



# Tribal TANF Roundtable Series Summary Report

Denver, Colorado  
April 12-15, 2010



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
ADMINISTRATION FOR CHILDREN AND FAMILIES  
OFFICE OF FAMILY ASSISTANCE



Prepared for the U.S. Department of Health and Human Services  
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## Tribal TANF Roundtable Series Background

In recognition of the many case management and economic development challenges and opportunities present on Tribal lands, the Office of Family Assistance (OFA), in partnership with the Administration for Children and Families (ACF) Regions VI and VIII, convened a series of Tribal Roundtable events to help address and capitalize on some of these issues. Attended by staff from sixteen different Tribal governments, the Roundtable series took place April 12-15 in Denver, Colorado, and featured three major sessions: *Identifying Opportunities for Economic Development In Indian Country Roundtable; ACF Regions VI and VIII Tribal TANF Administrators Meeting, and Identifying and Implementing Effective Case Management Strategies Workshop*. With assistance from Federal and Regional staff and nationally recognized content experts and practitioners, Roundtable participants focused on a number of issues critical to the success and continued sustainability of their TANF programs.

Topics covered during the Roundtable Series included job creation, green technologies, guidance on American Recovery and Reinvestment Act funding, and case management strategies that empower and motivate TANF participants and staff. Roundtable attendees were provided with tools, promising program models, and resources to assist in their local economic development, case management design, and program development efforts.

Participants in the trio of technical assistance events represented seventeen different Tribal governments:

- Blackfeet Nation, Montana
- Chippewa Cree, Montana
- Confederated Tribes of Siletz Indians, Oregon
- Eastern Shoshone, Wyoming
- Fort Belknap Indian Community, Montana
- Fort Peck Assiniboine and Sioux Tribes, Montana
- Hoopa Valley Indian Tribe, California
- Muscogee Creek Nation, Georgia
- Navajo Nation, Arizona
- Tribes of North Dakota (Turtle Mountain, Standing Rock Sioux, Hidatsa, Mandan, Arikara, and Spirit Lake)
- Northern Arapaho Tribe, Wyoming
- Oneida Nation, Wisconsin
- Osage Nation, Oklahoma
- Ponca Tribe of Oklahoma
- Pueblo of Zuni, New Mexico
- Sisseton-Wahpeton Sioux Tribe, South Dakota
- White Mountain Apache Tribe, Arizona

These Tribes were nominated for inclusion in the Tribal TANF Roundtable Series through their participation in OFA's Rural Communities Initiative and/or Welfare Peer Technical Assistance Network, or by nomination from their ACF Regional Office.

### ***Identifying Opportunities for Economic Development in Indian Country Roundtable***

Held from April 12-13, 2010, the *Identifying Opportunities for Economic Development in Indian Country Roundtable* was a specialized event that provided Tribes with an interactive opportunity to work with expert faculty to learn more about economic development, as well as to introduce Tribes to new and effective models and tools, and facilitate the sharing of information between Tribal TANF Programs. The impetus for convening this Roundtable came from a series of needs assessments in which a number of Tribal TANF Programs expressed interest in developing local economic opportunities.

The Roundtable's content faculty team was comprised of innovative practitioners and recognized academics in the fields of economic development, green technology, job creation, strategic planning, and Tribal-State relations. Attendees were provided with tools, promising program models, and guidance on designing a strategic economic development plan to improve the employment opportunities for TANF participants becoming more self-sufficient. While much of the Roundtable discussions focused on the importance of diversifying Tribal economic development ventures, it was also acknowledged and understood that each Tribe had unique challenges and opportunities in providing services and resources to their particular community.

### ***Tribal TANF Administrators Meeting***

As a way to maximize resources and capitalize on having many of their Tribal TANF programs convened in one location, ACF Regions VI and VIII hosted a joint *Tribal TANF Administrators Meeting* on April 13, 2010. The purpose of this meeting was to provide information, guidance, and technical assistance to Tribal TANF administrators and their staff. Topics for the meeting included updates on American Recovery and Reinvestment Act (ARRA) funding as well as general strategies around fiscal/financial management. Participants in this meeting included members of the Blackfeet Nation, Chippewa Cree, Confederated Tribes of Siletz Indians, Fort Belknap, Northern Arapaho Nation, Eastern Shoshone Nation, Sisseton-Wahpeton Sioux, Pueblo of Zuni, Ponca Tribe of Oklahoma, Oneida Nation, Muscogee Creek Nation, South Puget Intertribal Planning Agency, Navajo Nation, Hoopa Valley Indian Tribe, and White Mountain Apache Tribe.

### ***Identifying and Implementing Effective Case Management Strategies***

From April 15-16, 2010, Roundtable participants gathered once more for a training workshop on strategies for empowering case workers and Tribal TANF participants to create a culture of change. The *Identifying and Implementing Effective Case Management Strategies Meeting* focused on motivational interviewing and professional empowerment programs that address the needs of TANF participants and staff. Nationally recognized motivational interviewing and case management experts, serving as content faculty during this workshop, were on hand to provide insights, information, and recommendations to attendees on specific challenges and effective strategies for working with the TANF population.



# Identifying Opportunities for Economic Development in Indian Country Roundtable

Denver, Colorado

April 12-13, 2010

## Identifying Opportunities for Economic Development in Indian Country Roundtable (April 12-13)

### **Welcome, Opening Remarks, and Opening Prayer**

OFA Technical Assistance Branch Chief, Lisa Washington-Thomas welcomed participants to the Roundtable and introduced John Wadda, of the Eastern Shoshone Tribe, who led attendees in an opening prayer. Following the prayer, Ms. Washington-Thomas described the background of the Tribal TANF Roundtable Series and how it came about through Tribal technical assistance requests and needs assessments conducted during the Rural Communities Initiative. To help guide the structure of the Roundtables, OFA and the Regions also looked at what needs were common across many of the Tribes and what information they thought could be of most benefit towards strengthening service delivery to families in need. Ms. Washington-Thomas pointed out that while unemployment and poverty rates were uniformly high across most Reservations, the Tribes in attendance each had their own unique circumstances and workforce and economic development needs. Recognizing that it takes creative and innovative thinking to address complex issues such as economic development and job creation, Ms. Washington-Thomas framed the Roundtable goals as follows:

- To explore a range of economic development topics presented by knowledgeable speakers;
- To hear ideas and learn from each other;
- To share tools and resources; and
- To strategize on potential creative solutions to address each Tribe's specific needs.

After reviewing the goals of the Roundtable, Ms. Washington-Thomas then briefly introduced each of the Roundtable content faculty members in attendance (complete bios for each speaker are provided in **Appendix C: Content Faculty Biographies**).

- Phillip Belangie – Entrepreneur Development Manager, Montana Department of Commerce;
- Lesa Evers – Economic Development Specialist, Montana Governor's Office of Economic Development;
- Robert Gough – Secretary, Intertribal Council on Utility Policy (Intertribal COUP);
- David Hansell – Principal Deputy Secretary, ACF, Department of Health and Human Services;
- Carol Harvey – Executive Secretary, Colorado Commission of Indian Affairs (CCIA);
- Karen Heisler – Director, Asset Development Department of Rural Dynamics, Inc.;
- Gordan Issaac – President, KEYA Earth;
- Irene Kawanabe – Director of Strategic Partnerships, State Tribal Institute at the National Conference of State Legislatures;
- David Lester – Executive Director, Council of Energy Resource Tribes (CERT);
- Brent Orrell – Senior Fellow, ICF International;
- Michael Rawley – Specialist in the field of Native Entrepreneurship Development;
- Jack Tweedie – Director, Children and Families Program at the National Conference of State Legislatures;
- Johnny Weiss – Executive Director, Solar Energy International; and
- Gabriel Yaiva – Marketing Specialist, KEYA Earth.

Following the discussion on the Roundtable goals and faculty introductions, Ms. Washington-Thomas introduced Felicia Gaither, Regional TANF Program Manager for ACF Region VIII. Ms. Gaither welcomed participants to Denver, provided a brief overview of the Tribal TANF Administrators Meeting on Day Two, and introduced Louisa Fuller from ICF International for a review of Roundtable logistics and materials provided to participants. At the completion of these introductions, Ms. Fuller welcomed Mike Rawley and Karen Heisler for the first Roundtable discussion panel titled "Economic Development and Job Creation in Indian Country".

### **Economic Development and Job Creation in Indian Country**

In this Roundtable session, Mike Rawley from the National Tribal Development Association (NTDA) and Karen Heisler, from Rural Dynamics spoke to Roundtable participants on how Tribes are striving to achieve economic stability and economic self-sufficiency and how they are prioritizing job growth in Indian Country.

Mr. Rawley described his organization's major effort, the USDA Farm Services Program, which is helping Tribes connect to investment capital and tax credits as part of a larger goal to strengthen economic development initiatives at the local, Tribal level. The program assists Tribes in developing a business plan and accessing capital, facilitating partnerships, and work to reduce cultural barriers between investors and Indian Tribes. Mr. Rawley stressed that collaboration is the key to success and pointed to the increase in financial literacy among many Tribes as one of NTDA's major accomplishments. In closing, Mr. Rawley discussed their efforts bringing economic support and jobs to Tribal lands in the New Orleans Region and Mississippi Delta in the wake of Hurricane Katrina.

Participants next heard from Karen Heisler about Rural Dynamics' work engaging Tribal programs directly with policy development and assisting families in building their capacity for additional wealth accumulation. Rural Dynamics has implemented a number of programs to help improve economic development and independence. Their Family Economic Security Program assists TANF participants with housing, IDA development, financial education, and the development of financial literacy to improve entrepreneurial and budgeting skills. This program also seeks to reduce the impact of predatory lending and banking processes that negatively impact Tribes and other low-income communities. Additional asset development programs provided by Rural Dynamics are the *Keep It Initiative* and *Grow It Initiative*, which both help Tribal communities, including youth, respond to economic hardships and develop asset capital. Across all of their programs, Rural Dynamics focuses on partnership development and helps identify and leverage resources to better serve communities and families.

### **Sharing Economic Impacts, Opportunities, and Challenges**

During this session, each Tribe provided a brief self introduction and addressed some of the economic development challenges they are facing as well as what community partners, industries, and natural assets were at their disposal.

*Sisseton-Wappeton Sioux Tribe* has 11,000 members and within their TANF Program, great strides have been made connecting youth to career planning and job development opportunities. Compassionate and highly skilled TANF staff was also cited as an asset within the program.

*Northern Arapahoe Tribe* has approximately 10,000 members served by three casinos within the Reservation.

**Navajo Nation** was represented by three staff members, including Roxanne Gorman, Program Manager. Ms. Gorman expressed belief that their organization, the Navajo Nation Program for Self Reliance, has the capacity to greatly expand their impact. They have spent considerable time building and sustaining their infrastructure to ensure participants receive services at the highest level of quality possible. Ms. Gorman cited their customer development and employment development sections as two of the program's strongest assets.

**Hoopa Valley Indian Tribe** has a Tribal TANF program with 122 caseloads and a total of five caseworkers. Hoopa was described as a small Tribe with a high number of very remote TANF participants.

**Fort Belknap Indian Community** is facing extreme economic development challenges. Motivating their 900 Tribal TANF participants is also difficult as many of these individuals are experiencing depression and feelings of hopelessness in the face of recent economic woes. The Tribe has an industrial sized meat packing plant, but they are struggling to find customers for their product.

**Oneida Nation** has had a Tribal TANF program in operation since 2003. While the total TANF caseload is small, the Tribe also operates the Supplemental Nutrition Assistance Program (SNAP).

**White Mountain Apache Tribe** faces severe financial challenges and a caseload of 1,900 that is only supported by five caseworkers. The Tribe is currently going through the process of renewing their Tribal TANF plan for the next three years.

**Ponca Tribe of Oklahoma** reported that they are close to having their Tribal TANF application accepted.

**Eastern Shoshone Tribe** has around 4,000 members on a reservation they share with the Northern Arapahoe Tribe. Eastern Shoshone has a casino as well as active oil and gas assets, though both of these industries have begun to retract in recent years. Both the Eastern Shoshone and Northern Arapahoe have their own Tribal governments, which, in cases where programs and policies are pan-reservation, makes approval more difficult as it requires joint Tribal council consent.

**Fort Peck Assiniboine and Sioux Tribes** reported that economic development outcomes in their area were improving. The Tribes also have an active modular home industry.

**Muscogee Creek Nation** has a population close to 68,000 nationwide. In Oklahoma, the Muscogee Creek Nation covers 11 counties. The Tribe also operates a casino.

**Pueblo of Zuni** has 380 participants enrolled in public assistance. With the meteoric rise in silver prices, members of the Zuni Pueblo are finding it harder to base livelihoods around producing and selling traditional jewelry and handicrafts. While faced with many economic development challenges, they did report having success enrolling participants in the TANF program and referring these individuals to training services.

*Blackfeet Nation* serves between 1,200 and 1,300 families at any one time through their Native Employment Works (NEW) program. While there are serious economic development challenges on the Reservation, the Tribe is preparing to use ARRA funds to build a \$50 million dollar bridge. In addition to the jobs this construction project will create, the Tribe has also applied for additional job training funding to expand the type of available employment opportunities. The NEW program also partners with a local One-Stop Center on workforce development activities.

*Chippewa Cree* has a total enrollment of 6,000. Their TANF program began in 2004 and currently provides a maximum of \$375/month to participants. The abuse of prescription pills and high energy costs are two of the major challenges present on the Reservation.

*Confederated Tribes of Siletz Indians* began their TANF program in 1997 and now have an average TANF caseload between 75 and 80. Previously their program focused mainly on job training and less on the issues of economic development and job creation. The recent economic climate has forced the Tribe to pay more attention to creating economic development opportunities through the TANF program. In an effort to spur more economic activity, the Tribe has purchased a local printing business, initiated a number of construction projects that employ TANF participants, and investigated opportunities in the green jobs sector.

*Tribes of North Dakota* were represented by two of North Dakota's contractors who work with the State's Tribal populations. There are four Tribal reservations within North Dakota. While each Reservation has a casino, due to their remote locations, economic development is still a considerable challenge.

*Osage Nation* expressed appreciation for their invitation to this technical assistance event.

At the completion of introductions, Louisa Fuller instructed participants to document their assets and challenges on specifically colored index cards. Once completed, these index cards were posted around the room as a visual tool for other Roundtable participants to review and reflect upon throughout the Roundtable. A complete list of the identified assets and challenges is provided in **Appendix D: Tribal Challenges, Assets, Education Opportunities, and Local Resources**.

### **Greening of the Tribal Workforce: Preparing Indian Country for the New Green Economy**

In this panel session, participants heard from content faculty on strategies for Tribes to develop and fund green jobs, develop education and training programs, and create job and career opportunities. In addition to these areas, content faculty also highlighted the topics of skill development, education, and training within the context of green jobs.

The first speaker, Brent Orrell from ICF International, discussed the relationship between building a green workforce and workforce development. Mr. Orrell pointed out that there is no absolute definition of "green jobs" and that any job could be a green job if structured properly. In that context he referenced the White House Report from the Middle Class Taskforce which defines green jobs as employment that is associated with some aspect of environmental improvement.

This was followed by a discussion on the current administration's initiatives to increase growth in green jobs. Mr. Orrell pointed out that the U.S. Department of Labor (DOL) has already invested more than \$500

million for implementing the Green Jobs Act. He suggested that the "Pathways out of Poverty" Program may be one of the best ways to develop green partnerships. Individuals in low-income communities may have several employment barriers and Pathways Grantees are able to look at the holistic needs of the community. He referenced the \$3 million Pathways grant received by the White Earth Band of Chippewa to train workers in energy efficient construction and retrofitting. In response to a question about how best to leverage partnerships, Mr. Orrell mentioned that the DOL had recently issued a new grant opportunity that supports cross-agency collaboration and partnership building.

The next speaker on the panel was Robert Gough, a private consultant in the green economy field and one of the leading members of the Intertribal Council on Utility Policy (Intertribal COUP). Mr. Gough's discussion served as a platform for Tribes to explore renewable energy opportunities. To begin his presentation, Mr. Gough addressed the need for Tribes to build their economy locally. Since the average age in Indian Country is between 18 and 19 years old, there is a sudden urgency to make homes and jobs available for this population. Against this context, Mr. Gough introduced the concept of straw bale houses and the associated necessary building skills and techniques. Apart from reducing utility costs, and CO2 emissions, straw bale construction also relies on local labor and materials, and thus offers opportunities for local economic development. Mr. Gough proceeded to explain the technology behind straw bale homes and provided various successful examples where COUP has worked with communities on expanding renewable energy resources. He also discussed the present funding streams in Indian country and how utilization of natural resources would keep housing dollars associated with employment and materials within Reservations. Mr. Gough ended with a brief discussion on wind resources in Tribal areas, available workforce training programs, and how Intertribal COUP is making an effort to bring manufacturing and strategic partnerships to communities in order to help with the development of renewable energies.

Following the discussion on green housing, participants heard from David Lester, Executive Director at the Council of Energy Resource Tribes (CERT). Mr. Lester began his presentation with a brief history of the petrochemical industry in the United States. According to Mr. Lester, over 20 percent of all natural gas resources in the United States are located on Tribal lands, though Tribes are responsible for only five percent of domestic gas production. More than 30 Tribes have resources available for development, though only three have taken advantage of these deposits. Developers frequently approach Tribal governments with proposals for natural resource development. While many of these contracts would bring some economic development benefits to Tribal lands, most job creation would happen with companies outside the Reservation. Mr. Lester added that in some areas, such as casino management, businesses run in Indian Country are more efficient than non-Tribal businesses. Mr. Lester concluded that sustainable economic development needs to incorporate cultural values.

The final panel speaker was Johnny Weiss from Solar Energy International (SEI). Mr. Weiss began his presentation by describing the work SEI is conducting around renewable energy and building technology training. SEI also works with grassroots and development organizations to promote sustainability and improve quality of life worldwide through viable outreach programs. The type of trainings provided by SEI include: Solar Thermal; Sustainable Building; Residential Wind Power; Renewable Energy for the Developing World; Micro-Hydro and Renewable Energy for educators. Mr. Weiss next discussed the type of trainings they have provided on Native American Reservations. Examples of these trainings include the Pine Ridge Renewable Energy Home Construction Project and the White Plume Wind Installation at Doran Dalton. Mr. Weiss pointed out that there are numerous trainings available for Native American students, through university and college programs, to learn about sustainable housing construction.

## **Building Tribal-State/Local Relations: Partnering with States to Increase Economic Development**

Collaboration and partnerships between and among Tribes and their States is a key area of focus for many Tribes interested in economic development and job creation. In this panel session, Roundtable participants heard from content specialists on strategies for building effective communication between Tribes and States. The ramifications of strong Tribal and State collaborations has a considerable impact in ensuring that economic development in Tribal communities comes to fruition.

The first panel speaker, Carol Harvey from the Colorado Commission of Indian Affairs, started off the session by stating that healing social issues and economic development have to occur congruently. Some of the challenges to this include poverty, substance abuse, suicide, child abuse, gang crime, and incarceration. Ms. Harvey works at the Colorado Commission of Indian Affairs (CCIA), which is designed to be the official liaison between the two Ute Tribes in Colorado and the State itself.

Ms. Harvey conducts Small Business Formation for Indian Entrepreneurs Seminars. She has prepared and given a series of seminars to American Indian communities from 2007 to the present. She would like to have this series available online and would like to train a group of volunteer lawyers to teach this series at no charge to Indian communities. Special seminars are needed since issues vary on whether businesses are within or outside Indian country. Hands-on computer seminars need to be given as well for businesses to register in the Central Contractor Registration database. Indian communities need hands-on assistance due to digital equality barriers, especially in rural areas where people often lack access to public libraries and where computer skills are less prevalent.

Ms. Harvey's Seminars to date include:

- Small Business Formation: Legal Structure and Licensing;
- Federal and State Taxation (in and outside of Indian Country);
- Understanding Financial Statements;
- Small Business Administration Opportunities;
- Employment and Labor Law;
- Contract Terminology;
- Marketing your Art;
- Marketing in Tough Economic Times; and
- Indian Allotment Taxation Issues.

Ms. Harvey next spoke on the factors that affect a business structure which can include location, competition, and labor pool, among others. She left participants with some resources she thought might be helpful to those interested in starting up a small business. They include the Federal Contractor Certification (FCC) which helps people learn how to compete for and perform on a government contract. Other resources include Small Business Development Centers, SCORE (Service Corps of Retired Executives), and Native American PTACs (Procurement Technical Assistance Centers).

Next, Lesa Evers from the Montana Governor's Office of Economic Development discussed how the State of Montana and the Tribal nations of Montana are working together to bring about positive economic

development in their State. Montana has seven Reservations which include Blackfeet, Crow, Flathead, Fort Belknap, Fort Peck, Northern Cheyenne, and Rocky Boy's.

Their efforts with the Governor of Montana include:

- A permanently displayed flag of the eight Tribal nations in the State capitol;
- The commitment to working on a government to government basis with each Tribe;
- The development of an internal working group of the Governor's key advisors;
- The State has hired three Native American staff as part of the Governor's staff (to date this is the only State government to hire this many Native Americans in key positions);
- Over 120 appointments of Native American citizens to boards, councils, and commissions have been made;
- The State has enacted legislation to allow for direct access to programs; and
- The State has implemented a program to allow Tribes to apply directly for Department of Commerce economic development planning funds.

In terms of promising strategies for developing strong State and Tribal relationships, Ms. Evers mentioned that:

- Governor Schweitzer maintains direct contact with Tribal chairs and presidents;
- Meetings are conducted in Tribal chambers and at the State capitol;
- The Governor's staff meets with Tribal leaders, Tribal staff, and individual members consistently on the Reservation and in the capitol;
- An annual training for State employees is conducted to develop cultural competency as it relates to Tribes;
- Funding was provided for Indian Country Economic Development programs;
- Access was increased to existing state loans/grants programs so Tribes can utilize these resources as they develop their infrastructure and economic development projects; and
- The State's Reservations are promoted as a good place to do business.

In closing, Ms. Evers reiterated the critical importance of State and Tribal relations in developing and sustaining economic development efforts.

Irene Kawanabe, from the National Conference of State Legislatures (NCSL) discussed the NCSL State-Tribal Institute which provides technical assistance, research, and policy briefs on collaboration among States and Tribes. NCSL works in a legislative role at the State level, partnering with State commissions and offices, facilitating government-to-government agreements, and providing training for legislators and Tribal leaders. Specifically, they have 101 trainings for leaders and staff; roundtables that seek to bring together leaders, State and Tribe specific resources, new leader orientation; and issue specific trainings for leaders. In addition, with support from NCSL, the National Caucus of Native American State Legislators was formed in 1992 to encourage a better understanding of State-Tribal issues among policymakers and the public.

Lastly, Jack Tweedie from NCSL spoke about leveraging federal funds to help working families. He started out by asking which Tribes have accessed ARRA funds. This prompted representatives from the Chippewa

Cree, Fort Belknap, Hoopa Valley, and the Confederated Tribes of Siletz Tribes to confirm they were currently using ARRA monies. In terms of leveraging Federal funds, he framed his discussion of the TANF emergency fund in the following way:

- What do you want to do and how can you use the TANF emergency fund to help you do it?
  - Short-term benefits; and
  - Subsidized employment.
- The challenges to leveraging funds include:
  - Limited State/Tribal funds – strategies for accessing TANF Emergency funds with no new state money;
  - Limited time – September 30, 2010 is the deadline for accessing these funds; and
  - There is not always a history of close collaboration between State-Tribal agencies and TANF.
- There is now a Federal reimbursement of 80 percent of increases in three specific categories of spending:
  - Basic assistance (if increase in cash assistance caseload);
  - Non-recurrent short term benefits; and
  - Subsidized employment.
- Details on Federal and State/Tribal TANF spending included:
  - These funds are available for FFY2009 and FFY2010 spending;
  - Reimbursement or match for increases in spending;
  - Up to \$5 billion for both FFY2009 and 2010;
  - Limited to 50 percent of State's/Tribe's block grant over both FFY2009 and FFY2010; and
  - Support through the TANF emergency fund is pending up through September 30, 2010.

Mr. Tweedie went through specifics on applying for ARRA through basic assistance, subsidized employment, and short-term non-recurrent benefits. For short-term non-recurrent benefits he discussed the existing uses for the funds which could include diversion payments, tax credits, home moving expenses, transportation, work expenses, education and training, child support arrearages, and domestic violence services.

### **Economic Development Roundtable Day One Closing**

Ms. Washington-Thomas thanked everyone for their participation during the first day of the Identifying Opportunities for Economic Development in Indian Country Roundtable. She thanked speakers for sharing their knowledge and expertise on economic development, job creation, starting up small businesses, green jobs, and strategic partnering. Ms. Washington-Thomas outlined the next day's plans which focused on additional panels from content specialists, synthesizing information, and planning next steps.

### **Economic Development Roundtable Day Two Welcome**

Lisa Washington-Thomas welcomed participants and reviewed the agenda for Day Two of the Roundtable. Ms. Washington-Thomas also stated that this meeting offers an opportunity to share thoughts and develop future collaborations. Felicia Gaither also welcomed participants to the second day of the meeting and

reminded everyone that one representative from each Tribe was welcome to attend the TANF Administrator's Meeting later in the day.

At the end of the welcoming remarks, Louisa Fuller reminded the participants that printed copies of speaker presentations were available for pick-up. She also pointed that all the Roundtable materials would be uploaded and available on the Welfare Peer TA (WPTA) Web site. She concluded by saying that Tribes can also request technical assistance by completing the Technical Assistance Request Form available on the WPTA Web site.

### **Diversifying Your Tribal Economy: The Key to Job Creation and Economic Growth**

This session highlighted Tribal enterprises and organizations working with Tribes that have stepped outside of the box to bring economic development, financial and economic literacy, and workforce development to their Nations.

The first panel speaker was Philip Belangie, an Entrepreneur Development Manager from the Montana Department of Commerce. Mr. Belangie initially described his background of working with clients seeking economic independence. In his current position, he works with the Montana Indian Equity Fund, a state funded program assisting Native Entrepreneurs that need funding to get them off the ground. Mr. Belangie first spoke on issues relating to asset development. He introduced the Montana Indian Equity Fund, a program intended to support both new and growing businesses in the State, and gave examples on how it helps support low-income entrepreneurs become self-sufficient. The Equity Fund provides one-on-one technical assistance to communities at a nominal fee. A large number of individuals benefit from the Fund's assistance. The businesses range from massage therapists, assisted care facilities, hair care salons, construction companies, etc. This year a total of 52 applications for business loans were received, though, due to limited resources available, only 20 were funded. The Equity Fund does not conduct credit checks because community members are on the review team and have knowledge of the loan applicant.

Mr. Belangie stressed that government agencies can best support Tribal entrepreneurs through increasing Tribal access to existing State loans/grant programs, making additional risk capital available, and supporting the development of the private sector on Reservations. Mr. Belangie concluded by referring to Mr. Jack Tweedie's presentation on additional resources for the TANF population.

Two representatives from KEYA Earth, Gordon Isaac and Gabriel Yaiva, spoke next on the dynamic between youth engagement and economic development. KEYA Earth strives to be a leader in sustainable building and development. The organization not only conducts workshops on straw bale home construction, but also conducts educational lectures on healthy living, sustainability, and education on Tribal lands. A large part of their work involves engaging youth and helping them understand their potential for bringing about positive change in their communities. For Native American youth who do graduate high school, the skills they possess are often outdated. Faced with economic pressures, many of these young people leave the Reservation to seek employment elsewhere. Communities must engage youth in creative ways and instill in them a sense of confidence to pursue careers in fields such as medicine and engineering.

Gordon Isaac continued the conversation by elaborating on the work of KEYA Earth. KEYA Earth was founded as a grassroots effort to entice Native American youth to return to the Reservation. The guiding principles at Keya Earth are protection of the Earth, land, and people. The organization promotes the utilization of renewable materials and energy effective planning. KEYA Earth strives to build homes and

structures that last and that, through the incorporation of indigenous art and traditions, become themselves a “work of art”. They view their work as a long term commitment to regional sustainability. Mr. Isaac pointed out that while there has been a significant increase in development in Indian Country, these projects often do not incorporate Native cultural lifestyle and history. It is important to get away from the dependence of what the government wants for Native communities. This can only happen if community members start projects that are self driven. In their work, KEYA Earth has heard many conversations on the importance of engaging and educating youth. While returning to Native Land is a new and emerging trend, there is still a challenge around providing housing in the face of escalating real estate prices. It is critical to create projects that offer jobs that take advantage of local talents while also benefiting families and the overall community.

Most home development projects are following the westernization models, but KEYA seeks to take the best of both worlds, merging tradition with technology. Mr. Isaac then discussed the difference between “off grid” and “on grid” and how best to guide home construction development. As utility expansions are expensive, it is important to take another look at how to improve existing homes, rather than spending resources to construct new buildings. While outfitting existing homes with renewable energy applications is a positive step, these additions are useless if not properly weatherized. KEYA Earth is also pursuing opportunities in connection with recent Green Jobs legislation. They are also looking into ARRA resources and engaging in dialogue on ways to promote economic development outside the realm of power plants and casinos.

### **Spotlights on Economic Development Innovations**

Following the panel presentation on strategies for diversifying local economics, a number of Tribes shared some of the unique and innovative economic development initiatives or projects they are currently implementing. Following these presentations, a brief question and answer period gave participants the chance to engage in peer-to-peer dialogue and networking.

#### ***Blackfeet Nation***

The Blackfeet Tribe has found success implementing summer youth leadership programs. For these meetings they invite retired NFL football players to attend and discuss issues concerning leadership, avoiding drugs, and how to make positive contributions to the community. They also suggested using locally grown straw in the construction of bale houses. When prompted to discuss their experience implementing a subsidized employment program, they mentioned the importance of keeping complete documentation in case organizations are required to conduct an audit.

#### ***Hoopa Valley Indian Tribe***

The Hoopa Valley Tribe currently has 35-45 individuals in a subsidized employment position. Much of the success getting this program off the ground was attributed to initially building strong relations with the Tribal Council. TANF participants are placed in positions within the Tribal government, public utilities, and food distribution centers, as well as in private businesses, such as the nursery and modular plant. The Tribe has already created numerous resources and templates around subsidized employment, which they were willing to share with any interested Tribe. When asked how they were able to engage employers, the Tribe pointed to word of mouth and close communication with current and potential business partners as two critical factors. A number of their subsidized employment positions have already developed into unsubsidized jobs.

### ***Fort Belknap Indian Community***

In terms of operating a successful subsidized employment program, the Tribe stressed the importance of knowing ARRA policies and rules. Subsidized employment programs also cannot have any mention of on-the-job training or work experience programs – subsidized employment is just that: paid positions. In addition, always maintain thorough documentation of the program in case organizations are audited.

### ***Chippewa Cree***

Originally the Tribe's subsidized employment program was designed to provide 20 TANF participants with positions paying ten dollars an hour for 90 days. In hindsight, the Tribe wishes they had made the program longer than three months to further develop the relationships they established with other Tribal agencies, Head Start, and the local casino. Prior to placing individuals in a subsidized employment position, the Tribe held an initial training where they met with participants to discuss job descriptions, create resumes, and review critical job skills and customer service strategies. Only after participants underwent this training were they placed at a job site. While they encountered challenges with high turnover and participant attitude, a number of individuals used this program to successfully transition off public assistance.

### **Tribal Economic Development Action Planning**

During this session, teams worked with facilitators to outline the strategies, lessons learned, and possible next steps for when they return home to begin putting what they learned into action. Utilizing their Tribal Economic Development Guidebook, participants identified what they have learned so far, and what additional questions they planned to ask content specialists.

While capturing their lessons learned, each Tribe also made a list of up to three content specialists they planned to meet with during the 1:00-3:30 p.m. afternoon session. A schedule was developed for each Tribe and Content Specialist during the working lunch to ensure that each Tribe received the technical assistance and input of specialists that they selected.

### **Plenary Session and Working Lunch with David Hansell**

During a brief plenary session, David Hansell, Principal Deputy Assistant Secretary of HHS/ACF, met with Roundtable participants to discuss Washington's commitment to helping Tribes break the generational cycles of poverty and promote self-sufficiency across all of the U.S. Reservations. Mr. Hansell next spoke of the importance of health care reform, citing potential benefits such as no one being denied health insurance, no individuals dropped from insurance, the ability for young adults to remain on their parents' insurance policy until age 26, and Medicaid expansion granting eligibility to everyone below 133 percent of poverty.

Turning to the importance of self-sufficiency for families, Mr. Hansell stressed the critical role ARRA and the TANF Emergency Fund are playing in supporting subsidized employment programs that are keeping low-income individuals in a job until the economy improves. ACF is hopeful that more Tribes take advantage of these funds for implementing short-term benefit programs. This is especially crucial given that unemployment is far worse in Indian Country than in the rest of the United States.

According to Mr. Hansell, President Obama has asked Congress to extend the TANF Emergency Fund program for another year and to make available an additional \$2.5 billion dollars. He is hopeful that Congress will approve this legislation quickly. In addition, he assured participants that ACF was doing their best to improve communication with Tribes on what is required to run a 477 Program. Mr. Hansell

announced that Lillian Sparks is the new Commissioner for Native Americans at ACF. She intends to reinstate the Interagency Council on Tribes at ACF. Mr. Hansell closed by stating that it is his organization's commitment to help Tribes provide services to TANF participants. He believes that meetings such as this Roundtable are very important for building dialogue.

### **Tribal Economic Development: One-on-one with Content Specialists**

Following David Hansell's plenary session, participants had the opportunity to meet one-on-one with content specialists during facilitated half-hour sessions. During these meetings, participants asked questions around programs, funding, collaboration, and partnering, as well as heard feedback on their proposed strategies and action plans.

### **Report Out**

At the conclusion of the Identifying Opportunities for Economic Development in Indian Country Roundtable, each team was tasked with providing a brief report summarizing their experience from this event. Teams were asked to outline their original goals for the two-day Roundtable, the top two ideas or resources they planned to utilize at home, general reflections from the event, and any next steps. Content specialists were also asked to share any reflections or insights from their experience as well. Among the key points addressed by participants and content specialists include:

#### ***Brent Orrell, ICF International***

- Tribes can sign up for email notifications that send you competitive grant opportunities;
- Career Pathways Innovation Fund, an excellent resource for Tribes, will be released sometime in September or December 2010;
- Grants funding transitional jobs programs are other opportunities that should be of interest to Tribes. These grants should be released in the next six months out of the DOL; and
- There still remains significant work that needs to be done to help Tribes position themselves to take advantage of these opportunities.

#### ***Pueblo of Zuni***

- The Tribe's primary goal is to implement a subsidized employment program. They intend to apply for ARRA funds for use during the last quarter;
- Information on Solar Energy International's training was especially useful. The Tribe is interested in investigating the straw bail house industry and intends to take this information to their Tribal Council;
- The prospect of providing electrician trainings and workshops for women was eye-opening;
- Brent Orrell's presentation around grant opportunities will benefit their director's efforts to collaborate with local community colleges;
- Hospitality training has become one of the Tribe's possible future developments;
- The Tribe hopes to invite KEYA Earth to present during their leadership conference; and
- There is a greater understanding among the Tribe's representatives on how to define a "green job".

#### ***Blackfeet Nation***

- The Tribe is now examining the potential of introducing solar energy projects within the Reservation;

- They received greater clarity around what is considered a “green job”;
- Providing small business grants might be an effective strategy for their clients who are interested in going into business for themselves; and
- Straw bail houses are a promising strategy.

#### ***Johnny Weiss, Solar Energy International***

- This Roundtable has identified a number of exciting things going on in Tribes around solar wind, energy, and other renewable forms of energy; and
- For Tribes who are not implementing these types of projects, the infrastructure is in place and renewable resources are available. They merely have to capitalize on these opportunities.

#### ***Mike Rawley, Specialist in the field of Native Entrepreneurship Development***

- One big question remains on how to utilize financial literacy curriculum, critical to economic development, in the area of TANF.

#### ***Navajo Nation***

- The Tribe responded that they were close to checking off two of their previously identified challenges through networking with three organizations and investigating collaboration opportunities;
- During their client intake process they assess their level of education and determine where their career interests lie. Now they have additional job training opportunities to offer clients; and
- Information on motivational interviewing and self-esteem trainings were also useful.

#### ***Hoopa Valley Indian Tribe***

- The Tribe hoped to receive some feedback on the current direction of their subsidized employment program;
- The Roundtable was extremely beneficial and provided a chance to network and learn from other Tribal TANF programs;
- Information provided around green jobs was beneficial; and
- The chance to meet one-on-one with content specialists was helpful.

#### ***Lisa Evers, Montana Governor’s Office of Economic Development***

- Ms. Evers encouraged working with local economic development offices – these collaborations often result in positive outcomes; and
- All the content provided on emerging energy sectors was really interesting.

#### ***Philip Belangie, Montana Department of Commerce***

- It was a great opportunity to hear what is happening among other Tribes – especially as it relates to renewable energy.

#### ***Karen Heisler, Asset Development Department of Rural Dynamics, Inc***

- Ms. Heisler encouraged Tribes to think “outside the box” and to focus on one area they are passionate about and make it happen.

#### ***Confederated Tribes of Siletz Indians***

- The Tribe recognized that their challenges are no different from what other Tribes are facing;
- One of the most exciting topics covered during the Roundtable were the discussions on straw bail homes. The Tribe believes they have great potential in improving the Reservation's living conditions; and
- The Tribe's primary challenge is to now present this information to their Tribal Council and generate their buy-in.

#### ***Fort Peck Assinibione and Sioux Tribes***

- The concept of straw bail homes was intriguing and appeared to also be cost efficient; and
- The Tribe had the opportunity to speak with three presenters and received information about business development, partnering, and strategies for engaging youth through multi media production.

#### ***Gordan Isaac and Gabriel Yaiva, KEYA Earth***

- Mr. Isaac and Mr. Yaiva have established the groundwork for a number of possible, future collaborations with organizations like Solar Energy International;
- The presenters believe that Native peoples should be outside, working on things that are self-sustaining;
- For those in the field of renewable energy, there are numerous definitions of "green jobs" which, at times, causes confusion;
- For KEYA Earth, sustainability can be defined as, "us looking out our windows and seeing if we have enough fire wood and seeing if our sheep are fed."

#### ***White Mountain Apache Tribe***

- The past two days have been a great learning experience;
- The Tribe's TANF program is currently facing extreme financial challenges;
- One important lesson they have learned during the Roundtable is that you cannot motivate a TANF participant on their behalf, self-sufficiency has to be self-driven;
- Both the straw bail homes and solar energy ideas were very interesting; and
- Their primary strategy after returning home will be to engage and educate their Tribal Council.

#### ***Robert Gough, Intertribal Council on Utility Policy (Intertribal COUP)***

- Mr. Gough was surprised and pleased to see and hear the enthusiasm for straw bail homes;
- While he is not sure about the connection with TANF and straw bail construction, he was delighted to see the work that is going on; and
- Investing in straw bale construction training is critical.

#### **Close-out and Next Steps**

Lisa Washington-Thomas expressed her pleasure that the meeting proved to be so beneficial to all participants. She thanked all content experts and participants for putting so much energy into creating a successful Roundtable experience. Ms. Washington-Thomas concluded by thanking all of the individual participants once more for taking time out of their busy schedules to participate in this event. She also acknowledged the contributions of ICF in helping manage the Roundtable.



# Region VI and VIII Tribal TANF Administrators' Meeting

Denver, Colorado

April 13, 2010

## **Region VI and VIII Tribal TANF Administrators' Meeting (April 13)**

### **Welcome**

Felicia Gaither welcomed all participants and then introduced Tanya Howell from HHS/ACF's Responsible Fatherhood Initiative. Ms. Howell explained that her role is to monitor and provide technical assistance to Responsible Fatherhood discretionary grantees. She added that the release of additional funding to support capacity building within fatherhoods program was imminent. ACF plans to provide these funds (\$25,000 maximum for a single award) to Tribal, community, and faith-based organizations. The specific program providing these awards is the National Fatherhood Initiative. Organizations interested in receiving this funding must currently be providing fatherhood services or plan on implementing this type of program. Grant applications are available on [www.fatherhood.org/grant](http://www.fatherhood.org/grant).

Ms. Howell also encouraged participants to become a Federal grant reviewer. This paid position allows individuals to gain knowledge of what is happening in the field, offers opportunities to travel to Washington, DC, and puts you in close contact with peers. The application for becoming a grant reviewer is available through ACF's Web site (<http://www.acf.hhs.gov>) and through the Welfare Peer TA Web site (<http://peerta.acf.hhs.gov/>).

### **Review of Promising Practices and Challenges**

Following the welcome from Ms. Gaither, each Tribe was asked to provide a brief introduction and name one promising practice they are using locally as well as one challenge they are seeking to overcome.

#### ***Chippewa Cree***

- Promising Practice(s):
  - Not hesitating to ask questions because people are there to help. They have held joint meetings with other local Tribes to share information and bring in various presenters.
  - They recently secured ARRA funding and have initiated a Family Strengthening class that offers college credits.
- Challenge(s):
  - Drug and alcohol use within the Tribe is rampant. Approximately 50 percent of the TANF population and 60-70 percent of youth have a drug and/or alcohol problem.

#### ***Oneida Nation***

- Best Practice(s):
  - Vehicle replacement for people employed over six months. This service includes auto repair and subsidies to buy a different vehicle if needed.
- Challenge(s):
  - There is a great deal of interference from the Tribal government.
  - They must educate their Tribal Council in order to improve interagency relationships.

#### ***Blackfeet Nation***

- Promising Practice(s):
  - They have secured over \$200 million through ARRA to conduct various construction projects on the Reservation through 2014. In conjunction with these projects, the Tribe is pursuing

opportunities to train their TANF participants in the installation and repair of solar panels and residential wind turbines.

- An additional promising strategy involves staffing an employment coordinator whose job it is to bring employers on the reservation for trainings, assist with interviews, recruit, and overall, act as a conduit between these individuals and the Tribal Council.
- Challenge(s):
  - There are still financial obstacles facing the Tribe.

#### ***Northern Arapaho Tribe***

- Promising Practice(s):
  - Their program manager is very knowledgeable of TANF.
  - The Tribe's diversion program has an established structure and is showing positive outcomes.
- Challenge(s):
  - Communication and partnerships with the Tribal government are challenging. The Tribe requires audits, though insufficient information is provided to complete these documents. The Tribe also does not have a strong grasp of what is allowable with government grants.
  - Transportation is a significant barrier.
  - Drug and alcohol abuse also impedes a number of TANF participants from securing employment.

#### ***Sisseton-Wahpeton Sioux Tribe***

- Promising Practice(s):
  - Offering PEP classes with Dr. Dorry Larson. These trainings have resulted in longer periods of job retention for TANF participants.
  - Implementing cross-department trainings as a way to improve teamwork.
- Challenge(s):
  - Helping TANF participants remove themselves from intergenerational poverty.
  - Financial obstacles are a major barrier.

#### ***Fort Belknap Indian Community***

- Promising Practice(s):
  - Implementing cross trainings to ensure staff has flexible skill sets.
  - Maintaining organized and transparent financial records.
- Challenge(s):
  - The Tribe's remote location makes it challenging to promote small scale entrepreneurship.
  - Meth and pill addiction are prevalent within the TANF population.

#### ***Eastern Shoshone***

- Best Practice(s):
  - Implementing a series of cross trainings for staff.
  - Making financial literacy courses available to TANF participants.
- Challenge(s):
  - Promoting self-sufficiency in a climate where TANF participants do not want to work. Participants do not want to lose their safety net. Many of these individuals are second or third generation recipients of public assistance.
  - Providing TANF participants with trainings that will actually lead to employment.

### ***Muscogee Creek Nation***

- Best Practice(s):
  - Implemented a work participation incentive where participants are rewarded for submitting hours on time.
- Challenge(s):
  - The challenges associated with generational welfare. Their Tribal Council also tends to perpetuate this image.

### ***Pueblo of Zuni***

- Promising Practice(s):
  - Established Memorandum of Understanding (MOU) with the University of New Mexico to train individuals in certificate and licensing programs (e.g. entrepreneurship). This partnership also serves individuals who are looking to receive a GED but are not comfortable in a standard classroom setting.
  - Offering a college credit class for family strengthening.
- Challenge(s):
  - There are limited employment opportunities in their area.

### ***South Puget Intertribal Planning Agency***

- Promising Practice(s):
  - Their program provides services to five counties.
  - The strongest component of this program is the staff.
- Challenge(s):
  - There is a new effort in place to make the office more technologically savvy, including going paperless.

### ***Ponca Tribe of Oklahoma***

- Best Practice(s):
  - Their efforts in the green jobs arena.
- Challenge(s):
  - The Ponca Tribe has the highest dropout rate among all of Oklahoma's counties.
  - Teen pregnancy rates within the Tribe are also high.
  - Racism and a negative perception of the Tribe are also challenges.

### ***Navajo Nation***

- Promising Practice(s):
  - Emphasize that TANF participants are responsible for their own decisions.
  - Staffed with eight training instructors that provide orientation on program requirements, guidance on resume writing, and interview skills training.
  - Scan local communities for employment opportunities.
  - Conduct their own assessments (Test of Adult Basic Education (TABE)).
  - Offering a college credit class for family strengthening.
- Challenge(s):

- They have established four initiatives to deal with challenges around building healthy families (Healthy Relationships; Responsible Fatherhood; Youth Initiative, and; Grandparents Raising Grandchildren).
- Grandparents Raising Grandchildren has been the most difficult program to implement.

### ***Confederated Tribes of Siletz Indians***

- Promising Practice(s):
  - Hold a large scale employment conference for all cash assistance participants. This year they have given participants control over the design of the conference, including handling budgeting, planning workshops, and logistical tasks.
- Challenge(s):
  - Caseworker burnout due to large caseload. They are working on establishing an employee wellness program to help manage this situation.
  - Helping participants overcome work barriers before they are forced to transition off TANF.

### ***Hoopa Valley Indian Tribe***

- Promising Practice(s):
  - Collaborating with other entities within the Tribe in holding joint trainings and workshops.
  - The Tribe is fortunate to have more jobs to fill than TANF participants.
- Challenge(s):
  - In the past year they have had to deal with the grief and healing involved with losing over 100 community members to death.

### ***White Mountain Apache Tribe***

- Promising Practice(s):
  - Running the TANF program since taking it back from the state a few years prior.
- Challenge(s):
  - Locally, the economy is in a dire situation. There are very few industries still in operation.
  - Moving forward in educating the newly elected Tribal Council on the TANF program.

## **Fiscal Reporting – 196T**

This session was run by Ramona Favors, Financial Operations Specialist at HHS/ACF's Office of Administration, Region VIII. Ms. Favors began her presentation by explaining how with the passing of ARRA, one of the main concerns was how jurisdictions were required to keep track of funds separate from other funds. Moving on to issues of fiscal reporting, Ms. Favors outlined the fiscal reporting requirements (Form ACF – 196T) and offered suggestions to facilitate a successful report submission:

- Make sure you are using the ACF – 196T ARRA Report Form, not 196T Expenditure Report;
- To reduce processing time and to save paperwork, Ms. Favors recommended submitting the ACF – 196T Form online. Tribal grantees have the opportunity to electronically submit their ACF – 196T through the Online Data Collection (OLDC) system;
- There are no extensions on report due dates. Submitting these reports on time is critical; and
- When expending funds from two different years, you are required to submit two separate reports.

Following the discussion on these overall guidelines, Ms. Favors conducted a line-by-line tutorial for completing the ACF – 196T Form. Ms. Favors also directed participants to a link containing specific

instructions for completing the ACF – 196T Form:

<http://www.acf.hhs.gov/programs/ofa/policy/piofa/2009/200911/pi200911.htm>. In closing, Ms. Favors reminded participants that when submitting reports, make sure to submit a report for each quarter until all funds have been expended. She added that when Tribes apply and get approved for Emergency Funds, participants need to report in the category for which they received approval. Lastly, Ms. Favors reminded participants that when they apply on the OFA 100, they need to include administrative costs, but to make sure to separate administrative costs out for the ACF – 196T form as these are not lumped together.

Following her presentation, participants asked a series of questions:

Question: When do you have to get revised 196T form submitted by?

Answer: By the end of that quarter.

Question: What are the reporting procedures if someone is audited and findings indicate non-qualified individuals are receiving benefits?

Answer: There is an opportunity to provide a corrective action. This does not mean you are automatically cited for a penalty. Ms. Favor's office will examine each situation case by case.

Question: What steps are taken when auditors make a mistake?

Answer: They are required to review the corrective action with the Tribal TANF agency receiving the audit. Agencies also have the responsibility to talk to the auditors and train them on their specific programs and policies. Have a preliminary discussion with auditors upfront, to help facilitate this process. Having an exit conference is also useful when disputing findings or preparing for an upcoming corrective action. If an agency finds an issue an auditor will contest, taking corrective action themselves will also save time and resources.

Question: Do agencies need to request construction funds separately?

Answer: ACF will pay for minor renovations, but it is suggested to ask first. These requests must be done separately and contain details on how this project relates to TANF service delivery. Requests must be sent to a Regional Financial Specialist and also the Program Manager, so that all sides can discuss the proposal.

Following Ms. Favors session, Felicia Gaither addressed participants on matters concerning TANF reauthorization, the role of ACF Regional Offices, and Tribal TANF Plans. In regards to TANF reauthorization, Ms. Gaither explained that while this was supposed to occur in 2010, it will most likely be pushed to a later date. While a delay in reauthorization is probable, Ms. Gaither implored participants to take advantage of the ARRA funds currently available and not to hold off creating new programs.

In cases where a disconnect exists between Tribal Councils and the work of Tribal TANF programs, Ms. Gaither recommended the use of education materials available on the ACF Web site. Assistance is also available for organizing TANF 101 trainings. Concerning Tribal TANF Plans, Ms. Gaither mentioned that everyone is responsible for ensuring they have an approved Plan. Even if agencies follow a 477 plan, TANF approval is still required. Tribes must also submit their plan directly to their Regions as it is not the DOL's responsibility to complete this task. All Regional Offices can provide agencies with information on exactly what needs to be included in these plans. This information was also passed out to participants in paper form. Aside from these requirements, Tribes have complete latitude in deciding what is included in a Tribal TANF Plan. Drafts of these Plans are due to Regional Offices 60 days before the Plan is set to expire. Ms Gaither asked participants to allow Regional Offices time to review Plans, conduct negotiations,

and ensure that this process leads to approval. Under the tenants of ARRA, any programs that are started that are not a part of an agency's original plan have to include a Tribal TANF Plan amendment. Plan amendments will be approved 30 days after submission.

Ms. Gaither closed by stating that her Region (ACF Region VIII) will continue to have quarterly calls to discuss technical assistance needs. Throughout her presentation, Ms. Gaither reiterated that the ACF Regional Offices were there to support participants, both in programmatic and financial matters.

### **ARRA Updates/OFA-100 Form/Question and Answer Session**

During this session, Felicia Gaither, as well as Marjorie Hudspeth and Carol Sedanko from HHS/ACF's Office of Family Assistance met with participants to discuss updates to ARRA, reporting requirements for TANF Emergency Funds, subsidized employment, and other issues directed by the needs and questions of participants.

Ms. Gaither began her presentation by discussing requirements to receive TANF Emergency Funds. To qualify for these funds, agencies must have an increase in expenditures and an increase in caseload. For non-recurrent, short term benefits, agencies must have shown an increase in expenditures to qualify. Funds used for subsidized employment must support actual employment. Internships and training programs do not qualify for funding.

Question: Can someone receive basic assistance and subsidized employment at the same time?

Answer: The goal is to have individuals exit the TANF rolls, so the hope is that participants will not be on both at one time. In addition, subsidized employment participants will also wage out of TANF, just like any other employee.

Question: Can TANF serve single individuals?

Answer: First and foremost, agencies have to show how this meets the purpose and goals of TANF. To date, ACF has not approved assistance for single individuals. While TANF funds cannot support single individuals, Tribal funds qualify. For single youths, ages 18-24, subsidized employment is allowable, but only for summer jobs. For subsidized employment and non-recurrent benefits, it is possible to serve people not on TANF, as long as they are TANF eligible.

Question: How does an individual apply for summer feeding programs?

Answer: If an agency was running a similar program in previous years, look into who they used as a contact person. If not, call Christine Emerson. She is knowledgeable on what sponsors/sites are in particular areas. She can offer guidance on how to partner with these organizations.

Ms. Gaither also added that agencies should only submit one OFA 100 Form per quarter, not one application and one revised document. Regional Offices want these documents sent together. Also, when submitting your applications, copy your Regional Office, as they will review and follow-up. This helps in the process because sometimes Regional Offices can anticipate questions that will be asked, seek out initial clarification, and then defend these applications.

In matters concerning basic assistance, when agencies complete OFA – 100 Forms, it is suggested that they provide details and documentation for employment. A simple statement on this issue will more than

likely answer any questions OFA may have. Non-recurrent, short-term benefits must be four months or less, address an episode of need, and not intend to meet any ongoing needs.

Question: Can agencies use these funds for transportation?

Answer: Yes, but only for four months. Examples on the type of eligible service include temporary car repair, a bus pass for a two month training, etc.

Question: Is child care a non-recurrent expense?

Answer: One state is classifying child care as non-recurrent. They call it bridge child care. They supply it for a month while a person is looking for employment. This support ends when an individual secures employment.

Turning next to subsidized employment, Ms. Gaither stressed that placements must meet the definition of a work subsidy. Wages offered through subsidized employment programs do not have to remain at minimum wage level. It is acceptable to pay employers based on the actual salary of the position. There is one state working with their Child Welfare Department to provide subsidized employment opportunities for youth transitioning out of the foster care system. This is one type of partnership example that resulted in rapid employment placement. Subsidized employment is not intended to take the place of recently laid off employees. This may give the perception that companies are merely replacing their workers with temporary, subsidized employees.

Question: Are fringe benefits allowable?

Answer: Yes, whatever the employer pays, agencies can pay.

Question: Can someone use two different criteria for basic assistance, one for what they already offer, and separate criteria for ARRA?

Answer: In this case, a diversion program would be acceptable.

Ms. Gaither next addressed the issue of application deadlines. She mentioned that agencies can create an estimate for what they will spend in a category. They are responsible for showing where they will secure the funding to pay for the 20 percent requirement. When the September 1, 2010 deadline arrives, and agencies have spent less than what they originally stated, they will have until September 30, 2010 to spend the remainder. After this time, remaining funds will have to be returned. Ms. Gaither added that each quarter, agencies are required to complete a revised OFA – 100 Form that includes revised and updated data.

Question: Can agencies count in-kind contributions towards the 20 percent requirement?

Answer: Yes, but to date, no one has decided to operate in this manner.

Prior to opening the floor to questions, Ms. Gaither and Ms. Hudspeth reviewed additional steps and suggestions in completing the OFA – 100 Form:

- Part 1
  - Make certain you use the new, revised form;
  - List expenditures (what has already been expended); and
  - Prior to completing this form, agencies need to decide whether to include administrative costs. If including administrative expenditures, they also have to be included in your base year.

- Part 2
  - Explain the scope and goals of your program. If applying for basic assistance, briefly explain how this program will operate. Provide as many details as possible in this description; and
  - If applying for non-recurrent benefits, you need to explain how estimates were made. Less explanation is needed if applying for past expenditures as it is apparent how these funds were spent.
  
- Part 3
  - For this section, most answers will be “no”. Some questions will require more examination, however. For example, explanations are required if there was a change in the service population;
  - This section is less important if there were no changes made at the organization;
  - Other support from government agencies cannot count towards your 20 percent (i.e. using DOL funds for TANF purposes);
  - If you answer “yes” to any questions on Section A an explanation is required in Section B.

Question: Can 477 economic development funds be used for the 20 percent?

Answer: Other Federal funds are not eligible, but TANF funds are acceptable as long as you can account for the separate accounting systems.

Question: In cases where agencies are told that funding is only separated for ARRA, why then are separate reports required for each 477 agency?

Answer: Agencies are required by HHS to be accountable to TANF. There are efforts now to allow 477 Tribes to report to one place and improve communication.

- Part 4
  - Data for both years is included where data on the base year is located; and
  - Retain a copy of the online form. Having a copy available will ease the task of making any changes in the future.
  
- Part 5
  - Print, sign, and fax, scan, or email a copy to your Regional Office; and
  - If submitting a draft just for feedback, do not be concerned with including a signature. Your Regional Office will work with you to make any changes and obtain a signature when the final version is submitted.

After the completion of the discussion around OFA – 100 Form, Ms. Gaither led participants in an open question and answer session.

Question: What do you think will happen if not all of the \$5 billion provided through ARRA is spent?

Answer: It is the understanding of the Regions that this money would not be available.

Question: If we do subsidized employment for 18-24 year olds, can we use the money we contribute to contract with another agency to run the program?

Answer: Yes, and partnerships are encouraged.

Question: Is WIA receiving any additional funds?

Answer: No. WIA received their ARRA funds last year, so that money has already been used. That is one reason why ACF is encouraging the establishment of partnerships.

Question: If we are eligible based on having 50 percent of our dollars and we apply for a different program, is this considered the same base of funding?

Answer: First off, yes. Individuals can only apply for eligible programs. In addition, there is not a different pot of money used for different programs. The only 50 percent that is being considered are those monies associated with the TANF program.

Question: If someone receives funding for already expended support, do these funds have to be used by September 30?

Answer: No. Individuals use these monies as carry-over funds as long as the task relates to TANF.

Question: Is there a timeline for funds?

Answer: Individuals must have operated their TANF program for one quarter in order to apply for ARRA funds. They do not have to worry about caseload for non-recurrent short-term benefits.

Question: Are ARRA funds available for the cost of moving offices? If a current building does not provide adequate space for a computer lab, can ARRA funds be provided to pay for an expansion?

Answer: Not directly. A reimbursement of this type requires the submission of a plan to determine if it is an allowable expense.

In closing, Ms. Gaither thanked everyone for their attendance and participation in the Tribal TANF Administrator's Meeting. She invited those with additional questions to please contact her directly.



# Identifying and Implementing Effective Case Management Strategies Workshop

April 14-15, 2010

## Identifying and Implementing Effective Case Management Strategies Workshop (April 14-15)

### **Welcome and Opening Remarks**

Lisa Washington-Thomas and Felicia Gaither both welcomed participants to the next session of the Tribal Roundtable Series. Ms. Washington-Thomas explained that the goals of the next two days are to provide the opportunity for participants to explore topics around case management, learn from each other, and strategize on potential, creative solutions to address the needs of Tribes. She explained that Dr. Dorry Larson, Human Services Director of the Sisseton-Wahpeton Tribe and Lisa Weiler, Director of the Scotts Valley Tribal TANF Program, would spend all of the day working with participants on the topic of professional empowerment. Ms. Washington-Thomas also explained that participants would hear about ACF's Online Work Readiness Assessment (OWRA) and how this Tool can improve case management practices for Tribal TANF programs. She thanked participants once more for their hard work and turned the opening remarks over to Felicia Gaither who gave a brief welcome.

### **Workshop: Case Management and Professional Empowerment**

In this workshop, Dr. Dorry Larson provided an all day interactive training on the Professional Empowerment Program. His presentation covered a number of topics, including:

- Discussion regarding bringing about change;
- How caseworkers, managers, and supervisors act to facilitate change;
- Identification of TANF participants and an analysis of demographics;
- Primary strengths and challenges participants face; and
- How staff professional development can help participants.

Dr. Larson began his presentation with a list of expectations he wished to establish with the workshop participants:

- He asked participants to think about the set of skills, attitudes, and perspectives they have as a toolbox. Some of these tools are useful while others are useless. One of the main goals of this workshop is to help participants transfer more useful tools into their toolbox.
- When participants leave today, he wants everyone to have acquired materials that are useful in their work.
- He will strive to make the information meaningful to the workshop participants. We tend to retain information that touches the feeling part of the brain. We seldom retain materials that does not relate to our experiences.
- We have to rid ourselves of "junk in the trunk". All the technical skills in the world will not enable us to move forward if we are weighed down by negative and unproductive tendencies.
- The goal is to create a TANF program that is life changing.
- "Put your mask on first...as you begin your journey of change!" TANF caseworkers have to address their own issues and baggage before they can attend to the needs of others.

During a series of short activities and discussions, Dr. Larson asked participants to focus on themselves and be self-aware. He stressed that if someone is not self-aware, they will not develop emotional

intelligence. Caseworkers are tasked with a great responsibility as individuals come to them in very vulnerable positions. If, as professionals, we are not emotionally stable and well-practiced in introspection, the job of alleviating the challenges of others becomes extremely difficult.

Psychological maturity was another key concept addressed by Dr. Larson. In his words, no one can make you think, feel, or do anything you do not personally choose to do. In the end, it comes down to choices. Spiritually, the first gift our Creator gave us was the gift of willpower. None of you have to be here – you choose to be here. This is a significant concept in Dr. Larson's work and something he stresses with TANF participants. He also suggested cultivating an "attitude of gratitude". We should be thankful for each day we are given and let our attitude mirror this appreciation. Closely linked to this, and of special importance to TANF participants, is to surround ourselves with mentally and physically healthy individuals.

The principles of good leadership are also important factors in the Professional Empowerment Program. As leaders, it is imperative to work on maintaining a positive attitude. The leader accounts for 70 percent of the emotional atmosphere of the group. People come to leaders with high expectations and guidance. A good leader must deliver, even if, at times, he or she has to fake this confidence and positive outlook.

When developing case management skills, in Dr. Larson's opinion, key questions to remember are:

- What is in it for me? Why would I want to do that?
- Do I want to? This speaks to commitment and motivation.
- Can you motivate anybody? No. As a helper, you create an environment that is motivational. Whether someone is motivated or not is strictly a personal choice – an "inside job".
- Can I? This speaks to ability. Problems arise when sending people to training without them having answered the first two questions above.

These questions help someone assess where they are in terms of both professional and emotional development.

Following the discussion on professional empowerment and supporting environments of change and motivation, Dr. Larson showed participants a video entitled "Give 'Em the Pickle" that addressed the importance of customer service. The video focused on the experiences and outlook of Bob Ferrell, a successful entrepreneur whose mantra is to find out what the customer wants and then ensures that this is what they receive. Some of the principles reviewed by Mr. Ferrell include:

- **Attitude:** Think in your head "I like you" as you approach clients;
- **Consistency:** You must be consistent. One of the main reasons people go back to a place of business is they like what happened last time. There are no shortcuts to consistency. It comes from setting high standards and practicing those on a daily basis. Everything you do ends up in front of the customer, so do it well; and
- **Teamwork:** Nobody can do this alone. The best definition for team Mr. Farrell ever heard is: "a team is a group of people who go out of their way to make each other look good."

Mr. Farrell concluded this video by stating the belief that he and his staff are in the position to brighten people's day. In his opinion, you will achieve success if you make serving others your top priority.

In the follow-up discussion of the video, Dr. Larson and the workshop participants agreed that as professional providers, dressing slightly more formally than those they serve is important for modeling the right attitude about attire. Participants agree that while they are not in a business per se, they still operate within the service industry.

It is critical to greet TANF participants with a positive attitude. TANF staff must not only monitor that their verbal communication is positive but also be aware of what they are saying non-verbally. In relation to this, Dr. Larson stated that 70-75 percent of our communication is non-verbal. He also believes that TANF participants have developed a hypersensitivity to negativity because, in his words, "their survival depends on it." A natural inclination among TANF participants not to trust makes it important for caseworkers to act consistently and follow through on the commitments they make. Lastly, Dr. Larson expressed his belief that, when dealing with the TANF population, we are guilty of lowering expectations rather than raising expectations. Referred to as the Pygmalion Effect, we form the expectation, communicate it, and the person picks up on it, and then acts it out. He concluded by imploring participants to be honest with themselves and practice the principles of attitude, service, consistency, and teamwork that were discussed earlier.

### **Case Management Roundtable Day One Closing**

Felicia Gaither thanked everyone for their hard work during Day One of the Identifying and Implementing Effective Case Management Strategies Workshop. She wished everyone an enjoyable evening and promised another rewarding experience during Day Two of the workshop.

### **Case Management Roundtable Day One Review and Outlook for Day Two**

Vera Hyatt from the Navajo Nation began the day by providing an opening prayer. Following this welcoming, Felicia Gaither reviewed the day's agenda, which included an presentation on the Online Work Readiness Assessment (OWRA) Tool, followed by case management presentations on the hard to serve with Clint Hackney, Geene Felix, and Vera Hyatt.

### **The Online Work Readiness Assessment: Improving and Developing Work Readiness Assessments in Indian Country**

In this session, participants heard an overview of the new Online Work Readiness Assessment (OWRA) Tool being provided to TANF programs across the nation. Participants heard from Louisa Fuller and Jennifer Rackliff from ICF International and Bobbie Jo R. Sollie from Career Options, Inc. in North Dakota on how two Tribal TANF programs utilized the Tool during its pilot phase and learned how it can help to improve case management practices for Tribal TANF programs.

Louisa Fuller explained that OFA has been working on the Online Work Readiness Assessment (OWRA) Tool with states and localities since 2004. The Tool started in Maryland when the state realized they did not have a common assessment to hold information on participants. ACF made some initial investments in developing an online questionnaire that generates placements, work supports, etc. That Tool was then was piloted in Maryland, after which ACF decided to take it to the national level. In 2007, ICF was given the task of managing the development and national roll-out of the OWRA tool. ICF began by conducting small focus

groups for feedback on additional components the tool required. This was followed by the piloting of the tool in six sites across the United States. OWRA is now comprised of four modules. Modules 1-2 were piloted and should be rolled out nationwide beginning in May 2010.

Following Ms. Fuller's explanation on the background of OWRA, Ms. Rackliff described some of the Tool's functionality. When participants first arrive at a TANF office they undertake an initial program screening and eligibility process. If they are not work ready, they are taken through the initial intake and assessment portions of the OWRA tool. If they are work ready, they transition into the Self-Sufficiency Plan, another part of OWRA. The intake and assessment (Modules 1 and 2) capture demographics, strengths, barriers to work, the clients' needs, the number of people in household, social security numbers, case IDs, etc. As Ms. Rackliff described, OWRA is an assessment that is tailored to each State or Tribe, so once it collects demographic and barrier information, it is able to provide tailored recommendations specific to each State or Tribe. The next level of the Tool is the development of a Self-Sufficiency Plan. This helps answer questions around what happens after participants have secured child care, what happens after job search, etc? The Plan helps the caseworker think about and formulate a participant's career path.

Ms. Fuller then discussed some of the new features that OWRA Modules 3 and 4 would provide. As she described, ACF was highly interested in an interactive tool that created productive dialogue between TANF participants and caseworkers. Module 3 helps address this issue. While offering caseworkers a comprehensive list of additional assessments to supplement OWRA (e.g. Test of Adult Basic English) it also provides participants with a self-guided assessment section. Furthermore, it provides participants with a career navigator that helps identify interests, skills, work values, and job abilities with the goal of finding a work environment where they will thrive. Everything is written at the sixth grade reading level with language that is clear and a navigator that is user-friendly for participants. Module 3 also provides additional tools for caseworkers on career exploration, such as the difference between a job, occupation, or career pathway. It also offers more user-friendly labor market information for the caseworker. Module 4 serves to assist caseworkers with monitoring and evaluation tasks. It is a tool to capture trends and updates within the TANF caseload.

As explained by Ms. Fuller, in 2009, ACF piloted OWRA Modules 1 and 2 in six sites to determine what recommendations States and Tribes had for improving the Tool. Sites piloted the Tool for four weeks and were provided with on-site trainings and a virtual helpdesk. Final evaluations from the pilots provided extremely valuable insight on ways to improve the Tool:

- Pilot Lessons Learned from TANF Administrators and Leadership:
  - OWRA is a comprehensive assessment – thorough questions with recommendations helped create work opportunities for participants;
  - Standardization of assessment is critical when population is transient in nature;
  - Extremely useful for establishing consistency across caseworkers in terms of diagnosing untreated barriers among participants; and
  - Effective roadmap providing detailed information to guide employment planning for participants.
  
- Pilot Lessons Learned from TANF Participants and Caseworkers:

- OWRA is user-friendly;
- Assisted caseworkers to think more holistically about participants' desires, objectives, and strengths and barriers;
- Helped identify "risk" characteristics resulting in higher number of referrals for mental health and domestic violence;
- Encouraged dialogue with the participant which ensured participant engagement; and
- Generated more buy-in among participants for career plan and other recommendations. This resulted in greater participant success from assigned activities.

The next speaker was Bobby Jo R. Sollie from Community Options, Inc. in North Dakota, one of the sites who piloted OWRA Modules 1 and 2. Ms. Sollie spoke to participants on her experience using the Tool. She explained how the Tool was very user-friendly and how caseworkers felt very connected to participants. The final assessment and recommendations gave staff ideas for different activities or educational pieces they had not previously considered.

The Tool's medical and family questions were straightforward and down to earth. Ms. Sollie said her State plans to implement the Tool during the national roll-out of Modules 1 and 2.

Ms. Fuller thanked Ms. Sollie for her contribution to the OWRA project and added that, for the pilot sites, ACF picked urban and rural sites, as well as State run Tribal and Tribal TANF programs to determine the Tool's effectiveness in a diverse set of communities. Through the piloting process, ACF was able to capture more work activities that may be specific to Tribes, such as green jobs and forestry. In addition to these enhancements, additional information and questions have been added to OWRA around responsible parenting, child support, joint custody, accommodations for two-parent households, and new Web service features.

With the national roll-out of OWRA, Ms. Fuller explained that the Tool is now available for downloading on the WPTA Web site. OWRA is provided free of charge and is completely customizable to the needs and resources of a particular site. ACF will also hold Webinars, general trainings, and online demonstrations for agencies interested in learning more about OWRA. Sites can contact Al Fleming, Federal Project Officer at the Office of Family Assistance or Christina Techico at ICF International for more information.

### **Workshop: Case Management and the Hard-to-Serve Client**

The final workshop in the Tribal Roundtable series featured Clint Hackney and Geene Felix from the South Puget Sound Intertribal Planning Agency. The goals of this workshop were to develop an understanding of what motivates participants, learn how to assess strengths, understand participant resistance, view resistance as strength, and learn strategies for working with resistant participants. Some of the topics covered in this workshop included:

- Defining factors among the "hard-to-serve" TANF population;
- Reframing participants' barriers into positives to help empower them to change and become successful;
- Identifying stages of change;
- Discussing what motivates people to change and take action;

- Acting as change agents;
- Understanding individual participants' needs and circumstances;
- Acting as resources and connectors for participants; and
- Assessments.

Mr. Hackney began the presentation by describing the background of the South Puget Intertribal Planning Agency (SPIPA). SPIPA was formed in 1976 as a 501(c)(3), tribally chartered intergovernmental trade agency. As a Native American consortium, (which includes five western Washington Tribes: the Chehalis, Nisqually, Shoalwater Bay, Skokomish, and Squaxin Island Tribes) SPIPA primarily responds to the needs and directives of its member Tribes. Currently, SPIPA manages 80 grants, one of which is TANF. The TANF program operates in six sites (three tribal locations, two urban locations, and one administration office) in four counties.

Since Mr. Hackney joined the Agency, he and his team have expanded the program tenfold. The team assists participants in meeting their basic needs and in removing barriers to employment. All participants develop Individual Responsibility Plans (IRPs) with their case managers. IRPs are regularly reviewed by case managers to ensure that participants are progressing toward their self-sufficiency goals. The program also seeks to provide exceptional customer service in order to help clients attain higher goals than simply self-sufficiency.

At this point in his presentation, Mr. Hackney asked the audience to think in terms of the last ten years, from 2000 to 2010. He explained that in 2007, there were very few Tribal TANF programs. Since that time, the program has spread rapidly, something that many individuals would not have predicted. The crucial issue for TANF staff to consider for the next ten years is how service delivery will be affected by the high number of turnovers in their industry. Mr. Hackney then showed a video detailing some of the massive societal and technological changes that have occurred globally in the last 100 years.

Mr. Hackney quoted a series of publications that identified four hazards of "unpredictable times" that any leader and team must overcome: (1) failure to execute; (2) crises of time; (3) loss of focus; and (4) pervasive fear. These hazards are also issues that caseworkers and TANF administrators must address. In connection to these four areas, Mr. Hackney quoted Time Magazine's March 2010 issue which highlighted four of the most critical issues in today's world:

- Families are building makeshift kinship networks, especially in urban areas;
- Individuals are creating "cage free families";
- More than one-third of workers under 35 live with their parents; and
- The impact of broadband socialism is rapidly broadening.

In Mr. Hackney's opinion, what is most alarming about social media is the speed at which personal opinions, positive or negative, spread through these channels. To emphasize his point around the rapid expansion of social networking, he quoted data from the book, *Secrets of Social Media Marketing* by Paul Gillin, which states that there are now 29 billion Web sites; 300 million Facebook users, and; 70 million Twitter users with 50 million "tweets" a day.

At the end of his presentation, Mr. Hackney discussed some of the next steps SPIPA's TANF Program is preparing to take, including expanding their leadership role among neighboring TANF programs, participating in the National Tribal TANF Forum, and continuing to establish a "paperless" office.

Geene Felix followed Mr. Hackney's presentation with a review on characteristics of hard-to-serve individuals and strategies to improve service delivery to this population. Ms. Felix began with an examination of common descriptive terms of the hard-to-serve:

- Young mothers (18 to 30) that have children with birth defects;
- Meth, cocaine, and heroin users;
- Mental health challenges;
- Alcoholism;
- Domestic violence;
- Completed high school, but still do not have the professional skills needed to become self-sufficient;
- Felonies;
- No driver's license;
- Many children;
- Discouraged;
- Angry;
- No confidence;
- Chemical dependency;
- Do not want to care for their own children;
- Attitude of defeatism;
- No family support;
- Lack trust;
- Parents give children to grandparents; and
- Absent fathers.

As Ms. Felix described, hard-to-serve populations are best approached not as “cases”, rather, caseworkers need to see TANF participants as members of their family. Citing a recent study by the University of Kansas, Ms. Felix stated that ideally, case size should be small with a maximum of thirty participants to one caseworker. On average, across the United States, caseloads are approximately forty to one. If possible, caseworkers are also recommended to have a balance of the type of families they serve; just managing hard-to-serve cases may lead to potential caseworker burnout. Another strategy for avoiding burnout is taking a team management approach. While team management also increases the continuum of care, there is generally a lack of accountability and less of a chance for caseworkers and participants to develop a trusting relationship.

Continuing her discussion on promising case management strategies, Ms. Felix suggested delivering as many services as possible rather than making referrals. In cases where referrals are necessary, she recommended giving participants the opportunity to contact service providers themselves. This approach can be strengthened with the creation of a “success sheet”, a document showing what participants have accomplished on their own behalf. When thinking of referral locations and potential community partners, consider approaching landlords, libraries, and shelters, in addition to more traditional partners such as community colleges.

Case managers can also instill a sense of trust within their caseload by making their presence felt in the community. Ms. Felix suggested finding ways to see their caseload outside of the office. In her experience, case management services are untimed and unlimited – as long as the participants require assistance. The ultimate goal of any caseworker is to form a partnership with participants that builds confidence and guides them towards a mindset of self responsibility.

At the conclusion of Ms. Felix’s presentation, remaining Tribes were asked to share demographic and caseload information, as well as list the types of services they provide to their participants. This information is provided in **Appendix F: Tribal Program Descriptions**.

After all the Tribes had presented their program descriptions, Vera Hyatt from the Navajo Nation made a brief presentation on her Tribe’s Program for Self Reliance. Ms. Hyatt focused primarily on the customer development strategies her program has employed. Training instructors created Navajo’s assessments and established six criteria participants must meet before continuing with the program:

- Completed all assessments—TABE, BESI (Barriers to Employment Success Inventory) and SII (Strong Interest Inventory);
- Must have a High School diploma or GED;
- Must have a 9.0 or better GE level;
- Must have at least one month of hands on job experience;
- Must have reliable transportation; and
- Must have adequate child care.

A series of job readiness steps are followed after customer has met all six criteria listed above. Job readiness steps are as follows:

- Step 1: Administer the ERA/Preparing for Employment (PFE) exam, from which participants must pass with a 90 percent in each of the topics:
  - Make career decisions;
  - Using labor market information;
  - Preparing a resume;
  - Filling out application; and
  - Interviewing for employment.
- Step 2: Identifying training needs based on the ERA/PfE Assessment. Staff will make recommendations and work with participants on which customer training sessions they will attend.
- Step 3: TANF staff work with employers to establish a worksite agreement that matches the participant's career goals.
- Step 4: Complete the worksite agreement.
- Step 5: Customer begins work activities.
- Step 6: Administer the ERA/Skills in Staying Employed training course. This training covers topics such as regular attendance; punctuality; having a positive attitude; appropriate appearance; good interpersonal relations, and; effective completion of tasks.
- Step 7: Maintain consistent follow-up with participants and employers.

Following Ms. Hyatt's presentation, Mr. Hackney and Ms. Felix concluded their presentation by thanking all the attendees and inviting Felicia Gaither and Louisa Fuller to close out the session.

### **Closing Remarks**

Felicia Gaither and Louisa Fuller both thanked all participants and content speakers for their participation and encouraged participants to submit technical assistance requests and conference call requests through the WPTA Network. Ms. Fuller asked participants to please complete all evaluation forms for the Roundtable Series. When prompted for any last comments from participants, an individual from Region IX thanked Region VIII for including her in the TANF Administration meeting. She mentioned it was very helpful to work with staff from outside of her Region.

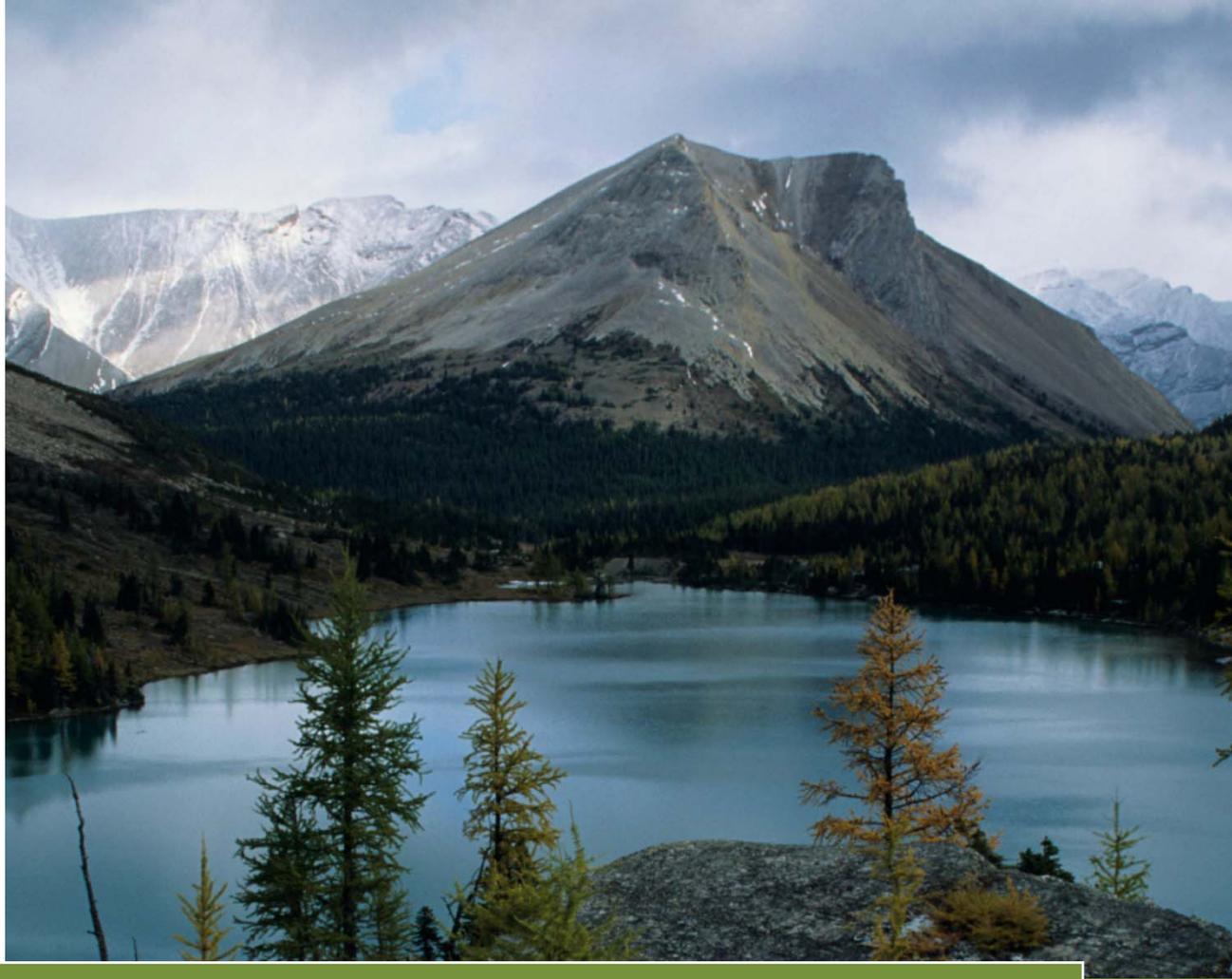
### **Conclusion and Evaluation**

Evaluation results from the Roundtable show that participants were very satisfied with their experience during the Roundtable Series. In their assessment of the Tribal Economic Roundtable, participants agreed that the content specialists and meeting resources were all highly useful and informative. Participants also felt that the meeting atmosphere was very conducive for peer-to-peer learning. Green jobs and the renewable energy sector were two topics that participants felt had great potential for creating strong economic development outcomes in their local areas. While feedback for this session was strongly positive, some participants felt the pace of a few speakers should have been quickened. Other comments suggested

that content specialists could have provided more feedback during the sharing of challenges and action steps.

Feedback from the TANF Administrator's Meeting was similarly positive. Participants found the sessions on ARRA updates and reporting guidelines, as well as the open question period all highly useful. The only suggestions on how to improve this session dealt with scheduling more time to discuss these issues.

Concerning the Case Management Workshop, participants provided feedback indicating that the speakers and content were all well received. Evaluations showed that participants felt Dr. Larson's presentation was energizing and covered topics useful to their case management tasks. Mr. Hackney and Ms. Felix's presentations also received high marks. Suggestions for improvement included incorporating more resources on how to manage aggressive TANF participants would have been useful. A number of evaluations expressed participants' strong interest in the OWRA Tool. A few individuals wished this presentation included a live demonstration of the Tool.



# Appendices

## Appendix A: Roundtable Agendas

### Identifying Opportunities for Economic Development in Indian Country Roundtable

*Monday, April 12, 2010*

8:00 a.m. – 8:30 a.m.

Registration and Networking (Ballroom Salons 3 and 4)

8:30 a.m. – 9:00 a.m.

Welcome, Opening Remarks, and Opening Prayer (Ballroom Salons 3 and 4)

*Lisa Washington-Thomas*, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance

*Felicia Gaither*, U.S. Department of Health and Human Services, Administration for Children and Families, Region VIII

This session will welcome participants to the Roundtable Series, and also provide an overview and updates on the Tribal TANF program.

9:00 a.m. – 10:00 a.m.

**Economic Development and Job Creation in Indian Country**

Sustainable economic development is critical for Indian communities across the United States. Indian reservations have a poverty rate of 26 percent — the highest poverty rate of any ethnic grouping in America. Unemployment in Indian Country is disproportionately high. Indian health, education, and income statistics are the worst in the country. Some Tribes have achieved a measure of success but the vast majority continues to be mired in a severe economic depression caused by decades of marginalization. This session will look at how Tribes are striving to achieve economic stability and self-sufficiency and how they are prioritizing economic development and job growth in Indian Country.

*Mike Rawley*, Chief Executive Officer, National Tribal Development Association

*Karen Heisler*, Director of Asset Development, Consumer Credit Counseling Service/Rural Dynamics, Inc.

10:00 a.m. – 10:15 a.m.

Break

10:15 a.m. – 11:30 a.m.

**Sharing Economic Impacts, Opportunities, and Challenges**

Each Tribal Team will refine and share statements about the specific achievements or progress that they would like to make during the next two days. Each Tribe will provide a brief overview of the program and the economic development successes and challenges of their area. They will also highlight their economic development assets and challenges, local industries, current/potential employers, and education and training opportunities.

The statements of intended achievements or progress will be the basis of Tribal discussions, faculty consultations, and action planning throughout the Workshop experience.

Moderator: *Louisa Fuller*, Senior Project Manager, ICF International, Inc.

- 11:30 a.m. – 12:45 p.m.**      **Content Faculty Introductions and Working Lunch**
- Each Content Specialist will have the opportunity to present on their area of expertise and lessons learned.
- 12:45 p.m. – 3:15 p.m.**      **Greening of the Tribal Workforce: Preparing Indian Country for the New Green Economy**
- Currently Tribal communities have a great opportunity to develop a green workforce and generate green economic development in Indian Country. There are a lot of opportunities with stimulus funds and grants for Tribes to develop green jobs, develop education and training programs, and create job and career opportunities. Participants will have the opportunity to interact with content faculty around the topics of skill development, education, and training, especially in the green jobs arena.
- Brent Orrell*, Senior Fellow, ICF International  
*David Lester*, Executive Director, Council of Energy Resource Tribes (CERT)  
*Johnny Weiss*, Executive Director, Solar Energy International  
*Bob Gough*, Secretary, Intertribal Council on Utility Policy
- 3:15 p.m. – 3:30 p.m.**      **Break**
- 3:30 p.m. – 4:45 p.m.**      **Building Tribal-State /Local Relations: Partnering with States to Increase Economic Development**
- Collaboration and partnerships between and among Tribes and States is a key area of focus for many Tribes interested in economic development and job creation. Communication between Tribes and States needs to be effective and open in order to ensure that successful collaboration around economic development in Tribal communities can come to fruition.
- Irene Kawanabe*, National Conference of State Legislatures, State-Tribal Institute  
*Jack Tweedie*, National Conference of State Legislatures, TANF Program  
*Lesia Evers*, Economic Development Specialist, Montana Governor's Office of Economic Development  
*Carol Harvey*, Executive Secretary, Office of the Lieutenant Governor, Colorado Commission of Indian Affairs
- 4:45 p.m.**      **Day One Closing**
- Lisa Washington-Thomas*, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance

***Tuesday, April 13, 2010***

- 8:00 a.m. – 8:30 a.m.**      **Networking (Ballroom Salons 3 and 4)**
- 8:30 a.m. – 8:45 a.m.**      **Day Two Welcome (Ballroom Salons 3 and 4)**
- Lisa Washington-Thomas*, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance  
*Felicia Gaither*, U.S. Department of Health and Human Services, Administration for Children and Families, Region VIII

|                         |   |
|-------------------------|---|
| 8:45 a.m. – 10:00 a.m.  | <p><b>Diversifying Your Tribal Economy: The Key to Job Creation and Economic Growth</b></p> <p>Tribes across the nation recognize the importance of diversifying their economic development ventures, realizing that each Tribe has unique circumstances and opportunities to provide services and goods to the outlying communities. This session will highlight Tribal enterprises and organizations working with Tribes that have stepped outside of the box to bring economic development, financial and economic literacy, and workforce development to their nations.</p> <p><i>Philip Belangie</i>, Entrepreneur Development Manager, Montana Department of Commerce<br/> <i>Gabriel Yaiva</i>, Marketing Specialist, KEYA Earth<br/> <i>Gordan Isaac</i>, President, KEYA Earth</p> |
| 10:00 a.m. – 10:15 a.m. | <b>Break</b>  |
| 10:15 a.m. – 11:00 a.m. | <p><b>Spotlights on Economic Development Innovations</b></p> <p>Participating Roundtable Tribes will share out on unique and innovative economic development initiatives or projects that they currently have developed and implemented. Question and answer time will provide additional time for colleagues to engage in peer-to-peer dialogue and networking.</p> <p>Moderator: <i>Jennifer Rackliff</i>, Senior Associate, ICF International, Inc.</p>  |
| 11:00 a.m. – Noon       | <p><b>Tribal Economic Development Action Planning</b></p> <p>Teams will have an opportunity to outline the strategies, lessons learned, and possible next steps. Utilizing their Tribal Economic Development Guidebook, participants will identify what they have learned so far, and what additional questions they may have for specific content specialists.</p> <p>Each Tribe will make a list of up to three content specialists they would like to talk with further during the 1:00 p.m. - 3:00 p.m. session. A schedule will be developed for each Tribe and Content Specialist during the working lunch to ensure that each Tribe receives the technical assistance and input of specialists that they select.</p>   |
| Noon – 1:00 p.m.        | <p><b>Plenary Session and Working Lunch with David Hansell</b></p> <p><i>David Hansell</i>, Principal Deputy Assistant Secretary, U.S. Department of Health and Human Services, Administration for Children and Families</p>  |
| 1:15 p.m. – 3:00 p.m.   | <p><b>Tribal Economic Development: One-on-One with Content Specialists</b></p> <p>Participants will have the opportunity to meet one-on-one with up to three content specialists in facilitated half-hour sessions to ask further questions, hear feedback on proposed strategies and next steps, and to clarify questions about programs, funding, collaboration, partners, etc. During this session, teams will prepare their report for their 3:15 p.m. - 4:45 p.m. Report Out.</p>  |
| 3:00 p.m. – 3:15 p.m.   | <b>Break</b>  |
| 3:15 p.m. – 4:45 p.m.   | <p><b>Report Out</b></p> <p>Each team will give a three to five minute report that will outline their original goals for the two day Roundtable, their top two ideas or resources they are taking home with them, and some next steps. A panel of content specialists will provide feedback as needed.</p>  |

4:45 p.m.

### Close-out and Next Steps

*Lisa Washington-Thomas*, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance

## Regions VI and VIII Tribal TANF Administrators' Meeting

*Tuesday, April 13, 2010*

1:15 p.m. – 2:00 p.m.

Welcome & U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance Updates (Private Dining Room-Restaurant- Main Level)

*Felicia Gaither*, Region VIII- TANF Program Manager, U.S. Department of Health and Human Services, Administration for Children and Families

2:00 p.m. – 3:00 p.m.

Fiscal Reporting-196T

*Ramona Favors*, Financial Operations Specialist, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Administration

3:00 p.m. – 3:15 p.m.

Break

3:15 p.m. – 4:45 p.m.

ARRA updates/OFA-100/Questions

*Felicia Gaither*, Region VIII- TANF Program Manager, U.S. Department of Health and Human Services, Administration for Children and Families

*Marjorie Hudspeth*, Region VIII- Program Specialist, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance

*Carol Sedanko*, Region VI- Children and Families Program Specialist, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance

*Alisa R. Matthews*, Region VI- Children and Families Program Specialist, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance

## Identifying and Implementing Effective Case Management Strategies

*Wednesday, April 14, 2010*

8:15 a.m. – 8:30 a.m.      **Registration and Networking (Ballroom Salons 3 and 4)**

8:30 a.m. – 9:00 a.m.      **Welcome and Opening Remarks (Ballroom Salons 3 and 4)**

*Lisa Washington-Thomas*, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance

*Felicia Gaither*, U.S. Department of Health and Human Services, Administration for Children and Families, Region VIII

9:00 a.m. – 10:30 a.m.      **Workshop: Case Management**

*Dr. Dorry Larson*, Human Services Director, Sisseton-Wahpeton Tribe

*Lisa Weiler*, Tribal TANF Director, Scotts Valley Tribe of Pomos

Dr. Larson and Ms. Weiler will provide all day interactive training on the Professional Empowerment Program and cover several topics including:

- Discussion regarding change;
- How case workers/managers/supervisors act to facilitate change;
- Identification of TANF participants, and analysis of demographics;
- Primary strengths and challenges participants face; and
- How staff professional development can help their participants.

10:30 a.m. – 10:45 a.m.      **Break**

10:45 a.m. – 12:30 p.m.      **Workshop: Case Management (continued)**

*Dr. Dorry Larson*, Human Services Director, Sisseton-Wahpeton Tribe

*Lisa Weiler*, Director, Scotts Valley Tribal TANF Program

Dr. Larson and Ms. Weiler will provide all day interactive training on the Professional Empowerment Program and cover several topics including:

- Discussion regarding change;
- How case workers/managers/supervisors act to facilitate change;
- Identification of TANF participants, and analysis of demographics;
- Primary strengths and challenges participants face; and
- How staff professional development can help their participants.

12:30 p.m. – 1:00 p.m.      **Networking Lunch**

1:00 p.m. – 3:00 p.m.

**Workshop: Case Management (continued)**

*Dr. Dorry Larson*, Human Services Director, Sisseton-Wahpeton Tribe

*Lisa Weiler*, Tribal TANF Director, Scotts Valley Tribe of Pomos

Dr. Larson and Ms. Weiler will provide all day interactive training on the Professional Empowerment Program and cover several topics including:

- Discussion regarding change;
- How case workers/managers/supervisors act to facilitate change;
- Identification of TANF participants, and analysis of demographics;
- Primary strengths and challenges participants face; and
- How staff professional development can help their participants.

3:00 p.m. – 3:15 p.m.

**Break**

3:15 p.m. – 5:00 p.m.

**Workshop: Case Management (continued)**

*Dr. Dorry Larson*, Human Services Director, Sisseton-Wahpeton Tribe

*Lisa Weiler*, Tribal TANF Director, Scotts Valley Tribe of Pomos

*Dr. Jeanette Hercik*, Vice President, ICF International, Inc.

*Louisa Fuller*, Senior Project Manager, ICF International, Inc.

Dr. Larson and Ms. Weiler will continue their all day interactive training. Dr. Hercik and Ms. Fuller will facilitate Tribes through a debrief where Tribes will have the opportunity to make connections on what strategies and resources they can take home to share with their colleagues and peers.

5:00 p.m.

**Day One Closing**

5:15 p.m. – 7:00 p.m.

**Networking Reception (outside of Ballroom Salons 3 and 4)**

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## Appendix C: Content Faculty Biographies

### Economic Development Roundtable Content Faculty

**Philip Belangie** is the Entrepreneur Development Manager with the Montana Department of Commerce. He has a background of working with clients seeking economic independence. Mr. Belangie has worked as a case manager in the Job Training Partnership Act Program and as a liaison with the Office of Public Assistance/WORC programs. During his employment with JTPA, Mr. Belangie worked with teens in summer youth programs, single parents, pre-release inmates, and vocational rehabilitation clients. He also created a position as a liaison with the Office of Public Assistance to create an assessment process for clients on welfare seeking postsecondary education. In his current position, Mr. Belangie works with the Montana Indian Equity Fund, a state funded program assisting Native Entrepreneurs that need funding to get them off the ground. The fund is flexible and accommodates both new and growing businesses. It also leverages other monies to create the maximum benefit. Mr. Belangie is also on the Executive Committee of the Montana Indian Business Alliance and is on the Board of Directors of Rural Dynamics.

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**Lesia Evers** is an Economic Development Specialist for the Montana Governor's Office of Economic Development. She focuses primarily on economic development in Indian Country. Previously, Ms. Evers worked for the Montana Department of Commerce as the Indian Country Economic Development program manager. Prior to that position, she was employed as the Executive Assistant to the Director of the Montana Department of Agriculture, worked for the Blackfeet Higher Education Program, State of Alaska, and the Alaska Job Corps Center. Ms. Evers serves on several committees including the State Tribal Economic Development Commission.

Ms. Evers was born on the Blackfeet reservation in Browning, Montana, is of Blackfeet descent and is an enrolled member of the Turtle Mountain Band of Chippewas. She attended college at Montana State University in Bozeman and Matanuska Susitna College in Palmer, Alaska. She and her son, Elliott, currently reside in Helena.

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**Felicia Gaither** is the Temporary Assistance for Needy Families (TANF) Program Manager in Region VIII of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance. Ms. Gaither is responsible for providing technical assistance and guidance to the states and Tribes administering the TANF program in Region VIII. Ms. Gaither has years of experience working in human services. She has served in many capacities working for a variety of organizations at the local, state, and Federal levels.

Ms. Gaither received her B.A. in Political Science from the University of Nebraska, earned a master's degree in Public Administration from Wichita State University and is currently pursuing her PhD.

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**Robert Gough** is an attorney with graduate degrees in Sociology and Cultural Anthropology specializing in cultural ecology. He has worked with American Indian Tribes on cultural and natural resource issues over the past 30 years. He currently serves as Secretary of the Intertribal Council on Utility Policy (Intertribal COUP) created to provide information on rights and resources for utility services on Tribal lands with respect to regulatory authority, legislation, policy, and economic opportunity in telecommunications and energy development. In addition he also maintains a private law practice on indigenous rights and conducts outreach activities to the Native Alaskan and American Indian communities on behalf of the federal Wind Powering America program.

Gough co-chaired the USGCRP's "Native Peoples/Native Homelands Climate Change Workshop" held in 1998, and co-directs the NativeWind.org, supporting partnerships between ICLEI-Cities for Climate Protection and COUP tribes to build sustainable reservation economies based upon renewable energy. He sits on the Western Governors' Association's Clean and Diversified Energy Advisory Committee seeking to develop 30,000 MWs of clean energy by 2015 in 18 western states. Gough is a co-producer of "Wind Powering Native America" (2003) and the "Native Wind" PSA (2005) and is one of the architects of the Rosebud/COUP Intertribal Wind Energy Plan, which includes a federal environmental justice demonstration project for intertribal wind development arrayed along the federal hydropower grid and the SAFE Homes (Sustainable, Affordable and Efficient) straw bale construction initiative, that recently received the inaugural World Clean Energy Award.

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**David Hansell** is the Principal Deputy Assistant Secretary for the Administration for Children and Families, within the Department of Health and Human Services.

Mr. Hansell served from 2007-2009 as Commissioner of the New York State Office of Temporary and Disability Assistance (OTDA), the state agency charged with oversight of support programs and economic assistance for low-income New Yorkers. From 2002-2006, Mr. Hansell served as Chief of Staff of the New York City Human Resources Administration (HRA). From 1997-2001, he was the Associate Commissioner for HIV Services at the New York City Department of Health, and subsequently served as Associate Commissioner for Planning and Program Implementation.

Prior to his government experience, Mr. Hansell served in a range of positions at Gay Men's Health Crisis, including Director of Legal Services and Deputy Director for Government and Public Affairs. From 2000-2006, he was an Adjunct Assistant Professor at the New York University Wagner School of Public Service. He has also been a consultant on health policy and social services issues to a wide range of governmental and non-profit organizations.

Mr. Hansell is a graduate of Haverford College and Yale Law School. Among other honors, he is a recipient of an Outstanding Public Service Award from the New York County Lawyers' Association, and a State Leadership Award from the Metropolitan Council on Jewish Poverty.

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**R. Carol Harvey** is the Executive Secretary of the Colorado Commission of Indian Affairs (CCIA).

Ms. Harvey is committed to facilitating communications between the Southern Ute and the Ute Mountain Ute Tribes and other Native American organizations, state agencies and affiliated groups. As an enrolled member of the Navajo Nation, Ms. Harvey is passionate about positively impacting the lives of Coloradan Native Americans and communities.

She earned her Bachelor's Degree with a dual major in Economics and Political Science (Phi Beta Kappa), her Master's in Business and her Juris Doctorate degree at The University of Denver. Ms. Harvey started her twenty-eight-year domestic and international oil and gas legal career with Conoco Inc. in Denver. Her recent experience includes working with the Nordhaus Law Firm, serving American Indian entities. She is a member of the legal Bar of six states, including Colorado.

Ms. Harvey's skills, experience, training, and interests also include teaching small business formation and development and government procurement classes. She earned her Federal Contractor Certification, Level I, this past year from the U.S. Veterans' Administration.

Ms. Harvey cherishes her husband of 19 years and is blessed with two adult sons and five grandchildren. She remains an active volunteer with a particular interest in literacy given her background as a storyteller.

Her son, D.J. Bird Bear, is a DU basketball scholarship alumnus. He played for the DU Pioneers as a power forward where he holds the Field Goal Percentage record (.628). Her son, Aaron, is the past American Indian Services Adviser at the University of Wisconsin – Madison where he is currently working on a master's degree. He is the narrator of a documentary, UW Cultural Landscapes: First Nations, which he helped produce and which aired on PBS last year. His online high school class on First Americans of the Great Lakes Region is currently aired on Wisconsin Public Television.

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**Karen Heisler** is the Director of the Asset Development Department of Rural Dynamics Inc. which serves Montana, Wyoming, North Dakota, and South Dakota with programs and partnerships to "help youth, individuals, and families achieve economic independence." The Asset Development Department focuses on increasing consumer assets to move consumers toward economic independence. Some of the department's initiatives include Tax Help Montana Volunteer Income Tax Assistance sites, research and planning for the economic independence of individuals living in the Northern Plains states, a First Peoples Native Entrepreneurship Camp, Bridge to Benefits, a Web tool linking individuals and families to social service programs, and other programs which directly build the assets of consumers such as individual development accounts. The Asset Development Department also works with the Northern Plains Initiative, a partnership between rural northern plains tribes and communities in Montana, Northern Wyoming, and Western North and South Dakota. Through the Northern Plains Initiative, money is re-granted to community organization throughout the region to promote asset building initiatives. Housed within the Asset Development Department is Tax Help Montana, a collaborative effort of many Montana organizations to provide Earned Income Tax Credit outreach and Volunteer Income Tax Assistance sites to their local communities. In the past four years, this program has increased from two sites and 190 tax returns filed to 28 sites and over 5,000 tax returns filed. Tax Help Montana not only prepares tax returns for low-income individuals and families, but works to link asset building to the

sites. Financial education, resource libraries, individual development accounts, credit reports, and counseling are examples of programs that are offered at the tax sites.

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**Gordan Issaac** is the President of KEYA Earth. He is a Dineh veteran (USMC), from the community of Tonalea. Mr. Isaac has 15 years of experience with custom carpentry, home/office renovations, and furniture/cabinetry making. Through his work he envisions quality “smart” homes, active communities, and stronger families for the Dineh Nation. In his words, “we all need to rethink the way we build homes and set the example for our future generations.”

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**Irene Kawanabe** serves as the Director of Strategic Partnerships for the State-Tribal Institute at the National Conference of State Legislatures. Irene researches and writes publications in the areas of Indian Law, health disparities in communities of color, Native Hawaiian self-determination, and other matters. Irene serves as the NCSL liaison to the National Asian Pacific American Caucus of State Legislators, National Black Caucus of State Legislators, National Caucus of Native American State Legislators, and the National Hispanic Caucus of State Legislators.

Ms. Kawanabe received her bachelor’s degree from the College of William and Mary, her master’s degree from the University of Colorado at Denver, and her law degree from the University of Denver Sturm College of Law.

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**David Lester** (Muscogee Creek) has served as the Executive Director of the Council of Energy Resource Tribes (CERT), based in Denver, Colorado, since 1982.

Prior to joining CERT, Mr. Lester served as Commissioner for Native Americans in the U.S. Department of Health and Human Services, appointed under President Carter in 1978 and re-appointed by President Ronald Reagan in 1980. While in ANA, he restructured its program of “core administration” for Tribes and urban centers into a development agency funding projects that implement Tribally developed social and economic development strategies (SEDS).

In 1970, Mr. Lester became the founding president of the United Indian Development Association in Los Angeles, the predecessor organization to the National Center for American Indian Enterprise Development, the leading Indian business ownership program in North America, assisting thousands of Indian business owners in obtaining financing and contracts with large companies and government agencies. Mr. Lester continues to serve on the board for the National Center. The National Center is known for its Las Vegas RES conference and trade show where billions of dollars of business has been transacted by Indian Tribal businesses.

Mr. Lester graduated from Brigham Young University in 1967 with a degree in political science after serving a mission for his church in South America. He joined the California Federal Savings and Loan and in 1968-1969 he served as Economic Development Specialist for the National Congress of American Indians and the First Nations Development Institute.

Mr. Lester has served on numerous boards and committees, including serving as a trustee for the Institute of American Indian Arts in Santa Fe, New Mexico and as a board member of Americans for Indian Opportunity, and as a member of the National Coal Council.

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**Brent R. Orrell** is a Senior Fellow at ICF International. Mr. Orrell worked in the Legislative and Executive Branches of the U.S. government for over 20 years, developing broad experience and extensive knowledge in a wide-range of policy areas including workforce and talent development, prisoner re-entry, faith-based and community initiatives, refugee resettlement, welfare and human services, child welfare and emergency preparedness and response.

Most recently, Mr. Orrell served as Acting Assistant Secretary of the U.S. Department of Labor's Employment and Training Administration (ETA). In this role, he oversaw the nation's \$10 billion Workforce Investment Act (WIA) system that includes programming in workforce development, unemployment insurance, foreign labor certification, and youth employment. A particular focus of his tenure at ETA was to seek ways to improve coordination of services between WIA and those funded by the Temporary Assistance to Needy Families program. Under his leadership, the two agencies were able to complete an assessment of promising integration practices at the state and local level and establish a federal-level working group to drive policy improvements in agency coordination. Mr. Orrell will provide an overview of the Green Jobs Act of 2007, and the green job training funds under the American Recovery and Reinvestment Act of 2009 and the outlook for funding in this area for Fiscal Year 2010.

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**Michael E. Rawley** has specialized, for the past five years, in Native Entrepreneurship Development and the establishment of a Community Development Financial Institution (CDFI) to enable Native Business people access to start-up and expansion capital. He is also a commercial fisherman. Mr. Rawley is Chairman and Treasurer of the 13th Regional Corporation(ANC), Member of the Western Coalition of Alaska Natives, Member of the Alaska Federation of Natives, and member of the Board of Regents for the Ho'oulu Lahui Hawaiian Traditional School. He is a U.S. Marine Corps Veteran.

Michael Rawley received his associate's degree from Northwest Indian College in Bellingham Washington in Public Administration; his bachelor's degree at Western Washington University in Bellingham Washington in Business Administration; and an advanced certificate from the American Institute of Banking.

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**Jack Tweedie** is the Director of the Children and Families Program at the National Conference of State Legislatures. As director, he oversees NCSL's assistance to state legislatures on welfare and poverty, child welfare, early education and child care, and youth.

Dr. Tweedie's current efforts focus on state TANF flexibility and state strategies to reduce child and family poverty. He works with a number of states to help them develop collaborative projects within human services, emphasizing the importance of engaging community resources and focusing on outcomes for children and families. He works extensively in providing technical assistance to states as they consider

policy changes in TANF and poverty programs. He has helped the states maintain their successful existing programs and services, improve key outcomes such as job retention and advancement for parents leaving work for welfare, while meeting the higher federal work participation rates. He also works with states to help them identify additional TANF funds under the TANF Contingency and TANF Emergency Funds. He is leading NCSL's effort to help states develop broad-based strategies to reduce family poverty and reduce the effects of children growing up in poverty. He also works with state officials on strengthening supports for low-income working families, collaboration between human services and other agencies, the effects of tight state budgets on human service programs and efforts to strengthen marriage and fatherhood.

Prior to coming to NCSL, Dr. Tweedie taught political science and public policy at the University of Denver and the State University of New York at Binghamton. He has a B.A. in political science from Washington State University and a Ph.D. and a law degree from the University of California at Berkeley.

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**Lisa Washington-Thomas** is Branch Chief of the Division of Self-Sufficiency in the Office of Family Assistance, Administration for Children and Families. She has experience in a wide array of social services programs, such as TANF, AFDC, Job Opportunities and Basic Skills, Emergency Assistance Group, the Rapid Response to Technical Assistance Contract, Healthy Marriage Resource Center, and Community Planning Grants. Ms. Washington-Thomas earned a B.A. from Georgetown University.

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**Johnny Weiss** is Cofounder and Executive Director of Solar Energy International. Johnny is a solar educator, consultant, certified Industrial Trainer and solar building professional. He has over twenty years experience teaching the practical applications of the renewable energy (RE) technologies of solar, wind and water power. As an Associate Professor for ten years at the Colorado Mountain College, he helped develop and teach a hands-on vocational training program in solar thermal, photovoltaics, energy efficiency, and construction skills. Johnny has extensive practical experience as a natural house builder and licensed general contractor. He is knowledgeable in the environmental building technologies of earth and straw bale construction. Johnny regularly works with Native Americans RE training programs. Johnny works in international sustainable development programs and projects helping transfer renewable energy technologies to the developing world.

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**Gabriel Yaiva** is currently the Marketing Specialist for KEYA Earth. Mr. Yaiva is Dine' and Hopi, a father, the director of Peace and Balance, a substance abuse prevention project working with Native youth in the southwest, community activist and a graduate of Northern Arizona University with a B.S. in Applied Indigenous Studies. He is also the owner and founder of 4th World Entertainment, specializing in independent music releases, promotion, and marketing.

## Case Management Workshop Content Faculty

**Gene Felix**, M.A., was involved in the planning, negotiation, and implementation of the South Puget Intertribal Planning Agency (SPIPA) TANF Program. She was also instrumental in the

development and implementation of the SPIPA One Stop Career Center (WIA program). Ms. Felix has more than 23 years of experience in human services and has worked in the area of program development for 12 years. She specializes in mediation, domestic violence, and substance abuse. She is currently the program coordinator of client services for the SPIPA TANF Program.

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**Felicia Gaither** is the Temporary Assistance for Needy Families (TANF) Program Manager in Region VIII of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance. Ms. Gaither is responsible for providing technical assistance and guidance to the states and tribes administering the TANF program in Region VIII. Ms. Gaither has years of experience working in human services. She has served in many capacities working for a variety of organizations at the local, state, and Federal levels.

Ms. Gaither received her B.A. degree in Political Science from the University of Nebraska, earned a Master's degree in Public Administration from Wichita State University and is currently pursuing her Ph.D.

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**Clint R. Hackney, C.M.C.**, is a professional facilitator, trainer, and consultant who inspires and empowers people with his unique style that combines storytelling with proven strategies for personal, professional, corporate, and community transformation. As the owner of Hackney Interests, a 27-year old firm dedicated to transformational development and the development of human excellence, he has earned two Governor Awards in the state of Washington. Hackney's messages are filled with firsthand knowledge and experience from his extensive studies and work with corporate and government leadership, as well as Native spiritual and cultural teachers. His combination of Native and European descent provides him with a special perspective into both the traditional and contemporary worlds.

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**Dr. Dorry Larson** has worked for over 10 years for the Sisseton Wahpeton Oyate (SWO). As the manager of the SWO Human Service Agency, Dr. Larson oversees the delivery of mental health counseling and chemical dependency services. The program also administers financial assistance as well as a daycare. In 2002, Dr. Larson and Joyce Country developed the Professional Empowerment Program (PEP) which was recognized by the Honoring Nations Program at Harvard University as an exemplary program.

Dr. Larson is a Licensed Psychologist and Level III Certified Chemical Dependency Counselor. He received his doctorate at the University of South Dakota and was awarded a Bush Fellowship to study Systems Theory at the Family Center, founded by Murray Bowen, at Georgetown University. During his career, Dr. Larson has worked at two community mental Health centers and was in private practice for 13 years in Brookings, South Dakota. He and his wife Nancy have four adult children and live on an acreage in northeast South Dakota, where they enjoy gardening, raising chickens, hunting, and fishing.

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**Lisa Washington-Thomas** is Branch Chief of the Division of Self-Sufficiency in the Office of Family Assistance, Administration for Children and Families. She has experience in a wide array of social services programs, such as TANF, AFDC, Job Opportunities and Basic Skills, Emergency Assistance Group, the Rapid Response to Technical Assistance Contract, Healthy Marriage Resource Center, and Community Planning Grants. Ms. Washington-Thomas earned a B.A. from Georgetown University.

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**Lisa Weiler** has been the Executive Director of the Scotts Valley Tribal TANF program since its inception in 2008. Under the leadership and guiding hand, the Scotts Valley Tribal TANF program is expanding its outreach to Native American families living in Contra Costa County by serving more families and adding more services to better meet its goals and objectives. Along with job preparation and economic self-sufficiency, this TANF program also provides life skills such as CPR, nutrition, and computer and parenting classes.

This TANF program is a model program and Ms. Weiler has worked with other Native American Tribes to set up their own TANF programs in other Northern California counties. As a social service program, the main purposes are to provide assistance to needy families so children can be cared for in their homes or homes of relatives; end the dependence of needy parents on government benefits by promoting job preparation, work and marriage; reduce the incidence of unmarried pregnancies; and encourage the formation and maintenance of two parent families.

Prior to Scotts Valley Tribal TANF, Ms. Weiler, served as the Regional Manager for a financial services company and also worked in the tourism and hospitality industry as an Event Coordinator and Design Consultant. She attended Empire College in Santa Rosa, California and had numerous certifications in marketing and sales management.

## Appendix D: Tribal Challenges, Assets, Education Opportunities, and Local Resources

| <u>Challenges</u>  |  |   |  |
|--|--|---|--|
| <p><b>Eastern Shoshone:</b></p> <ul style="list-style-type: none"> <li>- Getting people interested in our training programs;</li> <li>- Retaining interest; and</li> <li>- Finding the expertise to help the “success stories” develop a business plan and aid them in opening a business so they can employ other people and create more jobs.</li> </ul>   |  | <p style="text-align: center;">to hire outside of the Reservation;<br/>and</p> <ul style="list-style-type: none"> <li>- Need: trained workforce.</li> </ul>   |  |
| <p><b>Pueblo of Zuni:</b></p> <ul style="list-style-type: none"> <li>- Lack of resources/assets for economic development;</li> <li>- High unemployment rate – 58%;</li> <li>- Background (not-passing);</li> <li>- Limited Tribal council/Governor involvement;</li> <li>- Rural area;</li> <li>- Limited farming;</li> <li>- Transportation;</li> <li>- Substance/drug abuse;</li> <li>- Limited funding;</li> <li>- No collaboration/communication with Tribal economic development office; and</li> <li>- High rate of high school dropouts.</li> </ul> |  | <p><b>Navajo Nation:</b></p> <ul style="list-style-type: none"> <li>- Expectation of business and organization for TANF clients to be job ready;</li> <li>- Improve collaboration with external businesses and organization located off the Navajo Nation to work with our program;</li> <li>- Improve understanding of tax credits for business;</li> <li>- To pursue on IDA matching source for our program to encourage clients to begin saving with a goal in mind; and</li> <li>- Improve collaboration with our economic development division.</li> </ul> |  |
| <p><b>Blackfeet Nation:</b></p> <ul style="list-style-type: none"> <li>- Getting a properly trained workforce;</li> <li>- Getting workforce ready;</li> <li>- Trainers – funding, Tribe, Union, State of Montana, Department of Labor/Interior with the stimulus funds;</li> <li>- Specialized training – because we do not have specific workforce with all the jobs coming. Having</li> </ul>  |  | <p><b>Northern Arapaho Tribe:</b></p> <ul style="list-style-type: none"> <li>- Background checks;</li> <li>- GED/High School Diploma;</li> <li>- Transportation; and</li> <li>- Willingness to work.</li> </ul>   |  |
|  |  | <p><b>Sisseton-Wahpeton Sioux Tribe:</b></p> <ul style="list-style-type: none"> <li>- People – but people who don’t want to work;</li> <li>- No transportation to their jobs;</li> <li>- Alcohol and drug addictions;</li> <li>- Day care; and</li> <li>- Negative background checks.</li> </ul>  |  |
|  |  | <p><b>Hoopa Valley Indian Tribe:</b></p> <ul style="list-style-type: none"> <li>- Transportation;</li> <li>- Housing;</li> </ul>  |  |

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|--|---|
| <ul style="list-style-type: none"> <li>- Geographical location – 70 miles from nearest city;</li> <li>- Access to county services – county medical application—county food stamps;</li> <li>- Decline in Natural Resources – Timber industry – less employment opportunity; and</li> <li>- High school diploma – GED.</li> </ul> | <ul style="list-style-type: none"> <li>- Gangs/Crime/Incarceration.</li> </ul> <p><b>Fort Belknap Indian Community:</b></p> <ul style="list-style-type: none"> <li>- No job placements;</li> <li>- Location – isolation;</li> <li>- Lack of adequate health care; and</li> <li>- Lack of adequate funding.</li> </ul>   |
| <p><b>White Mountain Apache Tribe:</b></p> <ul style="list-style-type: none"> <li>- Lack of education – parenting, scholastic;</li> </ul>  | <p><b>Muscogee Creek Nation:</b></p> <ul style="list-style-type: none"> <li>- Funding;</li> <li>- Politics – local and state government; and</li> <li>- Lack of vision/knowledge.</li> </ul>  |
| <ul style="list-style-type: none"> <li>- Lack of transportation;</li> <li>- Lack of priority/support from Tribal Council;</li> <li>- High unemployment;</li> <li>- Clients unmotivated (no plans/goals);</li> <li>- No new economic development in past 10 years;</li> </ul>   | <p><b>Confederated Tribes of Siletz Indians:</b></p> <ul style="list-style-type: none"> <li>- Ways for TANF to create our own economic development;</li> <li>- Lack of resources; and</li> <li>-Lack of job ready TANF clients.</li> </ul>  |
| <ul style="list-style-type: none"> <li>- Educate stakeholders, staff, Tribal members;</li> <li>- Educate new Tribal Council;</li> <li>- TANF does not collaborate with listed assets;</li> </ul>   | <p><b>Tribes of North Dakota:</b></p> <ul style="list-style-type: none"> <li>- Complacency;</li> <li>- Narrow minded people –Tribal government;</li> <li>- Don't like to cross culture lives;</li> <li>- Social issues;</li> <li>- Depressed workforce; and</li> <li>- Transportation, public.</li> </ul>   |
| <ul style="list-style-type: none"> <li>- Tribal collaborative efforts are severely lacking; and</li> <li>- No collaboration off-Reservation.</li> </ul> <p><b>Osage Nation</b></p> <ul style="list-style-type: none"> <li>- Poverty;</li> <li>- Lack of education;</li> </ul>  | <p><b>Oneida Nation:</b></p> <ul style="list-style-type: none"> <li>- Collaboration with surrounding municipalities;</li> <li>- Urban/rural opportunities that work together;</li> <li>- Tribe-leadership of other areas besides gaming;</li> <li>- Motivation to “want to work”;</li> <li>- Members with substance abuse problems – get healthy, healthcare; and</li> <li>- Financial management.</li> </ul> |
| <ul style="list-style-type: none"> <li>- Unemployment, under – employment;</li> <li>- No jobs;</li> <li>- Health;</li> <li>- Overcoming fatalism;</li> <li>- Substance abuse;</li> <li>- Suicide;</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>- Teenage pregnancies;</li> <li>- Rural;</li> <li>- Remote areas;</li> <li>- Lack of capital; and</li> </ul>  |   |

|   |   |
|---|---|
| <p><b>Fort Peck Assiniboine and Sioux Tribes:</b></p> <ul style="list-style-type: none"><li>- Wages – may not sustain a large family; and</li><li>- Location is a challenge due to negative image.</li></ul>  | <ul style="list-style-type: none"><li>- Changing mindset of entitlement; and</li><li>- Racism.</li></ul> <p><b>Chippewa Cree:</b></p> <ul style="list-style-type: none"><li>- Unemployment;</li></ul>   |
| <p><b>Ponca Tribe of Oklahoma:</b></p> <ul style="list-style-type: none"><li>- Financing – resources;</li><li>- Infrastructure development;</li><li>- Educated and skilled workforce;</li><li>- Substance abuse – socioeconomic decline;</li><li>- Domestic violence;</li></ul> | <ul style="list-style-type: none"><li>- Drugs, alcohol, co-occurring disorders;</li><li>- Family value break down;</li><li>- Reliable transportation;</li><li>- Lack of housing;</li><li>- High cost of living;</li><li>- Isolated – rural;</li></ul> |
| <ul style="list-style-type: none"><li>- Education—dropout rate – highest drop out rate in state of Oklahoma;</li><li>- Tribal policies – government structure;</li><li>- Traditional vs. progressive accepting progressive of program;</li></ul>                                | <ul style="list-style-type: none"><li>- Not enough collaboration of systems;</li><li>- Poor planning;</li><li>- Lack of ambition for some people; and</li><li>- Achievement GAP – youth not succeeding in school.</li></ul>                           |
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## Assets

### Ponca Tribe of Oklahoma:

- Strong culture;
- Prime agriculture properties;
- Natural resources oil – gas;
- Strong youth workforce;
- Strong elder population – very active;
- Potential for collaboration with local tribes;
- Potential for economic growth;
- Sovereignty; and
- Access to transportation (transit program).

### Navajo Nation:

- Land base, language and people;
- Natural resources, oil, water, wind, etc.;
- 1<sup>st</sup> casino doing well, 2<sup>nd</sup> casino soon to open;
- 102 schools – employment;
- Border towns – employment;
- Hospitals – employment;
- NN entities – NHA, NAPI, NTVA, and NECA; and
- Dine College and Navajo Technical College.

### Oneida Nation:

- Gaming – 20 plus years;
- Small business;
- Metropolitan Area – community resources;
- Higher education (\$20,000); and
- Cultural education.

### Tribes of North Dakota:

- Large labor pool;
- Strong family values;
- State government surplus;
- ND state unemployment rate; and
- Educational opportunities.

### Muscogee Creek Nation:

- Location;
- Land; and
- College.

### Eastern Shoshone:

- Casino;
- Sprinkler training; and
- Pipe filter training.

### White Mountain Apache Tribe:

- Natural resources;
- Casino;
- Game and fish;
- Sunrise park resort – ski industry; and
- Apache enterprise.

### Confederated Tribes of Siletz Indians:

- Partnerships with STBC;
- Partnerships with planning department for grants;
- Matches for energy efficiency grants:
  - Solar development and installation;
  - Construction projects; and
  - Awarded ARRA fund for TANF job training.
- Partnership with housing for construction projects.

### Fort Peck Assiniboine and Sioux Tribes:

- Promising businesses; and
- College/training.

### Northern Arapaho Tribe:

- Casino;
- Oil;
- Gas; and
- Arapaho Ranch.

**Fort Belknap Indian Community:**

- Landownership that is held in trust;
- Contracted under 638 (Natural Resources);
- Entrepreneurship;
- Large workforce (young); and
- Transit system.

**Pueblo of Zuni:**

- Wood hauling; and
- Forestry.

**Sisseton-Wahpeton Sioux Tribe:**

- Three casinos;
- Propane company;
- Bag factory—gift shop and fine arts (local, handmade);
- HIS – new clinic; and
- Weekly newspaper.

**Hoopa Valley Indian Tribe:**

- Modular plant – nursery;
- Working relationships with Tribe and private sector for job placements;
- 4 childcare centers – subsidized so mothers and fathers are able to work – many are also employed at their centers;
- Community is beginning to heal following several years of loss;
- Providing cultural activities; and
- Building family relationships through cultural activities.

**Blackfeet Nation:**

- Stimulus – construction (road canal project – four horn Dam – fencing);
- Radiance – NASA light weight extremely strong material;
- Solar energy – networking with Great Falls technologies;
- Collaborating with manpower and Blackfeet community college;
- Skills Bank – 4, 100 workforce – looking for work

## Education and Training Opportunities

### Fort Belknap Indian Community:

- Local public schools;
- Fort Belknap College – Access to Associates Degrees;
- Montana State University – Northern;
- Workforce center;
- HRDC;
- Opportunity to work; and
- Montana Peaks.

### Blackfeet Nation:

- Blackfeet community college;
- Manpower program;
- Blackfeet housing – construction;
- Indian Health Service – job shadowing;
- BCDC; and
- Blackfeet Head Start.

### Fort Peck Assiniboine and Sioux Tribes:

- FPCC;
- WORK;
- WIA/Workforce development; and
- NEW.

### Hoopa Valley Indian Tribe:

- College of the Redwood;
- On-line college classes – Shasta college;
- TANF employment and training;
- Hoopa Tribal Education Department;
- Adult education; and
- Even Start.

### Oneida Nation:

- Financial literacy;
- VNM campus – academic programs – college AA programs;
- Entrepreneurship;
- WIA – adult work experience;

- Classroom training;
- ABE/GED programs;
- Head start/child care;
- Volunteer work;
- CPR/1<sup>st</sup> aide training;
- Job Corps; and
- Job placement and training (pipe filters, flagger training).

### Pueblo of Zuni:

- Community education center;
- Higher education resolution;
- Indian Preference/Compliance Training;
- WIA Program—Summer Youth program;
- Native American Voc. Rehabilitation program; and
- Tribal k-12 school.

### Navajo Nation:

- Workforce development;
- Working with north land pioneer college, University of NM, CCC, and other nearby schools;
- Internal training and instructors;
- Provide outsource training such as 1<sup>st</sup> aid/CPR;
- Dine college in the 5 large communities;
- Navajo Technical college in 2 large communities; and
- 102 schools throughout the Navajo Nation.

### Muscogee Creek Nation:

- WIA; and
- College (Tribal).

### Eastern Shoshone:

- Pipe filter training;
- Sprinkler training;

- Summer youth (training for youth); and
- Competency training.

**Sisseton-Wahpeton Sioux Tribe:**

- Tribal community college;
- GED LAB;
- Basic computers – job readiness;
- Flagger training; and
- CDL training.

**Northern Arapaho Tribe:**

- Public awareness;
- Parenting classes;
- On-the job training;
- Community service; and
- All assets and local resources utilized.

**White Mountain Apache Tribe:**

- Local community college;
- Distance learning;
- GED training;
- Casino scholarships – tribal member education;
- Housing authority – Ross Grant; and
- White River Unified School District.

**Tribes of North Dakota:**

- Community colleges;
- GED training;
- Entrepreneurial centers; and

- Jobs Service ND.

**Ponca Tribe of Oklahoma:**

- Community college;
- Vocational education facility;
- Higher education program (tribal);
- WIA (Tribal);
- Public school system;
- Head Start;
- Tribal youth program;
- Ponca language program;
- College;
- Credit counseling; and
- Mentoring (business, culture, and education).

**Confederated Tribes of Siletz Indians:**

- Oregon coast community college;
- Siletz Tribal Business corps training classes;
- University of Oregon;
- Oregon state University; and
- Linn/Benion Community college.

**Chippewa Cree:**

- Head start, elementary, high schools, tribal college, GED study, Drivers licenses study area, family strengthening, fatherhood initiatives;
- HRDC 15-17 years, GED; and
- YouthBuild 9 month program electricity, carpentry, plumbing, GED.

## Local Resources

### Fort Peck Assiniboine and Sioux Tribes:

- Great Northern;
- Job service;
- Small business development;
- JTPA; and
- Vocational Rehabilitation.

### Eastern Shoshone:

- OJT;
- WIA;
- CWC;
- Wind River development; and
- Job Corps (in the near future).

### Fort Belknap Indian Community:

- Opportunity Link;
- Fort Belknap College;
- RDI;
- Philip Belangie, Montana Department of Commerce;
- Montana Pears; and
- HRDC.

### Pueblo of Zuni:

- ZHA (Housing) – IDA program/Financial literacy classes;
- Tribal programs – Teen Health, Detention Center;
- UNM Branch;
- Tax help;
- Indian Health Service;
- Local labor force; and
- BIA.

### Chippewa Cree:

- Family Resource Center;
- Transit system;
- Tribal College;
- Tribal Head Start;
- Water resources;
- Tribal Child Support;
- Planning department;
- Casinos;
- Construction Corporation;

- Roads Department;
- LIHEAP;
- CRC;
- CRD;
- Churches;
- Cultural; and
- History.

**Hoop Valley Indian Tribe:**

- School District;
- Kimaiw Medical Center;
- TERO;
- Human Service;
- Education Department;
- Humboldt County Social Service;
- Redwood Community Action Agency;
- Tribal Court; and
- Yurok and Karuk Tribes.

**Oneida Nation:**

- Tribal Job Center – on Reservation;
- Social Service programs (all housed together):
  - Domestic Violence;
  - Behavioral Health (substance abuse, mental health);
  - Child Care;
  - Food Share/Medicaid programs;
  - Child Welfare;
  - Fatherhood Initiative; and
  - Child Support.
- Tribal Housing Authority.

**Navajo Nation:**

- Head Start;
- Child Support Enforcement;
- Child Care Development Fund;
- Indian Health Services;
- Colleges/Universities:
  - University of New Mexico;
  - Northern Pioneer College;
  - UC Davis- Southern Cal;
  - Dine College; and
  - Navajo Technical College.

**Muscogee Creek Nation:**

- Partnerships with major state colleges;
- Reintegration Program; and
- Social Security Assistance Liaison Program.

**Sisseton Wahpeton Sioux Tribe:**

- TERO;
- WIC;
- Alcohol Program;
- Counseling;
- DUI Classes;
- Energy Assistance;
- Day Care Assistance;
- Housing;
- Veteran's Services Office;
- Women's Circle;
- Child Protection Program;
- Child Support Enforcement;
- Public Defender;
- Fitness Center;
- Commodity Program;
- LTUC- Water Resource;
- Credit Union; and
- Food Pantry.

**Tribes of North Dakota:**

- WIA- Workforce Investment Act;
- Tribal NEW;
- Jobs Service ND;
- General Assistance;
- Casino;
- Tribal Entrepreneurial Center; and
- Chemical Prevention (Treatment).

**Northern Arapaho Tribe:**

- TERO;
- WIA;
- LIHEAP;
- Arapaho Elders;
- Center Wyoming College and ABE/GED;
- Job Service of Wyoming;
- Northern Arapaho Grants;
- CSBG;
- Northern Arapaho Tribal Housing;

- Northern Arapaho Credit;
- Wind River Tribal College and ABE/GED;
- Arapahoe Charter School; and
- Fort Washakie Learning Center.

**Blackfeet Nation:**

- TERO;
- BCC- Blackfeet Community College;
- BHA- Blackfeet Housing Authority;
- Crystal Creek;
- Blackfeet Development Corporation; and
- Blackfeet Tribe.

**Ponca Tribe of Oklahoma:**

- General Assistance;
- Child Care;
- Tribal Transit;
- Health Clinic Substance Abuse Program;
- Tribal Library;
- Child Support Services;
- Higher Education/WIA;
- Social Services;
- Tribal Roads;
- Housing Authority;
- Wind;
- Agriculture- farming, livestock; and
- Computer Lab.

**Confederated Tribes of Siletz Indians:**

- Oregon Coast Community College;
- Siletz Tribal Business Corporation;
- Siletz Tribal Gaming Commission; and
- Local Workforce Investment Board.

## Appendix E: Tribal Program Descriptions

| Program Name                      | Location            | Staff and/or Number of Offices | Urban or Rural | Number of Clients                              | Caseload                         | Type of Services Delivered   |
|-----------------------------------|---------------------|--------------------------------|----------------|--|----------------------------------|--|
| Job Service                       | North Dakota        | Not provided                   | Rural          | Average 600 per month                          | Average 40-50 per case manager   | <ul style="list-style-type: none"> <li>• Workshops;</li> <li>• Subsidized employment;</li> <li>• Job placements;</li> <li>• Intensified services; and</li> <li>• Supportive services.</li> </ul>   |
| Community Options, Inc.           | North Dakota        | Not provided                   | Rural          | Average 750 per month                          | Average 40-50 per case manager   | <ul style="list-style-type: none"> <li>• Workshops;</li> <li>• Subsidized employment;</li> <li>• Job placements;</li> <li>• Intensified services; and</li> <li>• Supportive services.</li> </ul>   |
| White Mountain Apache Tribal TANF | Whiteriver, Arizona | Not provided                   | Rural          | 880 cases and 3,500 individuals plus household | Average 220-250 per case manager | <ul style="list-style-type: none"> <li>• Job search;</li> <li>• Volunteer community service;</li> <li>• Child care referrals;</li> <li>• Cultural activities;</li> <li>• GED;</li> <li>• Community college;</li> <li>• Vocational education (referrals primarily);</li> <li>• Counseling referrals (substance abuse; faith based /traditional healing); and</li> <li>• Parenting education referrals.</li> </ul> |
| Navajo                            | New                 | One                            | Rural          | 4,200  | 50-100 per                       | <ul style="list-style-type: none"> <li>• Customer (orientations;</li> </ul>  |

| Program Name                          | Location                  | Staff and/or Number of Offices  | Urban or Rural  | Number of Clients           | Caseload     | Type of Services Delivered   |
|---------------------------------------|---------------------------|---|-----------------|-----------------------------|--------------|--|
| Nation Program for Self Reliance      | Mexico, Arizona, and Utah | administrative office, ten field offices, and three satellite offices |                 | participants served monthly | case manager | assessments; class room training); <ul style="list-style-type: none"> <li>• WEX and OJT;</li> <li>• Job search;</li> <li>• Job skills training;</li> <li>• Community service;</li> <li>• Vocational education training;</li> <li>• ABE;</li> <li>• GED pursuit;</li> <li>• Self-employment;</li> <li>• Subsidized employment – private and public;</li> <li>• Staff development;                             <ul style="list-style-type: none"> <li>○ 30 hour certificate;</li> <li>○ ICM;</li> <li>○ Quarterly meetings;</li> <li>○ Leadership training; and</li> <li>○ MIS Trainings.</li> </ul> </li> </ul> |
| Oneida Nation                         | Wisconsin                 | Two case managers and one office                                      | Urban and Rural | 200 per year                | 30 families  | <ul style="list-style-type: none"> <li>• GED;</li> <li>• Postsecondary Education;</li> <li>• Job readiness;</li> <li>• AODA;</li> <li>• Mental health counselors;</li> <li>• Domestic violence;</li> <li>• Vocational rehab;</li> <li>• Short term training;</li> <li>• Cultural work activities;</li> </ul>   |
| Muscogee Creek Nation                 | Oklahoma                  | Three case managers and one office                                    | Urban and Rural | 300 per year                | 100 families |  |
| Confederated Tribes of Siletz Indians | Oregon                    | Nine case managers and four offices                                   | Urban and Rural | 160 per year                | 75 families  |  |
| Scotts Valley                         | California                | Three case  |                 | 100 per year                | 34 families  |  |

| Program Name                 | Location           | Staff and/or Number of Offices | Urban or Rural  | Number of Clients               | Caseload                        | Type of Services Delivered  |
|------------------------------|--------------------|--------------------------------|-----------------|---------------------------------|---------------------------------|---|
| Tribal TANF                  |                    | managers and one office        | Urban           |                                 |                                 | <ul style="list-style-type: none"> <li>• Healthy relationships;</li> <li>• Parenting;</li> <li>• Budget consciousness;</li> <li>• Native wellness;</li> <li>• Elders choice; and</li> <li>• Wraparound services.</li> </ul>   |
| Osage Nation Tribal TANF     | Pawhuska, Oklahoma | Not provided                   | Urban and Rural | 150 participants served         | Average caseload is 55-60       | <ul style="list-style-type: none"> <li>• Native wellness trainings;</li> <li>• Job fairs;</li> <li>• Money management classes;</li> <li>• Parenting classes;</li> <li>• Community health and hygiene;</li> <li>• Dress for success;</li> <li>• Excel/computer training; and</li> <li>• Referrals to Tribal programs.</li> </ul> |
| Northern Arapaho Tribal TANF | Arapaho, Wyoming   | Seven caseworkers              | Rural           | 1,009 individuals and 371 cases | Average 53 cases per caseworker | <ul style="list-style-type: none"> <li>• ABE/GED;</li> <li>• Technical training;</li> <li>• OJT;</li> <li>• Public awareness seminars;</li> <li>• Tribal college;</li> <li>• Central Wyoming College;</li> <li>• Job fairs;</li> <li>• Job search; and</li> <li>• Community service.</li> </ul>                                 |
| Fort Belknap 477             | Fort Belknap,      | Two satellite offices in       | Rural           | 400 families and single         | 80-100 caseload                 | <ul style="list-style-type: none"> <li>• Driver's license study and preparation;</li> </ul>   |

| Program Name                                 | Location         | Staff and/or Number of Offices | Urban or Rural | Number of Clients       | Caseload             | Type of Services Delivered  |
|--|------------------|--------------------------------|----------------|-------------------------|----------------------|---|
| Employment and Training                      | Montana          | Hays and Lodge Pole, Montana   |                | caseload                |                      | <ul style="list-style-type: none"> <li>• GED study and preparation;</li> <li>• Classroom trainings;</li> <li>• Family strengthening activities;</li> <li>• Parenting;</li> <li>• Subsidized employment;</li> <li>• Job readiness classes/trainings;</li> <li>• Transportation;</li> <li>• Referral to outside agencies;</li> <li>• Wraparound case management;</li> <li>• Higher education; and</li> <li>• Summer youth employment.</li> </ul>                                |
| Zuni Education and Career Development Center | Zuni, New Mexico | Not provided                   | Rural          | 530 participants served | 180 average caseload | <ul style="list-style-type: none"> <li>• Volunteer placements;</li> <li>• Job search;</li> <li>• Referrals;</li> <li>• Job Club;</li> <li>• Financial literacy;</li> <li>• Healthy Relationship Conference;</li> <li>• In-school Youth Work Experience (high school juniors and seniors);</li> <li>• NRC bulk distribution;</li> <li>• GED/ABE;</li> <li>• Teen pregnancy prevention activities;</li> <li>• Youth Leadership Conference;</li> <li>• College Night;</li> </ul> |

| Program Name                | Location                | Staff and/or Number of Offices | Urban or Rural | Number of Clients                              | Caseload                                  | Type of Services Delivered  |
|-----------------------------|-------------------------|--------------------------------|----------------|--|---|---|
|                             |                         |                                |                |  |   | <ul style="list-style-type: none"> <li>• FAFSA workshops;</li> <li>• Tax help;</li> <li>• Basic Computer Skills;</li> <li>• Family Extravaganza; and</li> <li>• Other workshops facilitated by other Tribal programs.</li> </ul>  |
| Hoop Valley Tribal TANF     | Hoop Valley, California | Not provided                   | Rural          | Approximately 123 families and 342 individuals | Average caseload is 25 participants       | <ul style="list-style-type: none"> <li>• Job readiness training;</li> <li>• Positive Indian Parenting;</li> <li>• Child care services;</li> <li>• Cultural classes;</li> <li>• Project Activities;                             <ul style="list-style-type: none"> <li>○ Back 2 School;</li> <li>○ Picnic in the Park;</li> <li>○ Motivational speakers;</li> <li>○ Trailer Relocation Project;</li> </ul> </li> <li>• Positive Indian Family Network (wraparound services);</li> <li>• Subsidized employment; and</li> <li>• Substance abuse services.</li> </ul> |
| Blackfeet Manpower One-Stop | Browning, Montana       | Not provided                   | Rural          | 400 – 500 participants                         | 80 – 100 participants for each caseworker | <ul style="list-style-type: none"> <li>• Education and training;</li> <li>• Employment and Training-Center;</li> <li>• Client referrals;</li> <li>• Financial literacy;</li> <li>• GED;</li> <li>• Healthy marriage;</li> </ul>   |

| Program Name | Location | Staff and/or Number of Offices | Urban or Rural | Number of Clients | Caseload | Type of Services Delivered  |
|--------------|----------|--------------------------------|----------------|-------------------|----------|---|
|              |          |                                |                |                   |          | <ul style="list-style-type: none"> <li>• Cultural games;</li> <li>• Computer classes;</li> <li>• CDL;</li> <li>• CNA;</li> <li>• Weatherization training;</li> <li>• MT House Project – carpenter training;</li> <li>• Vocational rehabilitation;</li> <li>• Child care;</li> <li>• Annual Manpower Pow Wow and Stick Game;</li> <li>• YouthBuild;</li> <li>• WIA; and</li> <li>• Cement training.</li> </ul> |