



# TRIBAL MANAGEMENT INSTITUTE



Tuesday, March 19 – Friday, March 22, 2019  
Kansas City Marriott Downtown  
Kansas City, Missouri

## Agenda

### Tuesday, March 19, 2019

8:00–9:00 a.m.	<i>Registration</i>	<i>Imperial Ballroom Foyer</i>
9:00–9:30 a.m.	<b>Invocation</b> ➤ Billy Friend, Chief, Wyandotte Nation	<i>Imperial Ballroom</i>
9:30–10:15 a.m.	<b>ACF Welcoming Remarks Setting the Stage for Skill-Building and Leadership Development</b> ➤ Shannon Christian, Director, Office of Child Care (OCC)	<i>Imperial Ballroom</i>
10:15 a.m.–12:15 p.m.	<b>Plenary Session 1 Victory by Design</b> ➤ D.J. Vanas, Odawa Nation of Michigan and Native Discovery, Inc.	<i>Imperial Ballroom</i>
12:15–2:00 p.m.	<i>Networking Lunch (On Your Own)</i>	
2:00–3:30 p.m.	<b>Concurrent Sessions*: Block 1</b>	
	D.J. Vanas Session: Warrior Spirit in Leadership (Offered one time only.)	<i>Colonial Ballroom</i>
	Session 1—Considerations in Effective Child Care and Development Fund (CCDF) Program Planning and Design	<i>Trianon A</i>
	Session 2—Engaging Key Stakeholders With Effective Communication Strategies	<i>Trianon B</i>
	Session 3—Community Needs Assessment, Data, and Evaluation	<i>Trianon C</i>
	Session 4—Recordkeeping and Reporting	<i>Trianon E</i>
	Session 5—Ensuring Effective CCDF Financial Management Systems, Budgeting, and Internal Controls	<i>Truman A</i>
	Session 6—Crafting Meaningful Fiscal Policies, Procedures, and Communication Plans	<i>Truman B</i>
	Session 7—Program Administration and Continuous Improvement of Your Tribal CCDF Program	<i>Trianon D</i>
	Session 8—Human Resources: Strategies for Managing Staff Recruitment, Onboarding, and Retention	<i>Hoover</i>
	Session 9—Training and Professional Development	<i>Roosevelt</i>

\*Please see the session descriptions at the end of the Agenda.

National Center on Child Care Data and Reporting (NCDR) staff members will have office hours on site each day to provide technical assistance (TA) on the use of the Data Tracker tool and ACF-700 Data Reporting Form.



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3:30–3:45 p.m.	<i>Networking Break</i>	
3:45–5:00 p.m.	<b>Homeroom Debrief Sessions</b>	<i>See the handout for room assignments.</i>
5:00 p.m.	<i>Adjourn for the Day</i>	
4:00–6:00 p.m.	<b>Tribal Consultation on the CCDF Tribal Plan Preprint for Tribal Leaders and Designees</b>	<i>Colonial Ballroom</i>
6:00 p.m.	<i>Adjourn for the Day (From the Tribal Consultation Session)</i>	

**Wednesday, March 20, 2019**

8:00–9:00 a.m.      *Registration*      *Imperial Ballroom Foyer*

9:00–10:00 a.m.      **Plenary Session 2**      *Imperial Ballroom*  
**Part 1: For the Next Seven Generations—  
Exploring Strategic Planning in CCDF  
Tribal Lead Agencies**

**Presenter**

- Melody Redbird-Post, National Center on Tribal Early Childhood Development (NCTECD)

**Panelists**

- Carolyn Codopony, Comanche Nation, Oklahoma, Region VI
- Barbara O’Neal, Muscogee (Creek) Nation, Oklahoma, Region VI
- Brittany Suralta, Cook Inlet Tribal Council, Alaska, Region X

**Moderators**

- Ginny Gipp, OCC
- Lisa Blackmon, Region VI, OCC

**Facilitator**

- Susan Rohrbough, Child Care State Capacity Building Center (SCBC)

10:00–11:00 a.m.      **Plenary Session 2**      *Imperial Ballroom*  
**Part 2: For the Next Seven Generations—  
Applying Strategic Planning in CCDF Tribal Lead Agencies**

**Presenter**

- Melody Redbird-Post, NCTECD

**Facilitators**

- Carolyn Codopony, Comanche Nation, Oklahoma, Region VI
- Barbara O’Neal, Muscogee (Creek) Nation, Oklahoma, Region VI
- Brittany Suralta, Cook Inlet Tribal Council, Alaska, Region X
- Lisa Blackmon, Region VI, OCC
- Susan Rohrbough, SCBC



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11:00–11:15 a.m.	<i>Networking Break</i>	
11:15 a.m.–12:45 p.m.	<b>Concurrent Sessions: Block 2</b>	
	Session 1—Considerations in Effective CCDF Program Planning and Design	<i>Trianon A</i>
	Session 2—Engaging Key Stakeholders With Effective Communication Strategies	<i>Trianon B</i>
	Session 3—Community Needs Assessment, Data, and Evaluation	<i>Trianon C</i>
	Session 4—Recordkeeping and Reporting	<i>Trianon E</i>
	Session 5—Ensuring Effective CCDF Financial Management Systems, Budgeting, and Internal Controls	<i>Truman A</i>
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	Session 7—Program Administration and Continuous Improvement of Your Tribal CCDF Program	<i>Trianon D</i>
	Session 8—Human Resources: Strategies for Managing Staff Recruitment, Onboarding, and Retention	<i>Hoover</i>
	Session 9—Training and Professional Development	<i>Roosevelt</i>
	Session 10—Construction and Renovation	<i>Colonial Ballroom</i>
12:45–2:15 p.m.	<i>Networking Lunch (On Your Own)</i>	



2:15–3:45 p.m.

**Concurrent Sessions: Block 3**

Session 1—Considerations in Effective CCDF Program Planning and Design	<i>Trianon A</i>
Session 2—Engaging Key Stakeholders With Effective Communication Strategies	<i>Trianon B</i>
Session 3—Community Needs Assessment, Data, and Evaluation	<i>Trianon C</i>
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Session 10—Construction and Renovation	<i>Colonial Ballroom</i>

3:45–4:00 p.m.

*Networking Break*

4:00–5:00 p.m.

**Homeroom Debrief Sessions**

*See the handout for room assignments.*

5:00 p.m.

*Adjourn for the Day*

**Thursday, March 21, 2019**

8:00–9:00 a.m.

*Registration*

*Imperial Ballroom Foyer*

9:00–10:00 a.m.

**Plenary Session 3  
Part 1: Data-Driven Decision-Making—Using Data To Create Aligned Contributions**

*Imperial Ballroom*

**Presenters**

- Andrew Williams, OCC
- Lori Goodwin Bowers, SCBC
- Melissa Madrid, NCTECD
- Briana Ponkilla, Absentee Shawnee Tribe, Oklahoma, Region VI

**Facilitator**

- Diana Gates, NCTECD



10:00–11:00 a.m.

**Plenary Session 3**  
**Part 2: Data-Driven Decision-Making—Building a Visual Representation of Results in the Center**

*Imperial Ballroom*

**Presenters**

- Andrew Williams, OCC
- Lori Goodwin Bowers, SCBC
- Melissa Madrid, NCTEED
- Briana Ponkilla, Absentee Shawnee Tribe, Oklahoma, Region VI

**Facilitator**

- Diana Gates, NCTEED

11:00–11:15 a.m.

*Networking Break*

11:15 a.m.–12:45 p.m.

**Concurrent Sessions: Block 4**

Session 1—Considerations in Effective CCDF Program Planning and Design	<i>Trianon A</i>
Session 2—Engaging Key Stakeholders With Effective Communication Strategies	<i>Trianon B</i>
Session 3—Community Needs Assessment, Data, and Evaluation	<i>Trianon C</i>
Session 4—Recordkeeping and Reporting	<i>Trianon E</i>
Session 5—Ensuring Effective CCDF Financial Management Systems, Budgeting, and Internal Controls	<i>Truman A</i>
Session 6—Crafting Meaningful Fiscal Policies, Procedures, and Communication Plans	<i>Truman B</i>
Session 7—Program Administration and Continuous Improvement of Your Tribal CCDF Program	<i>Trianon D</i>
Session 8—Human Resources: Strategies for Managing Staff Recruitment, Onboarding, and Retention	<i>Hoover</i>
Session 9—Training and Professional Development	<i>Roosevelt</i>

12:45–2:15 p.m.

*Networking Lunch (On Your Own)*





2:15–3:45 p.m.

**Concurrent Sessions: Block 5**

Session 1—Considerations in Effective CCDF Program Planning and Design	<i>Trianon A</i>
Session 2—Engaging Key Stakeholders With Effective Communication Strategies	<i>Trianon B</i>
Session 3—Community Needs Assessment, Data, and Evaluation	<i>Trianon C</i>
Session 4—Recordkeeping and Reporting	<i>Trianon E</i>
Session 5—Ensuring Effective CCDF Financial Management Systems, Budgeting, and Internal Controls	<i>Truman A</i>
Session 6—Crafting Meaningful Fiscal Policies, Procedures, and Communication Plans	<i>Truman B</i>
Session 7—Program Administration and Continuous Improvement of Your Tribal CCDF Program	<i>Trianon D</i>
Session 8—Human Resources: Strategies for Managing Staff Recruitment, Onboarding, and Retention	<i>Hoover</i>
Session 9—Training and Professional Development	<i>Roosevelt</i>

3:45–4:00 p.m.

*Networking Break*

4:00–5:00 p.m.

**Homeroom Debrief Sessions**

*See the handout for room assignments.*

5:00 p.m.

*Adjourn for the Day*

**Friday, March 22, 2019**

8:00–9:00 a.m.

*Registration*

*Imperial Ballroom Foyer*

9:00–10:30 a.m.

**From Planning to Action—  
Implementing Management  
Systems and Strategic Planning  
in CCDF Tribal Lead Agencies**

*See the handout for room assignments.*

10:30–11:00 a.m.

*Networking Break*

11:00 a.m.–12:00 noon

**Closing Plenary Session  
Where Do We Go From Here?**

*Imperial Ballroom*

- Ginny Gipp, OCC
- Doris Hallford, Region VII, OCC
- Melody Redbird-Post, NCTECD
- Susan Rohrbough, SCBC

12:00 noon

*Adjournment*



## Welcome and Keynote Presenters

### Shannon Christian



Shannon Christian serves as the Director of the Office of Child Care within the Administration for Children and Families (ACF), U.S. Department of Health and Human Services (HHS). She is a former Associate Commissioner of the Child Care Bureau (CCB) (the precursor to OCC) within ACF, where she advanced President Bush's Good Start, Grow Smart early childhood initiative and shaped CCB's research agenda to better support state policy and spending decisions.

Committed to effective prevention strategies, Ms. Christian oversaw the launch of Illinois' home visiting program and was an active board member of Be Strong Families, a Chicago-based national nonprofit entity. Earlier in her career, Ms. Christian was part of former Wisconsin Governor (and former HHS Secretary) Tommy Thompson's welfare reform team, serving as the head of the planning section in the Office of Policy and Budget of the Wisconsin Department of Health and Social Services and as a Senior Advisor to the Secretary of Workforce Development.

Ms. Christian has an M.P.P. from the Kennedy School of Government at Harvard University, a certificate in nonprofit management from the Kellogg School of Business at Northwestern University, and an undergraduate degree in economics and international relations from California State University, Chico.

### D.J. Vanas



D.J. Vanas is an enrolled member of the Odawa Nation of Michigan, an author, and a former military officer, and his expertise is in leadership and personal development for the clients he's served over the years. He has delivered more than 7,000 programs to such clients as Intel Corporation, USAA, Walt Disney, Costco, Subaru, Indian Health Service, U.S. Army, Mayo Clinic, Boston Children's Hospital, and NASA as well as almost 500 tribal nations for their businesses, governments, communities, and schools. Mr.

Vanas has also been twice invited to speak at the White House. He is primarily a keynote speaker and workshop presenter, and his passionate focus is inspiring the use of our traditional Native American warrior spirit principles with people and organizations to stay resilient and fiercely solutions-oriented, create clarity from chaos, and get better results in all we do as leaders and service providers.

Mr. Vanas holds a B.S. from the U.S. Air Force Academy and an M.S. from the University of Southern California and has served on the Board of Directors for the National Board of Certified Counselors. After serving 10 years as an Air Force officer, he is now the President of his own company, Native Discovery, Inc. Mr. Vanas' mission is to "build the warriors of tomorrow ... today." He is the author of *The Tiny Warrior: A Path to Personal Discovery & Achievement* (which has been printed in six countries) and of his newest book and first novel, *Spirit on the Run*.



## Plenary Session Descriptions

### Plenary Session 1

#### Victory by Design

Victory is not born from waiting for a better economy, the perfect moment, or the exact mix of resources; it's about using *what we have right now*, around us and within us, to create success. Our children, families, and coworkers deserve the best service we can provide them, regardless of the circumstances, and this program will empower and inspire you to do just that. After all, what we have (or don't have) in resources is not most important; it's *how we use what we have* that delivers victory! We'll learn how to use traditional Native American warrior spirit principles to leverage our precious supplies of time and energy into results, do more with less, adopt a resilient mindset that is fiercely focused on solutions, and understand that the business of warriors can make us warriors in the business of supporting children and families. The program was created to be engaging, motivating, and entertaining, but most importantly, it was created to show your people that victory in what they do does not depend on luck, chance, or hope. Victory is by design!

#### Objectives

- Understand the value of outstanding service and the ways to deliver it consistently.
- Develop an awareness of how our time is used to improve effectiveness in service.
- Learn to leverage our energy each day through management and replenishment.
- Explore the myths and realities of multitasking and the ways it affects our service model.

#### Presenter

- D.J. Vanas, Native Discovery, Inc.

### Plenary Session 2

#### Part 1: For the Next Seven Generations—Exploring Strategic Planning in CCDF Tribal Lead Agencies

In this plenary session, participants will be introduced to a project management, planning, and oversight framework to support the effective management of American Indian and Alaska Native (AI/AN) CCDF programs. Using resources from the proposed Tribal Child Care Management Systems Framework and Peer Learning and Leadership Network, a panel of CCDF administrators will describe their strategic planning approaches, including challenges and solutions, during the development and implementation phases of their strategic planning process.

#### Objectives

- Explore the proposed Tribal Child Care Management Systems Framework components of leadership and coordination and program management, planning, integrity, and accountability systems in AI/AN CCDF programs.
- Increase the awareness of tribal lead agency CCDF strategic planning approaches.
- Share and discuss strategic planning-related experiences in CCDF programs.







### Plenary Session 3

#### Part 1: Data-Driven Decision-Making—Using Data To Create Aligned Contributions

In this plenary session, participants will consider the following questions: How can we effectively work together with our partners to support families and children in AI/AN CCDF programs? How do we know when we are successful in making a real and measurable difference in the lives of children and families? To help answer these questions, participants will be introduced to the Results-Based Accountability framework, which provides a strategy for identifying results as we work toward effective CCDF program implementation in the context of the CCDF Final Rule. Participants will also explore how to engage partners in working toward those results and how to hold themselves accountable in this work by using data to drive change.

#### Objectives

- Learn about aligning action with partners to move from talk to action.
- Identify what data are critical to measure when assessing progress toward a goal.
- Use meaningful data, including ACF-700 data, to assess progress toward goals and to change course as needed.
- Learn about the Results-Based Accountability framework.

#### Presenters

- Andrew Williams, OCC
- Lori Goodwin Bowers, SCBC
- Melissa Madrid, NCTECD
- Briana Ponkilla, Absentee Shawnee Tribe, Oklahoma, Region VI

#### Facilitator

- Diana Gates, NCTECD

### Plenary Session 3

#### Part 2: Data-Driven Decision-Making: Building a Visual Representation of Results in the Center

Part 2 of this plenary session will include an activity that demonstrates how contributions can be aligned using data to measure results. In small groups, participants will work on a topic of their choice to identify a result, determine partners who might work together to achieve the result, identify the contributions each partner might make, and discuss how progress could be measured.

#### Objectives

- Engage in small-group discussions with their peers.
- Discuss and strategize how CCDF Plan requirements can be met by partnering with stakeholders and by collaborating on a result.
- Explore existing data or new data that could be used to measure progress toward a result.
- Apply selected Results-Based Accountability principles.



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### **Presenters**

- Andrew Williams, OCC
- Lori Goodwin Bowers, SCBC
- Melissa Madrid, NCTEED
- Briana Ponkilla, Absentee Shawnee Tribe, Oklahoma, Region VI

### **Facilitator**

- Diana Gates, NCTEED

### **Closing Plenary Session**

#### **Where Do We Go From Here?**

The closing plenary session will allow participants time for reflection to strengthen and refine individual leadership skills and effective management practices.

### **Presenters**

- Ginny Gipp, OCC
- Doris Hallford, Region VII, OCC
- Melody Redbird-Post, NCTEED
- Susan Rohrbough, SCBC



## Concurrent Session Descriptions

### D.J. Vanas Session

#### Warrior Spirit in Leadership

Based on concepts from D.J. Vanas' best-selling book, *The Tiny Warrior: A Path to Personal Discovery & Achievement*, this program will ignite the warrior spirit in your leaders and organization! You'll learn the true purpose of a warrior, and it's not what we see in the media and movies. Warriors spent their lives developing their talent and abilities to become *assets to the tribe they served*. Mr. Vanas' program is a dynamic blend of humor, practical examples, and powerful tools that will show your leaders how to increase their influence and impact, place integrity first, and lead by example in all things and how to be visionary, action-oriented, and resilient. They'll also learn how to create clarity from chaos; improve communications; and foster trust, commitment, and motivation among their people. Get ready to learn, laugh, and see the impact of the warrior spirit in leadership!

#### Objectives

- Understand the power of leadership by example and the ways to maximize its effect.
- Learn ways to strengthen influence and impact with an effective leadership model.
- Develop the ability to create a vision, share it with others, and inspire them to action.
- Explore the ways to improve communications and the reason it is so critical in leading others.

#### Presenter

- D.J. Vanas, Native Discovery, Inc.

### Session 1

#### Considerations in Effective CCDF Program Planning and Design

This session will explore ways to plan, design, and implement the CCDF program effectively. Participants will engage in small- and large-group activities that address: (1) designing CCDF program services according to their CCDF Plan; (2) ensuring that activities and goals are achievable during the 3-year Plan cycle; and (3) identifying attributes of effective CCDF program planning, such as engaging appropriate stakeholders, setting goals that are aligned with the vision for the CCDF program, and designing quality initiatives that meet the goals and activities outlined in the CCDF Plan. This session will also introduce resources to support the implementation of effective strategic planning in the CCDF program.

#### Objectives

- Introduce participants to the proposed Tribal Child Care Management Systems Framework and understand how it can help with CCDF program alignment and coordination.
- Examine how intentional and strategic planning efforts strengthen outcomes for children, families, and communities.
- Interact with colleagues and TA resource staff to share strategies, approaches, and tools and resources.

#### Presenter

- Melody Redbird-Post, NCTECD

#### Facilitator

- Rae Anderson, SCBC



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## Session 2

### Engaging Key Stakeholders With Effective Communication Strategies

In this session, participants will explore the value of engaging with internal and external stakeholders, building partnerships, and working with tribal leaders.

#### Objectives

- Understand how communication styles and practices affect our ability to make strategic decisions.
- Examine effective communication approaches with internal and external stakeholders to build and enhance partnerships.
- Identify an action step to use in their CCDF program.

#### Presenters and Facilitators

- Susan Rohrbough, SCBC
- Calvin Moore, SCBC

## Session 3

### Community Needs Assessment, Data, and Evaluation

In this session, participants will explore community needs assessment approaches and the ways that data collection allows CCDF programs to be more responsive to community needs. Participants will identify effective approaches to collect and analyze data to improve implementation and to demonstrate the impact of the CCDF program on children, families, and communities.

#### Objectives

- Gain insight into community needs assessment, methods for conducting a community assessment, and types of information to collect.
- Gain a deeper understanding of how sharing data can demonstrate their program's impact.
- Engage in peer-networking opportunities to share strategies for community needs assessment, data collection, and evaluation.

#### Presenters

- Melissa Madrid, NCTECD
- Lori Goodwin Bowers, SCBC



## Session 4

### Recordkeeping and Reporting

In this session, participants will explore how recordkeeping and reporting systems help build and maintain a program's institutional memory and help meet CCDF program reporting requirements, including the completion of two CCDF reporting forms—ACF-700 and ACF-696T.

#### Objectives

- Learn key concepts related to establishing effective records management.
- Review the intersection between effective records management and the need to meet the federal reporting requirements of the ACF-700 and ACF-696T.
- Collaborate through exercises that demonstrate effective records management.

#### Presenters

- Rosa Williams, NCDR
- Jessica Gagliardi, NCDR

## Session 5

### Ensuring Effective CCDF Financial Management Systems, Budgeting, and Internal Controls

This session will focus on the fiscal management systems and internal controls needed to produce clean audits, submit timely and accurate ACF-696T reports, and ensure that CCDF program funds are obligated and liquidated in accordance with the 2016 CCDF Final Rule. The session will explore the components of a CCDF budget and will discuss strategies for developing, tracking, and managing budgets effectively. It will also discuss ways that CCDF program and fiscal staff members can coordinate and communicate to ensure successful program operations, including the reporting and tracking of activities and expenditures.

#### Objectives

- Explore the components of a strong CCDF program fiscal management system and budget.
- Practice preparing program budgets, discuss budget management and tracking strategies, and participate in peer-to-peer activities and discussions.
- Enhance the awareness of effective fiscal management practices, budgeting, and internal controls that are required to maintain program integrity and accountability.

#### Presenters

- Delores Fragua, NCTECD
- Jennā Broadway, National Center on Subsidy Innovation and Accountability (NCSIA)





## Session 8

### Human Resources: Strategies for Managing Staff Recruitment, Onboarding, and Retention

In this session, participants will strengthen their foundational knowledge in and practices for human resources, and they will share in discussions and activities related to recruiting, onboarding, and retaining staff. The strategies shared can be used with both CCDF program administrative staff and child care staff or providers.

#### Objectives

- Explore best practices in human resources, including recruiting, interviewing, and hiring new employees.
- Develop a plan for building an effective orientation and onboarding process.
- Identify strategies for supporting and retaining existing staff.

#### Presenters

- Zelda Boyd, ECQA Center
- Tammy Charles, NCSIA

## Session 9

### Training and Professional Development

In this session, participants will strengthen their foundational knowledge and practices in training and professional development (PD). Through activities and discussion, participants will gain insight on preservice training and orientation; the setting of a solid foundation for staff development, requirements, skills, and competencies; staff recruitment and retention; and supervisory support through monitoring and mentoring. The practices shared can be used with both CCDF program administrative and child care center staff.

#### Objectives

- Explore training and PD activities that move programs and services from compliance to excellence.
- Learn how to implement training and PD activities that effectively meet the PD needs of CCDF staff and providers.
- Engage in peer-networking opportunities to share learned management strategies.

#### Presenters

- Barbara Buckshot-Jock, NCTEED
- Anita Allison, National Center on Early Childhood Development, Teaching, and Learning





## Homeroom Debrief Sessions

In facilitated homeroom debrief sessions, participants will have the opportunity to come together and discuss key takeaways from each day, share strategies that are working, and collaborate on next steps to take after the Institute. Participants will become familiar with an action-plan template that will frame how they put the knowledge and tools they gained at the Institute into action after returning home.

### Objectives

- Debrief and share the knowledge and tools they gained each day.
- Become familiar in using the action-plan template at the Institute to understand how to use it back home.
- Collaborate with other tribal CCDF program, OCC, and TA staff members to share ideas and identify next steps.

## From Planning to Action— Implementing Management Systems and Strategic Planning in CCDF Tribal Lead Agencies

In these concurrent debrief sessions on the final day, participants will discuss next steps, including identifying TA activities and other supports, to apply what they learned during the Institute to future practices. In small-group discussions with their peers, participants will reflect on gained insights and will identify the next steps needed to apply management systems concepts to their own CCDF programs.

### Objectives

- Reflect on and discuss their experiences during the Institute.
- Discuss and share action-planning goals in small- and large-group settings.
- Identify action steps to implement systems concepts into their tribal CCDF program.