



ADMINISTRATION FOR
CHILDREN & FAMILIES

OFFICE OF FAMILY ASSISTANCE
An Office of the Administration for Children & Families

OFA Regions IX–X Tribal TANF Technical Assistance Meeting

August 21–23, 2018 • Suquamish Clearwater Casino & Resort • Suquamish, WA

Agenda

Tuesday, August 21, 2018

8:30–9:00 a.m.
Canoe Ballroom
Pre-Function Area
(4th Floor in Hotel Tower)

Registration and Check-In

9:00–9:25 a.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Welcome and Opening Blessing

- **Stanley W. Koutstaal**, Division Director, Tribal TANF Management and Regional Operations, Office of Family Assistance (OFA)
- **Leonard Forsman**, Tribal Chairman, Suquamish Tribe

9:25–10:00 a.m.

Interactive Introductory Activities

Attendees will have the opportunity to become acquainted through two interactive introductory activities as a way to share stories, create peer connections, and identify common experiences.

10:00–11:45 a.m.

Keynote Address

Community and Workforce Development Innovations and Opportunities: Local and National Perspectives

An increasing number of tribes are capitalizing on local entrepreneurship, economic and social development grants, and regional employment partnerships to make long-term social investments, preserve native cultures, and engage and strengthen their communities. In this session, Craig Nolte from the Federal Reserve Bank of California will discuss resources and opportunities available for economic growth initiatives in Indian Country. He will draw from a recent Federal Reserve national study to highlight “what’s working” in the fields of native workforce and economic development. Bob Whitener, private consultant and former Executive Director of the Squaxin Island Tribe, will speak on his experience incorporating workforce development strategies into tribal economic development. Yolanda Spencer from the Native Workforce Services Program will outline her program’s efforts to design and deliver a workforce strategy in collaboration with regional economic and employment partners.

- **Craig Nolte**, Regional Manager for Community Development with the Federal Reserve Bank of San Francisco
- **Bob Whitener**, Owner and Managing Member, The Whitener Group
- **Yolanda Spencer**, Program Manager, Native Workforce Services Program (NWSP)
- **Stanley W. Koutstaal**, Division Director, Tribal TANF Management and Regional Operations, OFA (Moderator)

11:45 a.m.–1:15 p.m.

Lunch On Your Own

1:15–2:15 p.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Table Talks – Round One

Attendees will have the opportunity to engage in small group dialogue with their peers on core issues facing Tribal Temporary Assistance for Needy Families (TANF) and Native communities. Table topics will include:

- Table 1: Economic Development and Partnerships
- Table 2: Transportation
- Table 3: Child Care Resources
- Table 4: Supporting Non-Needy Relative Caretakers and Non-Custodial Parents
- Table 5: Working Effectively with Tribal Council
- Table 6: Substance Abuse Prevention Programs
- Table 7: Building Career Pathways and Employer Engagement
- Table 8: Case Management Challenges and Best Practices
- Table 9: Participant Assessments
- Table 10: Implications of Decreasing Caseloads
- Table 11: Strategies for Engaging Youth in Workforce and Employment Training Opportunities
- Table 12: Using Cultural Work Activities as Part of a Tribal TANF Employment Plan
- Table 13: Techniques for Supporting Participants Post-Employment
- Table 14: Organizational Development
- Table 15: Solutions and Challenges for Smaller Tribes

2:15–2:30 p.m.

Break

2:30–3:45 p.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Concurrent Session 1: Tribal TANF 101

Under Tribal TANF, tribal governments have the flexibility to establish eligibility criteria, cash assistance amounts, work participation rates, time limits, and penalties. Understanding how best to use the flexibility allowed under Tribal TANF to tailor services to local needs can be challenging. This session will provide an overview of Tribal TANF, covering the use of Tribal TANF funds, work requirements, reporting, and how to ensure the best outcomes for Tribal TANF families.

- **Mikaela Smith**, Program Specialist, Region IX, OFA
- **Jennifer Senechal**, Program Specialist, Region IX, OFA
- **Mary Papp**, TANF Manager, Quinault Indian Nation

2:30–3:45 p.m.
Deer B Room
(4th Floor in Hotel Tower)

Concurrent Session 1: Healthy Relationship Skills: Helping Build Stronger Families and Leading to Increased Success in the Workplace

Improving healthy relationship skills has a dynamic effect in the home and the workplace. Training and education on interpersonal communication, conflict management, and developing supportive social networks can help Tribal TANF participants create stronger and happier families as well as provide critical and transferable skills for the workplace. In this session, participants will learn from Nez Perce Youth Project and Family Spirit Program. Nez Perce Youth Project engages high school youth to 35-year-olds on the Nez Perce Reservation to envision and explore healthy relationships and marriage education. At the same time, participants build economic security through financial literacy with their I Vision Team, partners, and peers. Family Spirit combines the use of paraprofessionals from the community as home visitors and a culturally focused, strengths-based curriculum as a core strategy to support young families with Navajo, White Mountain Apache, and San Carlos Apache Tribes. They will also discuss how Tribal TANF programs might replicate and fund similar programs.

- **Amanda Lopez**, I Vision Advocate, Nez Perce Youth Project
- **Crystal Kee**, Senior Trainer/Affiliate Liaison, Family Spirit Program
- **Robyn Cenizal**, Project Director of the National Resource Center for Healthy Marriage and Families, ICF (Moderator)

2:30–3:45 p.m.
Kitsap Room
(Lobby Level of Resort Center)

Concurrent Session 1: The Role of Tribal TANF Job Developers: Developing Deep and Effective Employer Partnerships

This session will be repeated on the last day for those who are unable to attend.

Dedicated job developers can serve as a critical component in Tribal TANF agencies' efforts to place participants in employment opportunities successfully. In this session, we will hear recommendations from multiple job developers about what it takes to market Tribal TANF graduates to different employment sectors, develop mutually beneficial and sustainable relationships with employers, and help prepare participants for employment.

- **Viola Smith**, Job Developer, Cook Inlet Tribal Council, Employment and Training
- **Melody Williams**, Career Development Coordinator, California Tribal TANF Partnership (CTTP)
- **Rod Lindsay**, Executive Director, LIFE (Local Indians For Education)
- **Tonya Davis**, Lead Program Specialist, Division of Tribal TANF Management, OFA (Moderator)

2:30–3:45 p.m.
Deer A Room
(4th Floor in Hotel Tower)

Concurrent Session 1: Results-Based Accountability: Improving Program Performance and Delivering Stronger Outcomes

Have you ever come across an innovative idea but were uncertain how to design the steps to make it work in your home program? Results-Based Accountability (RBA) is an approach that can help you bridge that gap between idea and action. RBA is a strategic way of thinking and taking action to improve the quality of life in communities. In addition to guiding large-scale change efforts, RBA can be used to improve the performance of programs, agencies, and service systems. RBA begins with a set of outcomes in mind and then develops a set of inclusive, evidence-based, and evaluated strategies to attain these goals. In this session, the Navajo Nation will discuss their introduction to RBA and how they applied this strategy to community development efforts in their area.

- **Roxanne Gorman**, Department Manager III, Navajo Nation Division of Social Services
- **Deannah Neswood-Gishey**, Assistant Department Manager, Navajo Nation Division of Social Services
- **Delilah Goodluck**, Senior Public Information Officer, Navajo Nation Division of Social Services
- **Cheryl Begay**, Case Management Specialist, Navajo Nation Division of Social Services
- **Geni Cowan**, Senior Consultant, Eagle Blue Associates
- **Elma Reber**, Program Specialist, Region IX, OFA (Moderator)

3:45–4:15 p.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Reflections and Adjourn Day One (Cultural Gift Exchange Activity)

- **Stanley W. Koutstaal**, Division Director, Tribal TANF Management and Regional Operations, OFA

4:15–4:45 p.m.
Deer B Room
(4th Floor in Hotel Tower)

“The Feds are In”: One-on-One with Tribes and Federal Staff Members

Optional meeting time for conference attendees and federal staff.

4:45 p.m.

Adjourn for the Day

Wednesday, August 22, 2018

8:30–9:00 a.m.
Canoe Ballroom
Pre-Function Area
(4th Floor in Hotel Tower)

Registration and Check-In

9:00–9:15 a.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Recap from Day One

- **Denise Edwards**, Branch Chief, Division of Tribal TANF Management, OFA

9:15–10:15 a.m.

Listening Session with OFA Regional and Central Staff

The listening session will provide participants the opportunity to present policy, program, and other Tribal TANF-related questions, comments, and concerns to OFA staff.

10:15–11:15 a.m.

Plenary II: Strategies for Building Trust and Increased Tribal TANF Participant Motivation

An open and trusting Tribal TANF participant-caseworker relationship is critical to effectively assessing a family's or individual's employment strengths and needs, developing participant-driven self-sufficiency goals, and fostering the participant's investment in their own success. While central to the case management process, trust building, coaching, and motivation building can be challenging to develop, particularly with participants who have experienced or are currently in crisis. In this session, Elisabeth Babcock from Economic Mobility Pathways will discuss emerging and innovative strategies for building trusting and motivating coaching relationships between participant and caseworker. She will present strategies Tribal TANF agencies can implement to support staff in creating powerful coaching relationships that inspire trust and unleash participants' full potential.

- **Elisabeth Babcock**, President and CEO, Economic Mobility Pathways (EMPath)
- **Julie Fong**, Regional Program Manager, Region IX, OFA (Moderator)

11:15 a.m.–12 noon

Table Talks – Round Two

Attendees will have the opportunity to engage in small group dialogue with their peers around core issues facing Tribal TANF and Native communities. Table topics will include:

- Table 1: Economic Development and Partnerships
- Table 2: Transportation
- Table 3: Child Care Resources
- Table 4: Supporting Non-Needy Relative Caretakers and Non-Custodial Parents
- Table 5: Working Effectively with Tribal Council
- Table 6: Substance Abuse Prevention Programs
- Table 7: Building Career Pathways and Employer Engagement
- Table 8: Case Management Challenges and Best Practices
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- Table 11: Strategies for Engaging Youth in Workforce and Employment Training Opportunities
- Table 12: Using Cultural Work Activities as Part of a Tribal TANF Employment Plan
- Table 13: Techniques for Supporting Participants Post-Employment
- Table 14: Organizational Development
- Table 15: Solutions and Challenges for Smaller Tribes

12 noon–1:30 p.m.

Lunch On Your Own

1:30–2:45 p.m.

*Deer A Room
(4th Floor in Hotel Tower)*

Concurrent Session 2: Tribal TANF Administrative and Financial Management Basics for Program Managers

There are many financial and administrative requirements associated with managing a Tribal TANF grant. This session will share best practices to manage and comply with these requirements effectively. Topics will include financial basics, internal controls, policies and procedures, reporting/Online Data Collection (OLDC), cost principles, allowable/unallowable costs, and plan renewal/amendment submission process. Staff from OFA/Tribal TANF and Office of Grants Management (OGM) will give a briefing on the federal perspective.

- **Sam Stitt**, Tribal TANF Specialist, Region X, OFA
- **Susan Van Cleave**, Financial Management Specialist, Region X, OGM
- **Mausami Kothari**, Grants Officer, Division of Mandatory Grants, OGM (Moderator)

1:30–2:45 p.m.

*Whale/Salmon Room
(4th Floor in Hotel Tower)*

Concurrent Session 2: Approaches to Successfully Engage Hard-to-Serve Individuals in Workforce Development Opportunities

This session will be repeated on the last day for those who are unable to attend.

A significant number of individuals face severe, persistent, and multiple obstacles to achieving self-sufficiency. These individuals, often referred to as “hard-to-serve” may include TANF participants, individuals with disabilities, those with health or behavioral health problems, or those who reside in geographically remote areas that limit access to job training, support services, transportation options, and employers. This session will present two successful models of approach for effectively working with and meeting the needs of individuals and families with significant barriers to self-sufficiency in two different contexts: the first model is an urban workforce-based approach and the second model is a rural, community college-based approach.

- **Vicki Brannock**, Manager of Adult Programs, San Diego Workforce Partnership
- **Arth Brown**, Dean of Vocational Education and Workforce Development, Ilisagvik College
- **Julie Fong**, Regional Program Manager, Region IX, OFA (Moderator)

1:30–2:45 p.m.

*Deer B Room
(4th Floor in Hotel Tower)*

Concurrent Session 2: How to Effectively Use Wage Subsidies and Employer Incentives

Wage subsidy and employer incentive programs provide employers with motivation to hire individuals they might not otherwise consider employing. These programs help provide jobs to clients who may struggle to find employment in the regular labor market, using public funds to pay all or some of the client’s wages temporarily. Wage subsidy/employer incentive programs can also cover other work-related expenses, such as uniforms and equipment needed for the job, or reimburse employers for training costs. In this session, two tribal programs will discuss their unique approaches for using wage subsidies and employer incentives to facilitate job readiness training and employment placement opportunities for summer youth employment and subsidized employment participants.

- **Katy Ciotti**, Tribal TANF Program Director, Morongo Band of Mission Indians
- **Leslie Colegrove**, TANF Director, Hoopa Valley Tribe
- **Mikaela Smith**, Program Specialist, Region IX, OFA (Moderator)

1:30–2:45 p.m.
Kitsap Room
(Lobby Level of Resort
Center)

Concurrent Session 2: Improving Programs through Outcomes-Based Strategic Planning

This session will be repeated on the last day for those who are unable to attend.

Strategic planning helps guide decisions and actions that shape what your program is, what it does, and what it will become. Strategic planning draws from the knowledge, expertise, and vision of staff to create a step-by-step process for programs to follow towards completing their mission and achieving desired outcomes. In this session, representatives from Owens Valley Career Development Center and Confederated Tribes of Siletz Indians will discuss their processes for using strategic planning to inform and drive program development.

- **Ryan Howard**, Executive Director, Owens Valley Career Development Center
- **Kurtis Barker**, Self Sufficiency Program Director, Confederated Tribes of Siletz Indians
- **Jennifer Senechal**, Program Specialist, Region IX, OFA (Moderator)

2:45–3:00 p.m.

Break

3:00–4:15 p.m.
Deer A Room
(4th Floor in Hotel Tower)

Concurrent Session 3: Strategies for Navigating the Tribal TANF Program Audit Process

Effectively managing Tribal TANF programs requires a clear understanding of federal reporting responsibilities and processes. During this session, representatives from the OGM will help participants gain a better understanding of federal reporting policies and procedures, while also learning effective strategies to prepare for and successfully navigate program audits. A representative from the Quinault Indian Tribe will also discuss how they successfully manage the Tribal TANF audit procedure.

- **Karen Code**, Financial Management Specialist, Region X, OGM
- **Kierstin Pope**, TANF Lead Caseworker, Quinault Indian Nation
- **Jennifer Bryan**, TANF Lead Caseworker, Quinault Indian Nation
- **Mausami Kothari**, Supervisory Financial Management Specialist, OGM (Moderator)

3:00–4:15 p.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Concurrent Session 3: Creating Client-Centered Career Pathway Programs that Respond to Local Employment Needs

Effective career pathway programs not only connect the interests, strengths, and career goals of individuals to employment plans and training, but also align with local community, employer, and industry needs. In this session, two tribal programs will discuss their recommendations for creating demand-driven career pathway programs. Northwest Indian College will present on their successful carpentry program, an initiative to develop soft skills transferable to the workplace, and the future of their workforce development initiatives as they apply for grants to diversify career pathway options. Cook Inlet Tribal Council will discuss their Health Profession Opportunity Grants (HPOG) program, which provides vocational training and higher education needed to secure well-paying and in-demand positions within the healthcare field. California Indian Manpower Consortium (CIMC) will share lessons learned from their Entrepreneurial Training program, a culturally relevant approach to help individuals develop, implement, and/or expand a native business.

- **DeAnna Roering**, HPOG Manager, Cook Inlet Tribal Council
- **Robert DeCoteau**, Workforce Director, Northwest Indian College
- **Lorenda Sanchez**, Executive Director, California Indian Manpower Consortium, Inc.
- **Eric Cooper**, Field Operations Supervisor, California Indian Manpower Consortium, Inc.
- **Carol Mizoguchi**, Family Assistance Program Specialist, OFA (Moderator)

3:00–4:15 p.m.
Kitsap Room
(Lobby Level of Resort Center)

Concurrent Session 3: Life After TANF: Helping Clients Successfully Transition to Employment or other Workforce Training Programs

This session will be repeated on the last day for those who are unable to attend.

Exiting from the TANF program does not necessarily end the need for supportive services. Some families may lose eligibility for needed benefits as their employment earnings increase. Others may time out of TANF and still require job training assistance to become economically stable. In this session, tribal and state representatives will discuss various strategies for helping bridge the transition for those leaving TANF. David Stillman from the Washington Department of Social and Health Services will discuss programs and approaches contributing to success post-employment, including Workforce Innovation and Opportunity Act (WIOA)/TANF collaborations, SNAP Employment and Training (E&T), and working with participants to develop an exit plan early in the case management lifecycle. Representatives from the Federated Indians of Graton Rancheria will discuss their approach for assisting clients in obtaining additional certifications and training that foster the clients' continued growth and advancement in their field of employment.

- **David Stillman**, Assistant Secretary for Economic Services, Washington State Department of Social and Health Services
- **Scott Boyle**, TANF Program Director, Federated Indians of Graton Rancheria
- **Denise Edwards**, Branch Chief, Division of Tribal TANF Management, OFA (Moderator)

3:00–4:15 p.m.
Deer B Room
(4th Floor in Hotel Tower)

Concurrent Session 3: Assessing, Analyzing, and Using On-Hand Data for Program Improvement

High performing organizations regularly analyze data and use those insights to drive continuous improvement in program operations. However, it can be challenging for programs to determine what data they current have, and how to use it for program improvement. This session will discuss how to identify, analyze, and apply universally collected Tribal TANF data to drive continuous program improvement and to foster a culture of learning and advancement.

- **Les Alford**, TANF Executive Director, Karuk Tribe
- **Angela Diaz**, Regional Assistant Manager, Soboba Band of Luiseno Indians Tribal TANF Program
- **Bryan Blackburn**, Workforce Development Compliance Analyst, South Puget Intertribal Planning Agency
- **Elma Reber**, Program Specialist, Region IX, OFA

4:15–4:30 p.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Reflections and Adjourn Day Two (Cultural Gift Exchange Activity)

- **Denise Edwards**, Branch Chief, Division of Tribal TANF Management, OFA

4:30–5:00 p.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Native Employment Works Discussion Forum

This moderated, peer-to-peer discussion forum will provide attendees with an opportunity to discuss program approaches, challenges, and questions specific to Native Employment Works (NEW) grants.

5:00 p.m.

Adjourn for the Day

8:00–8:30 a.m.
Canoe Ballroom
Pre-Function Area
(4th Floor in Hotel Tower)

Registration and Check-In

8:30–8:45 a.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Day Two Reflections and Overview of Day Three

- **Mikaela Smith**, Program Specialist, Region IX, OFA

8:45–10:00 a.m.
Deer A Room
(4th Floor in Hotel Tower)

The following sessions are repeated from previous days to give participants the chance to attend high demand workshops that may have conflicted with other workshops.

Concurrent Session 4: The Role of Tribal TANF Job Developers: Developing Deep and Effective Employer Partnerships

Dedicated job developers can serve as a critical component in Tribal TANF agencies' efforts to place participants in employment opportunities successfully. In this session, we will hear recommendations from multiple job developers about what it takes to market Tribal TANF graduates to different employment sectors, develop mutually beneficial and sustainable relationships with employers, and help prepare participants for employment.

- **Viola Smith**, Job Developer, Cook Inlet Tribal Council, Employment and Training
- **Melody Williams**, Career Development Coordinator, California Tribal TANF Partnership (CTTP)
- **Rod Lindsay**, Executive Director, LIFE (Local Indians For Education)
- **Tonya Davis**, Lead Program Specialist, Division of Tribal TANF Management, OFA (Moderator)

8:45–10:00 a.m.
Kitsap Room
(Lobby Level of Resort Center)

Concurrent Session 4: Life After TANF: Helping Clients Successfully Transition to Employment or other Workforce Training Programs

Exiting from the TANF program does not necessarily end the need for supportive services. Some families may lose eligibility for needed benefits as their employment earnings increase. Others may time out of TANF and still require job training assistance to become economically stable. In this session, tribal and state representatives will discuss various strategies for helping bridge the transition for those leaving TANF. David Stillman from the Washington Department of Social and Health Services will discuss programs and approaches contributing to success post-employment, including WIOA/TANF collaborations, SNAP E&T, and working with participants to develop an exit plan early in the case management lifecycle. Representatives from the Federated Indians of Graton Rancheria will discuss their approach for assisting clients in obtaining additional certifications and training that foster the clients' continued growth and advancement in their field of employment.

- **David Stillman**, Assistant Secretary for Economic Services, Washington State Department of Social and Health Services
- **Scott Boyle**, TANF Program Director, Federated Indians of Graton Rancheria
- **Denise Edwards**, Branch Chief, Division of Tribal TANF Management, OFA (Moderator)

8:45–10:00 a.m.
Deer B Room
(4th Floor in Hotel Tower)

Concurrent Session 4: Improving Programs through Outcomes-Based Strategic Planning

Strategic planning helps guide decisions and actions that shape what your program is, what it does, and what it will become. Strategic planning draws from the knowledge, expertise, and vision of staff to create a step-by-step process for programs to follow towards completing their mission and achieving desired outcomes. In this session, Owens Valley Career Development Center will discuss their process for using strategic planning to inform and drive program development. Participants will also engage in a moderated strategic planning activity where they will identify “One Thing” that has the potential for creating better program outcomes and making the lives of other staff easier.

- **Ryan Howard**, Executive Director, Owens Valley Career Development Center
- **Jennifer Senechal**, Program Specialist, Region IX, OFA (Moderator)

8:45–10:00 a.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Concurrent Session 4: Approaches to Successfully Engage Hard-to-Serve Individuals in Workforce Development Opportunities

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- **Arth Brown**, Dean of Vocational Education and Workforce Development, Ilisagvik College
- **Julie Fong**, Regional Program Manager, Region IX, OFA (Moderator)

10:00–10:30 a.m.

Break and Room Checkout

10:30–11:45 a.m.
Whale/Salmon Room
(4th Floor in Hotel Tower)

Closing Plenary: Tribal TANF: Helping Create Pathways for Youth Innovation, Leadership, and Success

The work of Tribal TANF caseworkers and community-based/social support program staff often has far-reaching, long-lasting impact on the community for both current and future generations. In this plenary, four young people will discuss how Tribal TANF and other community-based social support programs served as an impetus to achievement and success. Mikela Jones, principal for the United Auburn Indian Community Tribal School, will also speak on youth leadership, wellness, and motivation.

- **Dustin White**, Youth Representative from Association of Village Council Presidents
- **Chyenne Thompson**, Youth Representative from Cook Inlet Tribal Council
- **Valentino Luna**, Youth Representative from California Tribal TANF Partnership (CTTP)
- **Delia Guzman**, Youth Representative from Federated Indians of Graton Rancheria
- **Mikela Jones**, Principal, United Auburn Indian Community Tribal School
- **Sam Stitt**, Tribal TANF Specialist, Region X, OFA (Moderator)

11:45 a.m.–12:15 p.m.

Closing and Blessing (Cultural Gift Exchange Activity)

OFA Region IX and X Staff

12:15 p.m.

Adjourn Meeting