First 5 San Mateo County is pleased to announce the release of a **Request for Quotations (RFQ) for a Mixed-Methods Evaluation of our Trauma- and Resilience-Informed Systems Initiative** (TRISI).

The RFQ documents are attached to this email, and can also be found on the First 5 San Mateo County website, TRISI-RFQ_June2023_FINAL-1.pdf (first5sanmateo.org). Please feel free to forward this communication to individual evaluation consultants or agencies who may be interested in applying for this funding.

Bids will be due via email by **4pm on Wednesday, July 19th**.

We look forward to hearing from you!

Jenifer Clark
Research & Evaluation Specialist
(she/her)

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Request for Quotations

Trauma- and Resiliency-Informed Systems Initiative:

Bids for Mixed-Methods Initiative Evaluation

Responses must be received via email by <u>4pm</u> on <u>Wednesday, July 19, 2023</u>

Send responses to Jenifer Clark, jdclark@smcgov.org and Myra Cruz, ecruz@smcgov.org

Note regarding the Public Records Act:

Government Code Sections 6250 et seq., the California Public Record Act, defines a public record as any writing containing information relating to the conduct of the public business. The Public Record Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure.

Be advised that any contract that eventually arises from this Request for Quotations is a public record in its entirety. Also, all information submitted in response to this Request for Quotations is itself a public record without exception. Submission of any materials in response to this Request for Quotations constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by the County if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

Background

Acknowledgement of the lasting impact of adverse childhood experiences and movement towards providing trauma-informed care has been building for the last decade or more. It is now reaching a tipping point, with many leaders and practitioners from across sectors, including health, education, social welfare, housing, criminal justice, and others, recognizing that their clients and staff are experiencing or encountering trauma regularly. State funding and prioritization of trauma-related work is evident in the passage of AB 340 in 2017 to mandate trauma screening for children on Medi-Cal, and the appointment of Dr. Nadine Burke-Harris, a pioneer in childhood trauma work, as the first California Surgeon General. There is tremendous energy and interest around trauma-informed practices locally.

With support from the San Mateo County Health System, First 5 San Mateo County (F5SMC) has launched a multi-sector initiative to transform service delivery for young children and their families. The Trauma- and Resiliency-Informed Systems Initiative (TRISI) is a countywide effort to integrate a comprehensive commitment to address trauma and promote resiliency into our programs, structures, and culture with a long-term goal of embedding trauma- and resiliency-informed policies and practices at every level of the system.

Strategies for the Initiative include:

1. Training and support for child- and family-serving organizations to imbed trauma-informed practices in their internal operations,
2. Training and resources on trauma-informed practices for professionals working with children and families, and
3. Education for parents to help recognize the signs and symptoms of trauma

Through an extensive planning process with cross-sector partners, the Initiative has established the following areas of focus:

1. Systems Strengthening: Focused on system leaders, organizational leaders, and policymakers
   o Activities include:
     - Coordination with other local, regional, and statewide efforts
     - Promoting a common language/ approach
     - Policy and advocacy

2. Practice Improvement: Focused on executive leaders, managers, and staff at participating organizations
   o Activities include:
     - Online trauma and resilience resources
     - Administration of a Trauma-Informed Organizational Practices Assessment
     - Cross-agency learning cohorts
     - Organizational coaching in support of developing and implementing a plan for enhancing trauma- and resiliency-informed practices within participating agencies

3. Initiative Evaluation: Examining the successes and challenges of initiative implementation, as well as outcomes attained by participating organizations. More details regarding the desired evaluation activities are included the **Desired Tasks and Activities** section on **pages 4-5** of this document.

Initiative progress to date includes:

- **Online Resource Hub**: Development of a local online resource hub targeted at providers and other interested community members

- **Countywide Trauma Convening**: Hosting of a full-day Culture of Care Convening focused on supporting trauma-informed organizational practices for child- and family-serving organizations attended by over 150 individuals and 40+ agencies

- **TRISI Core Team**: Development of a steering committee to guide project development, implementation, and evaluation. Current team members included F5SMC staff, experts in trauma-informed systems and organizational change, and trauma-informed organizational coaches and cohort facilitators.

- **Trauma-Informed Organizational Practices Assessment (TIOA)**: Development, administration, and analysis of an organizational assessment tool to determine stages of readiness and areas for growth for child- and family-focused organizations interested in furthering their trauma-informed commitment and practice. Over 700 staff at eleven San Mateo County agencies have completed the assessment. An example of the TIOA is available as **Attachment A** to this RFQ.

- **Two Rounds of Agency Participation in Cross-Agency Learning Cohorts and Organizational Coaching**: Learning Cohorts are monthly educational and process sessions led by an expert in trauma-informed organizational work. Cohort groups are comprised of small teams from each of the participating organizations; each cohort fields up to 4 staff from each organization, with up to 12 members in total. Cohort groups allows for cross-agency learning and collaboration throughout the year. Each participating organization also receives agency-specific Coaching. Coaching sessions provide dedicated guidance and support to agency leaders on developing and implementing a plan to embed trauma-informed principles into organizational practices.

  - Round 1 Implementation began in Fiscal Year 2020-21 and included eight local agencies, six of which were community-based organizations and two of which were small County departments. All eight organizations completed the TIOA, and six elected to participate in the Cohort and Coaching activities. After the first year of intensive participation in cohorts and coaching, these six agencies have independently determined how best to continue the TRISI work within their own organizations. The Round 1 agencies will be on track to gather information for their Final Outcomes Evaluation during Fiscal Year 2023-24.

  - Round 2 Implementation began during Fiscal Year 2022-23 and includes three large County agencies: the Child and Family Services department of our Human Services Agency; the Behavioral Health and Recovery Services Division of our Health System; and the San Mateo County Office of Education. Staff at each of these agencies completed the TIOA and participated in cohorts and coaching during the first year of Round 2 implementation and is transitioning into the work of nurturing their continuing development as trauma- and resilience-informed organizations. These organizations will be on track for Interim Outcomes Evaluation during FYs 2023-24 and 24-25.

RFQ Statement of Intent

<u>Please Note:</u> This RFQ is not a commitment or contract of any kind. F5SMC reserves the right to pursue any and/or all ideas generated by this RFQ. The responses will be used to determine the respondent's ability to render the services to be provided. The failure of a respondent to comply fully with the instructions in the RFQ may eliminate its response from further evaluation as determined at the sole discretion of F5SMC.

F5SMC is seeking quotes for evaluation consultation that will examine three aspects of the TRISI project:

1. **<u>Process Evaluation of Project Development and Implementation</u>**: This process evaluation is focused on understanding how the most recent round of TRISI implementation unfolded, and whether it adhered to trauma-informed principles. Results of the process evaluation will be used to inform future implementation efforts. Some aspects of this Evaluation are held by our existing TRISI consultants and are already in progress. However, the TRISI Core Team Evaluation Workgroup determined that it is necessary to bring on an outside Evaluation Consultant to complete certain desired activities, specifically the Key Informant Interviews and participant focus groups.

2. **<u>Interim Outcomes</u>**: Evaluation activities focused on interim outcomes may include both quantitative and qualitative data. However, the TRISI Core Team is committed to keeping interim data collection activities brief. Due to the time-intensive nature of this work and the length and complexity of administering the full TIOA, we wish to limit the time commitment required of participants to gather interim data. To that end, we anticipate using brief online surveys that are tailored to the areas of focus of each individual agency.

3. **<u>Final Outcomes</u>**: Because TRISI is intended to foster systemic change, the TRISI Core Team believes that Final Outcomes cannot reasonably be examined until participating agencies have spent at least three years in the program. Assessment of final outcomes may include another administration of the full Trauma-Informed Organizational Practices Assessment, a partial administration of the TIOA focused primarily on those domains most relevant to the TRISI work being done within of each agency, and/or qualitative work such as key informant interviews and participant focus groups.
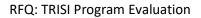
Desired Tasks and Activities

<u>Please Note</u>**:** The tasks below are examples of the activities that the TRISI Evaluation Consultant is likely to be asked to undertake. They are not intended to represent a final scope of work for this role. Final scopes of work and deliverables will be established during contract negotiations between F5SMC and the successful proposer prior to the start of the project.

- <u>Integration and Continuation of TRISI Evaluation Efforts</u>:
  a) Meet with the TRISI Core Team Evaluation Workgroup to gain a clear understanding of the existing Process Evaluation Plan, evaluation activities currently in progress, and the results of these efforts.

b) Integrate the evaluation activities planned via this contract into previously completed and ongoing evaluation efforts, including synthesizing and reporting on results across both phases of the work.

c) Ensure a smooth transition between the current evaluation activities and activities to be conducted as a part of this grant for TRISI Core Team Members and staff at participating agencies. Core Team members and agency staff must have a clear understanding of what evaluation activities they are being asked to complete, when they are due, who is managing the implementation of those activities, who will have access to the results, and how those results will be shared back to stakeholders.

- Qualitative Data Collection & Analysis for the Process Evaluation: This activity should be largely completed during Q1 of FY 23-24.

    a) Work with the TRISI Core Team Evaluation Workgroup to understand and finalize the research questions to be addressed with Key Informant Interviews and Focus Groups of staff who participated in the Cross-Agency Cohorts and Agency-Specific Coaching. Partner with members of Evaluation Workgroup to develop the interview and focus-group protocols.

    b) Conduct Key Informant Interviews with members of the TRISI Core Team (8 individuals) and Participating Agency Leads (3 individuals) and analyze the resulting data.

    c) Conduct Focus Groups with staff who participated in TRISI Cohorts and Coaching activities (3-6 groups) and analyze the resulting data.

- Interim and Final Outcomes Evaluation: Round 1 Agencies will be due for their Final Outcomes Evaluation during FY 23-24; Round 2 Agencies will complete Interim Evaluation activities once during FY 23-24 and again during FY 24-25.

    a) Work with the TRISI Core Team Evaluation Workgroup and other stakeholders (e.g. F5SMC Evaluation Subcommittee, other funders) to develop a plan for the Interim and Final Outcomes Evaluation. The plan will include, at a minimum, research questions, data collection modalities, proposed analyses, and an implementation timeline.

    b) Support F5SMC Research & Evaluation Specialist in developing and implementing participant surveys, key informant interviews, focus groups, and/or other data collection efforts as specified in the Interim and Final Outcomes Evaluation Plan.

    c) Support F5SMC Research & Evaluation Specialist in analyzing Interim and Final Outcomes evaluation data.

- Preparation and Dissemination of Reports, Presentations, and/or other Data Products:

    a) In collaboration with TRISI Core Team Members, Agency Leads, F5SMC Communications Consultants, and other stakeholders as needed, develop and disseminate reports and presentations to share the results of the TRISI process and outcomes evaluations. Data products may include reports, dashboards, infographics, presentations, briefs, social media postings, etc. Audiences for data products will include: TRISI Core Team Members, all staff at participating agencies, and F5SMC Commissioners. Additional audiences may include: policy makers; F5SMC grantees; community partners; service recipients; the general public; and other stakeholders.

Budget

The proposed budget should not exceed $37,500.

Timeframe

The anticipated timeframe for service delivery is from August 1, 2023 – June 30, 2025. Note that much of this work will be episodic in nature. Once the qualitative data collection activities for the Process Evaluation are completed and the plan for the Interim and Final Outcomes Evaluation is developed, consultant activities will focus on supporting the F5SMC Research & Evaluation Specialist during time-bounded annual data collection, analysis, and sharing efforts for the Interim and Final Outcomes Evaluation.

Response Submissions

Responses must address content areas 1 through 5 on the following pages. Submit an electronic copy of your response via email to Jenifer Clark, jdclark@smcgov.org and Myra Cruz, ecruz@smcgov.org. All responses must be received by **4pm on Wednesday July 19, 2023**.

1. **Independent Consultant or Agency (no more than 1 page)**

   Please provide the name and address of the independent consultant or agency submitting this quote. Include the number of years the entity has been in business and its experience working with the public sector on evaluation projects. Describe the level of knowledge and experience with principles and practices of trauma-informed evaluation and trauma-informed systems development. Provide brief descriptions of evaluation projects similar to those described in this RFQ that your entity has successfully undertaken.

2. **Personnel (no more than 2 pages)**

   Please provide the name and title of each individual who will be working on this project, the specific activities that they will be performing, and a brief description of their relevant qualifications and experience, including linguistic and cultural competencies. Describe their level of knowledge and experience with principles and practices of trauma-informed service provision, trauma-informed evaluation, and trauma-informed systems development. Include each person's hourly rate. You may attach résumés if you'd like; these will not count towards the two-page limit for this section.

   Indicate which individual is the contact person for this project and provide that person's phone number and email address.

3. **Timeframe (no more than 1 paragraph)**

   Provide the date by which your entity will be available to start this work, and any lead-time or startup requirements that you may have. If your agency has an internal deadline for project completion (e.g. because a key staff member is going out on leave), include that information here as well.

4. **Insurance (no more than 1 paragraph)**

The County has certain insurance requirements that must be met. In most situations those requirements include the following: the contractor must carry $1,000,000 or more in comprehensive general liability insurance; the contractor must carry motor vehicle liability insurance, and if travel by car is a part of the services being requested, the amount of such coverage must be at least $1,000,000; if the contractor has two or more employees, the contractor must carry the statutory limit for workers' compensation insurance; if the contractor or its employees maintain a license to perform professional services (e.g., architectural, legal, medical, psychological, etc.), the contractor must carry professional liability insurance; and generally the contractor must name the County and its officers, agents, employees, and servants as additional insured on any such policies (except workers compensation). Depending on the nature of the work being performed, additional requirements may exist. **Please indicate whether your agency is able to meet these insurance requirements and note any questions or concerns you may have.** Note that, in some circumstances, these requirements have been waived and inability to meet these requirements does not automatically disqualify proposers.

5. **Activities and Budget (no more than 2 pages)**

Complete the Proposed Budget table below. We strongly suggest that you draw from the "Desired Tasks and Activities" listed on **pages 4-5** of this RFQ as you fill in the table. You may add rows and columns if needed. *Please note that the final budget, scope of work, and project deliverables will be determined during contract negotiations with the successful applicant.*

Activity	Estimated Hours	Estimated Cost	Staff Responsible

Review Process

All submissions will be reviewed by staff at F5SMC. During this process, F5SMC may require a respondent's representative to answer additional questions orally (e.g. during a conference call or an online meeting) and/or in writing. Respondents will be notified via email if F5SMC has additional questions for them.

The criteria used as a guideline in the review will include, but not be limited to, the following:

- Consultant and/or agency qualifications and experience, including capability and experience of key personnel in:
    - Working with F5 County Commissions on evaluation activities similar to those listed on pages 4-5 of this document
    - Working with large family-serving departments in the public sector such as Human Services Agencies, Health Services, or School Districts on evaluation and data collection activities similar to those listed on pages 4-5 of this document
    - Principles of trauma-informed systems of care
    - Principles and practices of trauma-informed program evaluation
- Language capacity and cultural responsiveness for populations relevant to the work of F5SMC
- History of successfully working with public agencies, community-based organizations, organizational leaders, evaluation staff, and direct-service providers from multiple sectors
- Clarity of oral and written expression
- Cost

The decision made by F5SMC will be communicated via email and will be final.

Trauma-Informed Organizational Practices Assessment: CFS

INTRODUCTION

Thank you for completing this Trauma-Informed Organizational Practices Assessment (TIOA) being offered by First 5 San Mateo County. This **confidential** survey should take about 20-25 minutes to complete. **Please complete the survey by the deadline provided by your organization**. Please also note: If your organization would like the option to apply for opportunities to go deeper with this work through cohorts and coaching, the assessments must be completed no later than February 10, 2023.

If you are unable to complete the survey in one sitting, finish responding to the questions on the current page and click the "next" button. By clicking "next" your responses will be saved up until that point of the survey. To re-enter the survey where you left off, click on the original survey link that was provided to you. **In order for your saved responses to populate, make sure to use the same computer and same internet browser as when you started the survey.**

ABOUT THE TIOA

This TIOA is designed to help improve the health and functioning of your agency from a trauma-informed perspective. It will **help your organization assess its strengths in seven key areas**, drawn from the six principles of Trauma Informed Care according to the Federal Substance Abuse and Mental Health Services Administration (SAMHSA).

Key Principles:

- Safety
- Trustworthiness and Transparency
- Peer Support
- Collaboration and Mutuality
- Empowerment, Voice, and Choice
- Cultural, Historical, Race and Gender Awareness
- Administrative and Policy Support for a Trauma-Informed Approach

WHO COMPLETES THIS ASSESSMENT?

The TIOA is designed to be completed by all employees within an organization or program across all positions, roles, and titles. The information is most useful when a broad and complete range of perspectives are captured. Your input is very important!

Please answer each question from your own perspective. There are no "right" answers; the goal is to gather and learn from the perceptions and experiences of all those who work at the organization.

CONFIDENTIALITY

This assessment is being administered by LFA, an independent third party hired by F5SMC to collect the data and summarize the results for participating organizations. Please note the following:

1. This assessment does not collect the names of anyone who responds.
2. Research staff at LFA and F5SMC are the only people who will have access to the raw data. Individuals at participating agencies will not see raw data entries or any individual responses.
3. Your responses will be combined with the other staff responses within your organization. Your organization will not see your individual responses. A summary of the combined staff responses will be shared with agency leadership and staff in order to identify areas where your organization is doing well, and areas for improvement.
4. For analysis purposes, the assessment does collect information about your role in the organization, and information about race/ethnicity, language, and gender identity. We will only report on this information in the data summaries if we can do so without risk of identifying individual respondents.

If you have questions about how the information collected here will be used and shared, or about the TIO Assessment generally, please contact Jenifer Clark from F5SMC at jdclark@smcgov.org, Shahla de Leon from LFA at Shahla.deleon@learningforaction.com

About You

Why we ask for this information: We are interested in learning about how workplace experiences may differ for staff in various roles or work units at your agency. Work units often differ in their mandates and goals, the populations they serve, and their available resources. All of these things can affect how staff feel about the workplace. Similarly, staff who have different roles at work (such as Direct Service Provider or Program Manager) may also have different thoughts and opinions about how well the agency supports its employees.

Remember that all results of this survey are confidential. We will never share results in any way that could identify you as the person who provided the information.

* 1. Please indicate the Division or Unit where you work *(select only one):*

Why is this question required? As part of survey analysis, we are looking to see if there are differences in how staff respond based on their Division or Unit within CFS. Remember that your responses to this survey are confidential. This question will not be used to identify you or your individual responses. We will never share results in any way that could identify you.

○ **Intake**
Emergency Response North
Emergency Response South
Emergency Response Central – Weekends
Emergency Response Central – After hour
Screening Unit

○ **Continuing**
Court Investigations
North
South
PP/NMD
Adoptions

○ **Clerical**
Data Support
Program Support

○ **Supportive Services**
Resource Family Approval
Court Officers
ILP/FYEESP/CSEC/Placement
Central Support

○ **Residential and Clinical**
Residential (Elysian) – STRTP Clinical
Residential (Elysian) – Elysian STRTP
Clinical - Clinical/CFT/CANS/PTW units
Clinical – FFA
Clinical - PHN

* 2. Please select main classification your specific role falls into from the list below. If you are doing work out of class, please select the option that reflects the work you are doing, rather than your official classification *(select only one):*

Why is this question required? As part of survey analysis, we are looking to see if there are differences in how staff respond based on their role classification within CFS. Remember that your responses to this survey are confidential. This question will not be used to identify you or your individual responses. We will never share results in any way that could identify you.

○ **Executive Leadership**
  Children and Family Services Director
  Human Services Director
  Management Analyst

○ **Program/Project Management**
  Social Work Supervisor
  Supervising Mental Health Clinician
  Supervising Senior PHN
  Human Services Supervisor
  Office Services Supervisor

○ **Direct Service/Program Staff**
  Children's Services Social Worker
  Human Services Care Counselor
  Community Worker
  Transportation Officer
  Psychiatric Social Worker
  Medical Office Specialist
  Public Health Nurse
  Sr. Public Health Nurse
  Sr. Human Services Care Counselor

○ **Administrative Professional**
  Administrative Secretary
  Human Services Analyst
  Human Services Program Policy Analyst
  Office Assistant
  Public Service Specialist
  Office Specialist

○ **Facilities Support Staff** (janitor/building maintenance)

3. Do you supervise other staff?

○ Yes

○ No

4. How long have you worked at this agency? *(Select only one)*

○ Under one year (1-11 months)

○ 1 to <2 years (12-23 months)

○ 2 to <3 years (24-35 months)

○ 3 to <4 years (36-47 months)

○ 4-6 years

○ 7-9 years

○ 10 years or more

Trauma-Informed Organizational Practices Assessment: CFS

(1) Key Principle: Safety

5. For each of the questions below, please select the option that best fits your organization.

	Describes Us Well (4)	We Could Do More (3)	Just Getting Started (2)	Does Not Describe Us (1)	Don't Know	Does Not Apply to Us
a. Our policies and the physical environment(s) where services are delivered address the physical safety needs of staff and those who receive services.	○	○	○	○	○	○
b. Our organization has policies and practices in place regarding program emergencies, crisis situations and legal reporting requirements.	○	○	○	○	○	○
c. All staff interact with each other and those who seek services in a respectful manner.	○	○	○	○	○	○
d. Our organization actively strives to reduce potential trauma triggers for both participants and staff.	○	○	○	○	○	○
e. Policies and strategies are in place to prevent and address secondary traumatic stress* *(defined below)* for staff.	○	○	○	○	○	○
f. Workplace support sessions are provided following crisis or critical incidents.	○	○	○	○	○	○

Secondary traumatic stress is the indirect trauma that can occur when exposed to difficult or disturbing images or stories second-hand. This emotional toll can be experienced by helping professionals who work with and individuals and communities impacted by trauma.

6. What are your agency's greatest challenges or struggles in this area?

7. What are your agency's successes in this area?

8. How confident are you that your organization will be able to make any needed improvements in this area?

○ Not at all confident

○ Slightly confident

○ Fairly confident

○ Extremely confident

Please share any additional thoughts you may have about your organization's willingness and ability to make changes in this area.

9. If your organization decides to focus on improving this area, how willing would you be to participate in these efforts?

○ Not at all willing

○ Slightly willing

○ Fairly willing

○ Extremely willing

Please share any additional thoughts you may have about participating in organizational improvement efforts in this area.

Trauma-Informed Organizational Practices Assessment: CFS

(2) Key Principle: Trustworthiness and Transparency

10. For each of the questions below, please select the option that best fits your organization.

	Describes Us Well (4)	We Could Do More (3)	Just Getting Started (2)	Does Not Describe Us (1)	Don't Know	Does Not Apply to Us
a. Staff understand how and why our organization makes decisions, and the values and rationale behind decisions are clearly documented.	○	○	○	○	○	○
b. Staff members understand program services, expectations and limitations, and these are clearly communicated to those seeking services.	○	○	○	○	○	○
c. Informed consent protocols and forms are culturally and linguistically appropriate and respect the self-determination of those seeking services.	○	○	○	○	○	○
d. There is a clear procedure for the review of allegations of boundary violations between staff or between staff and clients, including sexual harassment and inappropriate social contacts.	○	○	○	○	○	○
e. Our confidentiality policies, including legal reporting requirements, are clearly explained and/or posted for staff and all who receive services.	○	○	○	○	○	○
f. The organization supports staff to provide services in a timely and reliable fashion; changes/exceptions are clearly communicated to staff and participants.	○	○	○	○	○	○

11. What are your agency's greatest challenges or struggles in this area?

12. What are your agency's successes in this area?

13. How confident are you that your organization will be able to make any needed improvements in this area?

○ Not at all confident

○ Slightly confident

○ Fairly confident

○ Extremely confident

Please share any additional thoughts you may have about your organization's willingness and ability to make changes in this area.

14. If your organization decides to focus on improving this area, how willing would you be to participate in these efforts?

- ○ Not at all willing
- ○ Slightly willing
- ○ Fairly willing
- ○ Extremely willing

Please share any additional thoughts you may have about participating in organizational improvement efforts in this area.

[   ]

(3) Key Principle: Peer Support

15. For each of the questions below, please select the option that best fits your organization.

	Describes Us Well (4)	We Could Do More (3)	Just Getting Started (2)	Does Not Describe Us (1)	Don't Know	Does Not Apply to Us
a. Our organization provides or refers families to resources for peer support and support groups/mutual self-help.	○	○	○	○	○	○
b. Our staff and services promote formal and informal community connections for the families/youth we serve.	○	○	○	○	○	○
c. Our organizational culture nurtures consistent mutual support among staff.	○	○	○	○	○	○
d. Our staff trust each other both personally and professionally	○	○	○	○	○	○
e. Staff feel confident that interpersonal or professional issues with their coworkers can be productively addressed and resolved.	○	○	○	○	○	○
f. We have formal procedures to support staff in communicating about and resolving interpersonal and professional conflicts, and these practices are clearly communicated and implemented.	○	○	○	○	○	○

16. What are your agency's greatest challenges or struggles in this area?

[   ]

17. What are your agency's successes in this area?

18. How confident are you that your organization will be able to make any needed improvements in this area?

( ) Not at all confident

( ) Slightly confident

( ) Fairly confident

( ) Extremely confident

Please share any additional thoughts you may have about your organization's willingness and ability to make changes in this area.

19. If your organization decides to focus on improving this area, how willing would you be to participate in these efforts?

( ) Not at all willing

( ) Slightly willing

( ) Fairly willing

( ) Extremely willing

Please share any additional thoughts you may have about participating in organizational improvement efforts in this area.

Trauma-Informed Organizational Practices Assessment: CFS

(4) Key Principle: Collaboration and Mutuality

20. For each of the questions below, please select the option that best fits your organization.

	Describes Us Well (4)	We Could Do More (3)	Just Getting Started (2)	Does Not Describe Us (1)	Don't Know	Does Not Apply to Us
a. Families/youth participate in the development and implementation of individualized goals and service plans.	◯	◯	◯	◯	◯	◯
b. Staff have consistent opportunities to participate in activities that build trust and camaraderie among team members.	◯	◯	◯	◯	◯	◯
c. Staff have ongoing, formal and informal opportunities to provide input on improving workflow, services, and trauma-informed practices.	◯	◯	◯	◯	◯	◯
d. Supervisors are trained and supported in their roles to create healthy supervisory relationships.	◯	◯	◯	◯	◯	◯
e. Our organization takes active steps to understand how it fits in to the larger community of programs, services, activities, and institutions where our clients spend their time.	◯	◯	◯	◯	◯	◯

21. What are your agency's greatest challenges or struggles in this area?

22. What are your agency's successes in this area?

23. How confident are you that your organization will be able to make any needed improvements in this area?

◯ Not at all confident

◯ Slightly confident

◯ Fairly confident

◯ Extremely confident

Please share any additional thoughts you may have about your organization's willingness and ability to make changes in this area.

24. If your organization decides to focus on improving this area, how willing would you be to participate in these efforts?

○ Not at all willing

○ Slightly willing

○ Fairly willing

○ Extremely willing

Please share any additional thoughts you may have about participating in organizational improvement efforts in this area.

[   ]

(5) Key Principle: Empowerment, Voice and Choice

25. For each of the questions below, please select the option that best fits your organization.

	Describes Us Well (4)	We Could Do More (3)	Just Getting Started (2)	Does Not Describe Us (1)	Don't Know	Does Not Apply to Us
a. When feasible, families/youth exercise choice in the way services are provided (e.g. site, individual/group, provider)	○	○	○	○	○	○
b. Community members have multiple ways to provide feedback about organizational policies and practices	○	○	○	○	○	○
c. Families/youth serve on our organization's governing board and/or advisory committees, and their voices are heard.	○	○	○	○	○	○
d. Staff have opportunities to provide regular feedback to organizational leaders about the workplace environment and feel safe in doing so.	○	○	○	○	○	○
e. Staff serve on the organization's governing board and/or advisory board, and their voices are heard.	○	○	○	○	○	○
f. Differences in power between clients and staff, and among agency staff, are recognized and active measures are taken to minimize their effects.	○	○	○	○	○	○

26. What are your agency's greatest challenges or struggles in this area?

[   ]

27. What are your agency's successes in this area?

28. How confident are you that your organization will be able to make any needed improvements in this area?

◯ Not at all confident

◯ Slightly confident

◯ Fairly confident

◯ Extremely confident

Please share any additional thoughts you may have about your organization's willingness and ability to make changes in this area.

29. If your organization decides to focus on improving this area, how willing would you be to participate in these efforts?

◯ Not at all willing

◯ Slightly willing

◯ Fairly willing

◯ Extremely willing

Please share any additional thoughts you may have about participating in organizational improvement efforts in this area.

Trauma-Informed Organizational Practices Assessment: CFS

(6) Key Principle: Cultural, Historical, Race, and Gender Awareness

30. For each of the questions below, please select the option that best fits your organization.

	Describes Us Well (4)	We Could Do More (3)	Just Getting Started (2)	Does Not Describe Us (1)	Don't Know	Does Not Apply to Us
a. Our environment reflects and honors the diverse groups in our community.	○	○	○	○	○	○
b. Services and written materials are available in the languages that families/youth prefer.	○	○	○	○	○	○
c. Community input is sought and included in planning, implementing, and evaluating services to ensure they are responsive to cultural, linguistic, race/ethnicity, and gender needs.	○	○	○	○	○	○
d. Ongoing staff training is provided on topics related to cultural humility, culturally responsive practices, and equity.	○	○	○	○	○	○
e. Program policies and practices address issues of systemic racism and cultural and historical oppression in the populations we serve.	○	○	○	○	○	○
f. Program policies and practices address gender-related needs in the population we serve, including individuals who are transgender or non-binary.	○	○	○	○	○	○
g. Our organization is able to have productive conversations about race, gender, and historical oppression where staff (especially those whose voices have traditionally been silenced or ignored) feel safe speaking out.	○	○	○	○	○	○

31. What are your agency's greatest challenges or struggles in this area?

32. What are your agency's successes in this area?

33. How confident are you that your organization will be able to make any needed improvements in this area?

○ Not at all confident

○ Slightly confident

○ Fairly confident

○ Extremely confident

Please share any additional thoughts you may have about your organization's willingness and ability to make changes in this area.

34. If your organization decides to focus on improving this area, how willing would you be to participate in these efforts?

○ Not at all willing

○ Slightly willing

○ Fairly willing

○ Extremely willing

Please share any additional thoughts you may have about participating in organizational improvement efforts in this area.

[   ]

Trauma-Informed Organizational Practices Assessment: CFS

(7) Administrative and Policy Support for a Trauma-Informed Approach

35. For each of the questions below, please select the option that best fits your organization.

	Describes Us Well (4)	We Could Do More (3)	Just Getting Started (2)	Does Not Describe Us (1)	Don't Know	Does Not Apply to Us
a. There is a champion or committee responsible for assessing trauma related needs and developing a plan.	○	○	○	○	○	○
b. Our leadership communicates explicit support and guidance for implementing trauma-informed practices in our work with clients.	○	○	○	○	○	○
c. Our leadership communicates explicit support and guidance for implementing trauma-informed organizational policies and practices that support staff.	○	○	○	○	○	○
d. Our organization trains all staff regarding trauma and trauma-informed practices.	○	○	○	○	○	○
e. Our Human Resource policies and practices address and aim to reduce the impact of secondary traumatic stress* (defined below).	○	○	○	○	○	○
f. Our organization has partnerships with community agencies that provide trauma-specific services.	○	○	○	○	○	○
g. The practices we use to screen, assess and treat individuals in need of trauma-specific services are evidence-informed, relevant to the communities we serve, and trauma-sensitive.	○	○	○	○	○	○
h. Staff can access mental health resources when they are impacted by secondary traumatic stress* (defined below).	○	○	○	○	○	○

Secondary traumatic stress is the indirect trauma that can occur when exposed to difficult or disturbing images or stories second-hand. This emotional toll can be experienced by helping professionals who work with and individuals and communities impacted by trauma.

36. What are your agency's greatest challenges or struggles in this area?

37. What are your agency's successes in this area?

38. How confident are you that your organization will be able to make any needed improvements in this area?

- ◯ Not at all confident
- ◯ Slightly confident
- ◯ Fairly confident
- ◯ Extremely confident

Please share any additional thoughts you may have about your organization's willingness and ability to make changes in this area.

39. If your organization decides to focus on improving this area, how willing would you be to participate in these efforts?

- ◯ Not at all willing
- ◯ Slightly willing
- ◯ Fairly willing
- ◯ Extremely willing

Please share any additional thoughts you may have about participating in organizational improvement efforts in this area.

Trauma-Informed Organizational Practices Assessment: CFS

Becoming a fully Trauma- and Resiliency-Informed Organization is about implementing a set of core **PRINCIPLES** (e.g. Safety; Trust and Transparency; Peer Support; Collaboration and Mutuality; Voice, Empowerment, and Choice; Addressing Cultural, Historical, Race, and Gender Awareness) across all the **DOMAINS** of organizational/departmental functioning (e.g. Leadership and Governance; Training and Workforce Development; Screening, Assessment, and Services; Progress and Results Monitoring; Engagement and Involvement; Physical Environment; Cross-System Collaboration; Media and Marketing; Policies and Procedures; Financing).

With these in mind, and knowing that implementation of all of these **PRINCIPLES** across all **DOMAINS** of an organization/department's functioning will necessarily be uneven, please select the STAGE below that you believe *best describes* where your organization/department is at this moment in time.

Stage 1: Recognizing
In this first stage of work, senior leaders and others are:

- Becoming aware of the research on trauma and resiliency, and its relevance to people served by the system and staff.
- Recognizing that addressing trauma and promoting resiliency are vital to improve the results of people served by the system.

Stage 2: Planning / Testing
In this next stage, systems begin:

- Testing first applications—e.g. evidence-based practices in particular programs.
- Identifying and supporting champions for the work.
- Developing plans to integrate the guiding **principles** across all implementation **domains**.

Stage 3: Committing
Senior leaders formally commit to, and the organization undertakes, ongoing change work, including:

- Integrating the guiding **principles** across all implementation **domains.**
- Regularly assessing progress on becoming trauma and resiliency-informed and the impact of this work on system results.

Stage 4: Nurturing / Adapting
At this stage, staff and partners at all levels of the system are:

- Engaging in ongoing adaptation to live the **principles** across all implementation **domains**.
- Nurturing a trauma and resiliency-informed culture.
- Supporting partners to make progress along this change continuum.

Principles: Safety; Trust and Transparency; Peer Support; Collaboration and Mutuality; Voice, Empowerment, and Choice; Addressing Cultural, Historical, Race, and Gender Awareness

Domains: Leadership and Governance; Training and Workforce Development; Screening, Assessment, and Services; Progress and Results Monitoring; Engagement and Involvement; Physical Environment; Cross-System Collaboration; Media and Marketing; Policies and Procedures; Financing

40. Which stage of development do you feel best describes your organization?

○ Stage 1: Recognizing

○ Stage 2: Planning / Testing

○ Stage 3: Committing

○ Stage 4: Nurturing / Adapting

41. Is there anything else you would like to share?

Demographics

The demographic information below will be used to bring additional focus to differences in staff experiences and perceptions based on race/ethnicity, gender identity, sexual orientation, age, primary language, and first- or second-generation immigrant to the US. Your responses will be combined with other staff's responses to look at trends within and across organizations. Responses broken out by demographic characteristics will not be shared with organizations small enough that results could be identifiable. Answering these optional questions will help make the results of this assessment as actionable as possible.

<u>**Why we ask for this information:**</u> We are interested in learning about what sorts of things make the workplace feel healthy and supportive for staff. A person's race or ethnicity, preferred language, cultural background, gender identity, and many other aspects of their lives can influence their perspectives on professional and social activities, their sense of belonging, and how they are treated by others. We want to understand how different aspects of personal identity may affect how participants experience their work environments.

Remember that all results of this survey are confidential. We will never share results in any way that could identify you.

Race/Ethnicity

42. Please <u>**select all**</u> race/ethnicities below that apply to you *(select all that apply):*

☐ American Indian/Alaskan Native

☐ Asian/Asian American

☐ Black/African American

☐ Hispanic/Latinx

☐ Middle Eastern/North African

☐ Native Hawaiian/Other Pacific Islander

☐ White/Caucasian

☐ Prefer not to state

☐ Another race/ethnicity *(please specify)*

[   ]

43. Please select the option below that **best reflects** how you identify your race/ethnicity *(select only one):*

○ American Indian/Alaskan Native

○ Asian/Asian American

○ Black/African American

○ Hispanic/Latinx

○ Middle Eastern/North African

○ Native Hawaiian/Other Pacific Islander

○ White/Caucasian

○ Bi-racial/Multi-racial *(I have more than one race/ethnicity and this is how I truly identify)*

○ Prefer not to state

○ Another race/ethnicity *(please specify)*

[   ]

Gender

44. What is your gender identity? *(Select all that apply)*

☐ Male

☐ Female

☐ Transgender

☐ Non-binary/genderqueer

☐ Questioning or unsure

☐ Prefer not to state

☐ A different gender identity *(Please share the gender identity term you use)*

[   ]

Sexual Orientation

45. What is your sexual orientation? (Select all that apply)

☐ Asexual

☐ Bisexual

☐ Gay

☐ Straight (Heterosexual)

☐ Lesbian

☐ Pansexual

☐ Queer

☐ Questioning or unsure

☐ Same-gender loving

☐ Prefer not to state

☐ An identity not listed above *(Please share the sexual identity term you use)*

[   ]

Age

46. How old are you?

○ 25 or younger

○ 26-33

○ 34-41

○ 42-49

○ 50-57

○ 58-65

○ 66 or older

○ Prefer not to state

Language

47. What was your home language as a child?

○ English

○ Language(s) other than English

○ Bilingual in both English and other language(s)

○ Prefer not to state

First- or Second-Immigrant to the US

48. Are you a first- or second-generation immigrant to the US? That is, were you or either one of your parents born outside the United States?

○ Yes

○ No

○ Prefer not to state

Thank you for completing the TIOA!
Please click "Done" below to submit your response.