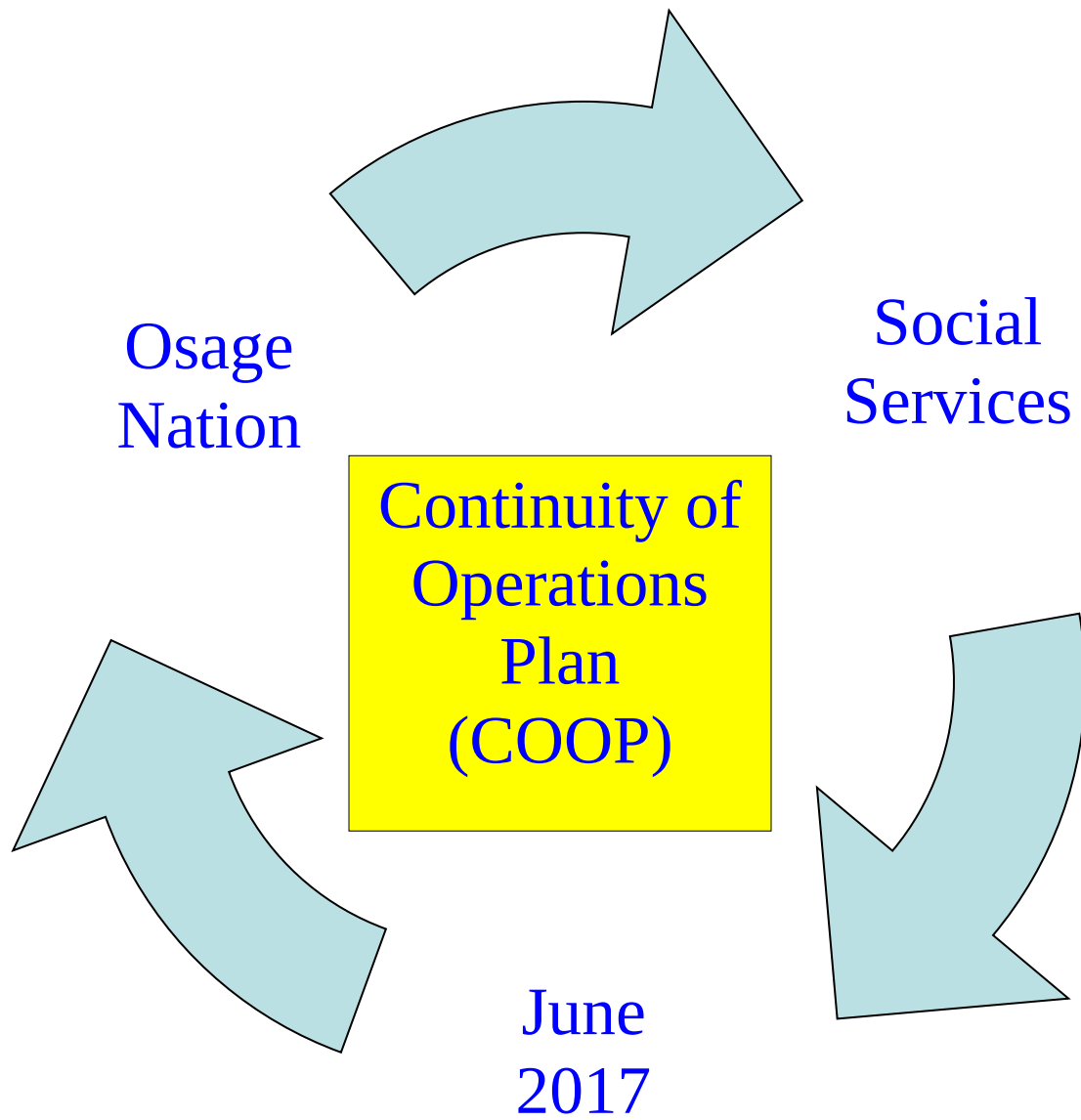
Outcome 5: (cont'd)	ONSS will have increased retention rates of resource families.		
Objective 2: (cont'd)	Potential/existing resource families will feel supported by ONSS, which will help increase retention.		
Data Reports Needed	Tasks	Responsible Party	Updates
	T4 looking at drawing for a cruise – send one family a year – Osage tribal homes only – Carnival Cruise (appliance package if not interested in cruise) for resource families	T4 JRBH – research; MC/LC – talk to Accounting	T4 7/1/16 - Cruises not allowable; Considerations: free night stay at casino hotel during dances; athletic event tickets 8/19/16 - will revisit 12/8/16 - tabled to next meeting; LC believes hotel will give free night – probably not during dances 3/1/17 - revisit this – could happen pending budgets 5/4/17 - RF – not present; OKDH gives training stipend to kinship homes

ATTACHMENT III

OSAGE NATION SOCIAL SERVICES

UPDATED DISASTER PLAN (CONTINUITY OF OPERATIONS PLAN)

2017 APSR



***Reference Continuity of Operations (COOP) Plan Template
Federal Emergency Management Agency
500 C ST, SW
Washington, D.C. 20472

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I. EXECUTIVE SUMMARY

Osage Nation Social Services houses various programs including Indian Child Welfare, Foster Care, Family Preservation, Adoption, Supervised Individual Indian Money Accounts, and Child and Adult Protective Services. Each one of these programs is vital to the well-being of its respective clients; therefore, it is imperative that these programs be operational at all times and capable of being maintained even after events which could potentially interrupt daily operations. These events could be either natural or man-made.

This Continuity of Operations Plan (COOP) includes information vital to the continuance of operations and services provided by Osage Nation Social Services. Included in this information is an alternate site to carry out day-to-day operations, contact information, and evacuation plans to name a few. This COOP will affect all ONSS staff and clients, along with the Osage Nation, as these services are important for the well-being of the individual members.

This COOP will be executed in the event of any circumstance/incident either natural or manmade which disrupts the operation of Osage Nation Social Services.

II. INTRODUCTION

It is imperative for Osage Nation Social Services to have a working COOP to limit disruption to services provided as these services ensure the well-being of individual tribal members. Recent national and local events have magnified the need for a COOP.

III. PURPOSE

The Osage Nation Social Services developed a COOP to ensure the safety and well-being of its clients to the best of its ability. Part of Osage Nation Social Services' mission statement includes protecting children and adults from abuse and neglect while strengthening families and their connection with the Osage Nation. In order to accomplish this mission, ONSS must be able to maintain operations continuously with as little disruption as possible. In light of today's changing environment and potential threats, this plan is designed to be executed during any and all hazard threats.

IV. APPLICABILITY AND SCOPE

This plan specifies an alternate site to be designated as headquarters for ONSS if the present office building becomes unavailable for any reason. This will include any and all current activities of the existing office. In addition, this plan will outline the steps needed to ensure clients continue to receive services and have access to other services needed. This plan should be updated annually.

V. ESSENTIAL FUNCTIONS

While all functions of ONSS are important, it has been determined that the following is a prioritized list:

Priority	Essential Functions
1	CPS/APS
2	ICW
3	Records Management
4	Transportation
5	Foster Care/Family Preservation
6	IIM

VI. AUTHORITIES AND REFERENCES

The following references were used in creating this COOP:

- Federal Emergency Management Agency Continuity of Operations (COOP) Plan Template and Template Instructions
- Indian Affairs Osage Agency Continuity of Operations Plans
- Oklahoma Department of Human Services
- Ready.gov: Continuity of Operations Planning

VII. CONCEPT OF OPERATIONS

This section explains how the COOP will be implemented.

Phase I: Emergency Preparedness

To be better prepared for an emergency, the following will be implemented immediately and updated periodically.

1. Emergency kits including flashlights, batteries, and contact numbers will be assembled and distributed to Foster Parents and IIM Clients.
2. All hard-copy confidential case files and materials will be stored in fire-proof cabinets.
3. When space allows, bottom drawers of filing cabinets will not be used.
4. All sensitive and/or confidential hard copy material will be scanned into computers or entered into the automated system.
5. Each staff member's electronic information will be stored on the nation's server.
6. All ONSS electronic data and information will be stored on the nation's server and will be accessible from the alternate operating location.
7. All Child Welfare Data shall be maintained on the ONSS Child Welfare Data System.
8. Plastic storage containers with lids will be purchased and stored in staff members' offices. These will be kept empty until needed in an alert situation.

10. Bottled water and non-perishable food items will be kept in a plastic storage container in the file room.
11. An Adult Social Services Specialist will be in charge of routine maintenance ensuring all vehicles are immediately available in the event of an emergency. Each vehicle should have a full tank of fuel when returned to the office by staff.
12. Each ONSS staff member will be given two copies of this COOP: one to keep in their respective offices and one to keep at an alternate site.
13. A copy of this COOP will be placed in the front desk area.
14. A copy of this COOP will be kept at the alternate operating location.
15. A copy of this COOP will be kept in all GSA vehicles assigned to ONSS.

Phase II: Activation and Relocation

Phase II explains the COOP activation process and relocation procedures from the primary to the alternate facility.

1. Decision Process

The COOP shall be activated any time there is a disruption or potential for disruption of services provided by ONSS due to natural or man-made forces.

The Director of Osage Nation Social Services will be responsible for making the determination to implement the COOP Plan. In the event the Director is unable or unavailable to make this decision, the Business Systems Analyst will have this responsibility.

2. Alert, Notification, and Implementation Process

In the event the COOP Plan is implemented, the Director will alert the Business Systems Analyst via cell phone. This will activate the calling tree for the remaining staff. See Appendix A for the Calling Tree. Staff members will then notify their respective clients, if applicable. See Appendix B. Appendix C contains contact numbers for law enforcement, emergency, and specially trained personnel.

a. Vehicles

When an alert is given with sufficient warning, the Adult Social Services Specialist will ensure all vehicles are filled with gasoline.

b. Cellular Phones

Immediately upon hearing of an alert condition, all ONSS staff members will ensure cellular phone batteries are charged. This also applies to ONSS clients when applicable.

c. Records

Each staff member is in charge of all records, papers, files, etc. in his/her respective office. Staff members are equally and jointly responsible for all records, papers, files, etc. located in the Filing Room.

5. Remove all files and paperwork in the bottom drawer of each file cabinet and place in Emergency Storage Containers. When moving to alternate location,

remove files and paperwork from all file cabinet drawers and place in Emergency Storage Containers to be relocated.

6. Remove all items on shelves or in drawers less than two feet above floor and place on upper level shelves/racks as available. When moving to alternate location, place these items in Emergency Storage Containers, as space allows, to be relocated.
7. Unplug all electronic equipment from power outlets. When moving to alternate location, place electronic equipment in Emergency Storage Containers, as space and time allows, to be relocated.
8. Cover all files, desks, electronic equipment, etc. with tarps and tie/anchor each one as securely as possible.

3. Leadership

a. Orders of Succession

If the Director is unavailable for any reason, the Business Systems Analyst will assume Director responsibilities, until emergency status has passed. Virtually all staff members have been cross trained in the various ONSS programs. Staff members reside in geographically diverse locations; therefore, communication is key, and duties could overlap in an emergency situation.

Successors for Osage Nation Social Services	
	Director
	Business Systems Analyst
	ICW Unit Supervisor
	Protection Unit Supervisor

b. Delegations of Authority

APS/CPS Investigator – Be available to investigate any reports of adults and/or children in need of assistance due to abuse or neglect, willful or otherwise.

Foster Care Specialist – Locate foster parents and children and perform welfare checks. In addition, the Foster Care Specialist will work on recruiting emergency foster homes, if needed.

Adoption Specialist – Locate foster parents and children and perform welfare checks. In addition, the Adoption Specialist will work on recruiting emergency foster homes, if needed.

ICW Specialist – Perform welfare checks on biological parents of foster children who have been temporarily removed from the home. Be available to assist the APS/CPS Investigator, Foster Care/Family Preservation Specialist, and/or Adoption Specialist, if warranted.

Adult Social Services Worker – Maintain vehicles and be available to assist with transports.

Adult Social Services Worker – Perform welfare checks on clients and be available to assist other staff members in their duties.

Business Systems Analyst – Secure access to Child Welfare Database and Adult Social Services electronic files and be available to run updated reports as needed. Be available for phone coverage, answer any questions from the public, and receive and organize information from workers in the field to be relayed to others.

Phase III: Alternate Facility Operations

2. Vital Files and Records

The following is a table of vital files and records for Osage Nation Social Services.

Vital Files	Form of Record	Stored on Database	Backed up on Nation's Server
ICW	Hardcopy & Electronic	Automated child welfare	X
Foster Care	Hardcopy & Electronic	Automated child welfare	X
Family Preservation	Hardcopy & Electronic	Automated child welfare	X
Adoption	Hardcopy & Electronic	Automated child welfare	X
Guardianship	Hardcopy & Electronic	Automated child welfare	X
CPS	Hardcopy & Electronic	Automated child welfare	X
IIM	Hardcopy & Electronic		X
APS	Hardcopy & Electronic		X
CDIB Checks	Hardcopy & Electronic	Automated child welfare	X
Grants	Hardcopy & Electronic	eCivis	X

The following is a table of vital files and records pertaining to COOP coordination for Osage Nation Social Services.

Vital File	Form of Record	Copy Stored at Alternate Facility	Hand Carried to Alternate Facility	Backed up on Nation's Server
COOP Plan	Hardcopy & Electronic	X	X	X
Staff Phone Roster	Hardcopy & Electronic	X		X
Law Enforcement Phone List	Hardcopy & Electronic	X		X
Emergency Agency Phone List	Hardcopy & Electronic	X		X
Client Contact List	Hardcopy & Electronic	-	Updated	X

2. Legal Proceedings

In the event the building housing Tribal Court is inaccessible, court will be held in the multipurpose room of the Education Building. As Social Services is interdependent on Tribal Court for these proceedings, this has been discussed with and approved by Supreme Court Chief Justice Meredith Drent who oversees the Judicial Branch. All case files and records housed in Tribal Court are in fireproof and tornado proof filing cabinets.

Phase IV: Reconstitution

After a state of emergency has passed, the Director will determine the feasibility of Osage Nation Social Services returning to its primary office site. If such a move is feasible, each staff member will hold the same responsibilities in moving items back to the primary facility as they held in removing to the secondary facility. If moving back to the primary office site is not a viable option, the Director will begin the process of acquiring a new facility.

VIII. COOP Planning Responsibilities

Task	Person Responsible
Update COOP annually	Business Systems Analyst
Update staff contact lists as changes occur	Business Systems Analyst
Maintain backup of vital files and records	Business Systems Analyst
Conduct alert and notification tests	Director
Plan COOP TT&E	Director, Business Systems Analyst

IX. LOGISTICS

Alternate Location

The alternate facility for Osage Nation Social Services in the event of any circumstance/incident either natural or manmade which disrupts the operation of Osage Nation Social Services will be the Osage Education Department located three miles north of Hominy, Oklahoma, in the Osage Industrial Park.

The alternate facility choice was based upon the following factors:

- 1) *Sufficient space and equipment* – The Education Building has a computer lab with an adequate number of computers for Social Services staff, and it is connected to the Osage Nation server, internet, and a printer. In addition, the Education Building has a multipurpose room appropriate for meetings and/or supervised visits. Furthermore, both the computer lab and multipurpose room have ample space for ONSS files.
- 2) *Capability to perform essential functions within 12 hours, up to 30 days* – The computer lab and multipurpose room would be immediately available for Social Services use for as long as necessary.
- 3) *Reliable logistical support, services, and infrastructure systems* – The Education Building is part of the Osage Nation and as such has access to the same services and systems as Social Services' primary facility.
- 4) *Consideration for health, safety, and emotional well-being of personnel* – The Education Building will provide a safe, friendly environment for Social Services as it is a component of the

same government (Osage Nation), and the employees there are acquaintances of Social Services staff.

- 5) *Interoperable communications* – The Education Building has access to the same communications systems as the primary Social Services’ facility.
- 6) *Computer equipment and software* – The Education Building has basically the same computer equipment and access to the same software as the primary Social Services’ facility.
- 7) *Location* – The Education Building is close enough in proximity to be a viable option as a secondary facility for Social Services while there is enough distance between it and the Social Services’ primary facility that it is at least moderately possible that an event that disables the primary facility would not necessarily disable the secondary facility at the same time.

Alternate Location Unavailable

In the event the alternate location is unavailable, Osage Nation Social Services’ staff will utilize cell phones issued to them by the Osage Nation to communicate via text, email and/or calls. The most updated Contact List shall be available via email. In addition, if physical access to laptops is possible, staff shall have the capability to work remotely from anywhere via Virtual Private Network (VPN) access to the Osage Nation server and child welfare automated system.

X. TEST, TRAINING, AND EXERCISES

Osage Nation Social Services will adhere to the following Test, Training, and Exercises (TT&E) schedule:

TT&E	FREQUENCY	APPLICATION
Tornado Drill w/@least 20 minute warning	Every February	See Appendix D and F
Tornado Drill w/ less than 20 minute warning	Every February	Discuss how to position body in restroom/hallway
Fire Drill	January, April, August each year	See Appendix E and F
Power Outage	October & March each year	See Appendix G
Bomb threat	June & November each year	Bring in law enforcement official to train staff
Other alert situations, incidents, and/or aftermath of above incidents	July & December each year	Discuss & walk through full COOP implementation

XI. MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT PLAN

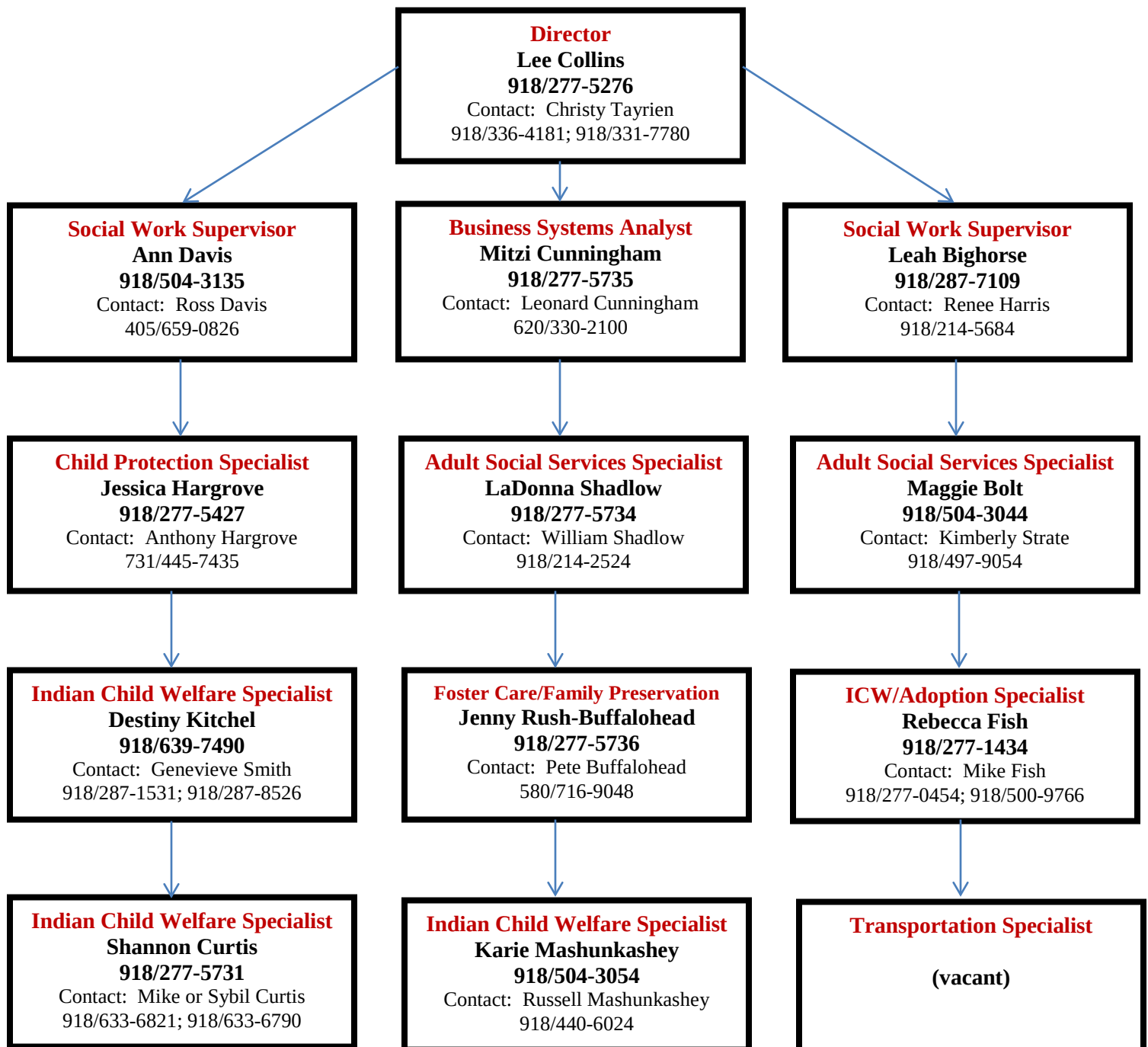
Osage Nation Social Services implemented this COOP in stages beginning in 2012 and culminating in full implementation in 2015.

XII. COOP MAINTENANCE

1. The COOP, in its entirety, shall be reviewed and updated annually.
2. Evacuation routes will be posted in each office of Social Services.
3. Staff contact information shall be updated as changes occur.
4. Client contact information shall be updated monthly.
5. Law enforcement and emergency agency contacts shall be reviewed bimonthly.
6. Nonperishable food item due dates shall be checked annually and those items with expiring dates shall be disposed of and replaced. Clients are responsible for replacing items reaching their due dates or notifying ONSS of their need for assistance to do so.

APPENDIX A: ONSS STAFF CALLING TREE & EMERGENCY CONTACTS

If two attempts to contact a staff member's assigned person in the Calling Tree are unsuccessful, the staff member will go to the next person in the tree to contact.



APPENDIX B: CLIENT CONTACT INFORMATION

(This information is confidential and will only be included in copies of the COOP which will be directly in the hands of ONSS staff. Appendix B will be a separate sheet of paper to be placed behind this page and will include contact information for ICW clients, foster families, family preservation clients, and IIM clients.)

APPENDIX C: EXECUTIVE OFFICE, LAW ENFORCEMENT, EMERGENCY, AND SPECIALLY TRAINED STAFF CONTACT NUMBERS

<i>Executive Office Emergency Numbers:</i>	
Geoffrey Standingbear Principal Chief 918/287-5555	Raymond Red Corn Assistant Chief 918/287-5555
Sheryl Decker Executive Advisor 918/287-5594	Jason Zaun Chief of Staff 918/287-5552

<i>Osage Nation Tribal Police:</i>	
Chief Nicholas Williams 918/287-5511 - office 918/277-2545 - cell	Lieutenant Marchmont BigEagle 918/287- 9722 - office 918/277-2058 - cell
Miya McKim – Office Manager 918/287-5510	Sergeant Michael Fish 918/277-0454
Sergeant Dan Hively 918/857-2466	Sergeant Terri Silva 918/857-3659

<i>Other First Responders:</i>	
Osage County Sheriff's Department 918/287-3131	Pawhuska Police Department 918/287-4545
Pawhuska Fire Department 918/287-4210	Pawhuska Ambulance 918/287-1342

<i>Specially Trained Staff Members:</i>	
Emergency Management Director Bobby Tallchief 918/287-5225; 918/636-4578	Public Health Nurse Marie Rumsey 918/287-5528
Wildland Fire Management Officer Ross Walker 918-855-7996	Wildland Fire Prevention Foreman Corbin Malone 918-604-9055
Community Health Representative Crystal Holt 918/287-5370	Director of Tribal Land Development and Land Acquisition Bruce Cass 918/287-5651
Information Technology Mark Kirk 918/287-5492; 918/287-7695	Osage Nation Comptroller Tasha Fox 918/287-5444

APPENDIX D: TORNADO & SEVERE WEATHER PRECAUTIONS

When given at least 30 minutes warning of a tornado, ONSS staff should cover and tie down as many files and materials (per COOP) as possible while allowing 15 minutes to head to primary tornado shelter in the basement of the Executive Office located at 627 Grandview in Pawhuska, Oklahoma. If given 15 – 20-minute warning of encroaching tornado, ONSS staff should immediately head to shelter.

If given less than 15 minutes of warning, ONSS staff should take cover in the men's restroom (see Appendix F - page 15).

DIRECTIONS TO 627 GRANDVIEW (from Main office at 255 Senior Drive):

- 1) Turn south (right) on Grandview
- 2) Bear right to stay on Grandview

APPENDIX E: FIRE DRILL

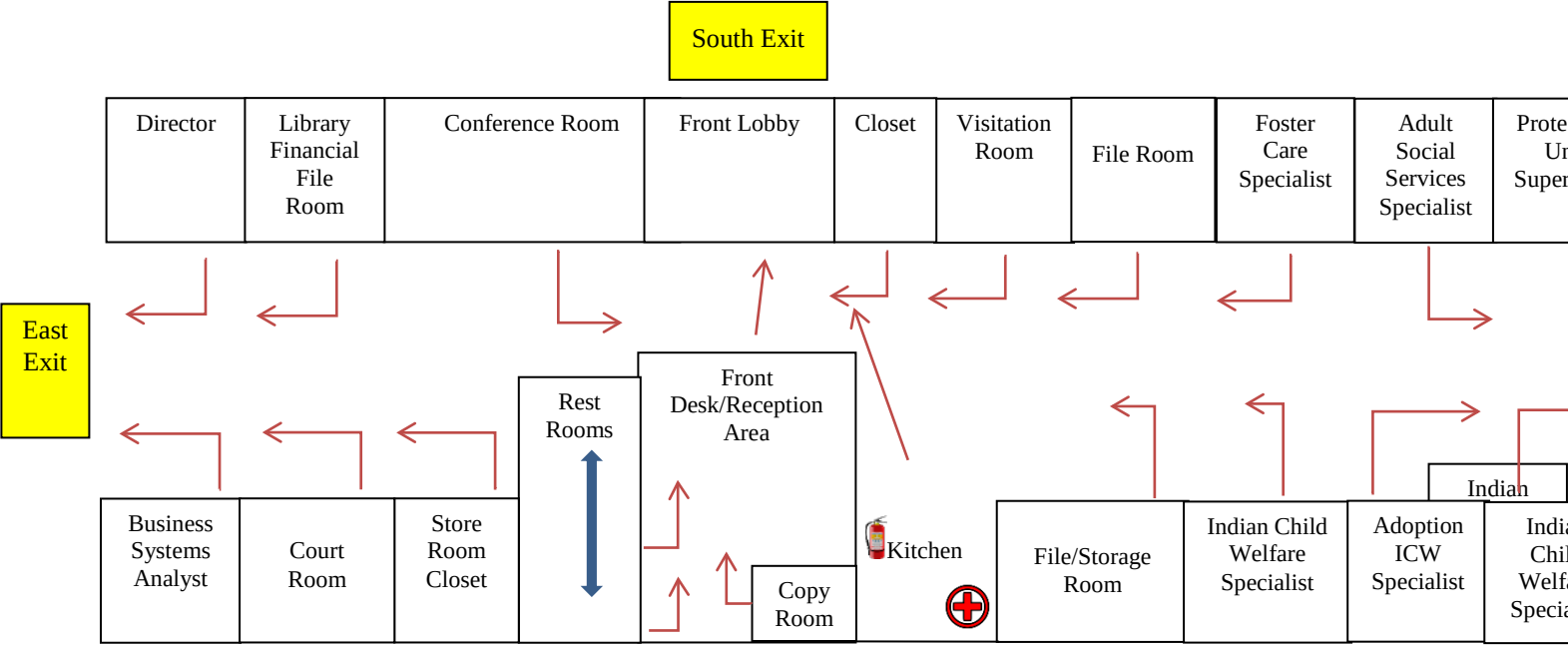
Escape routes to nearest door will be posted in each office of ONSS staff, including kitchen, conference room, file rooms, and visitation room (see page 15).

Each employee should calmly but quickly head to nearest exit, unless such exit is blocked and/or smoky, in which case, the employee should proceed to the next exit. If routes to all exits are inaccessible for any reason, employees should be prepared to crawl to nearest exit.

All ONSS Employees and visitors shall meet on the south edge of the parking lot off the pavement, if possible. A determination of who is present and who is missing shall be conducted at this time. If this space is not available, ONSS employees and visitors shall meet in the east parking lot against the north fence, where a determination of who is present and who is missing shall be conducted.

APPENDIX F: EVACUATION (1)

Fire Evacuation Routes & Severe Weather Precautions
Osage Nation Social Services 255 Senior Drive



 = Location of Fire Extinguisher
Routes

 = Fire Evacuation

 = Location of First Aid Supplies

 = Location to Take Cover during Severe Weather within building

APPENDIX G: POWER OUTAGE

In the event of a power outage, ONSS may activate the alternate location if feasible. If alternate location is not available for any reason, ONSS staff will communicate through email, text, and/or calls on their cell phones. In addition, the most recent client contact list shall be available via each employee's email.

Each member of the ONSS staff has a laptop with Virtual Private Network (VPN) access to the Nation's server. If access to laptops is possible, workers will have the capability to work remotely from their homes or other locations.

During prolonged power outages, each staff member shall unplug electronic devices in his/her respective offices to avoid potential damage to said devices in the event of power surges when power is restored.