



2011 ACF/OFA Region IX Tribal TANF Meeting

September 26, 2011 – September 27, 2011

San Francisco, California

Summary Report



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"TANF Training and Technical Assistance"



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Executive Summary

The Region IX Administration for Children and Families, Office of Family Assistance convened a meeting for the Region IX Tribal TANF grantees in California and Nevada from September 26-27, 2011. The meeting, the second of two¹, provided TANF directors and administrators with an open forum for discussing critical issues impacting their TANF participants and an opportunity to network both amongst themselves and with Region IX leadership. The meeting brought together TANF programs to discuss and share information on a number of topics, including best practices within Tribal TANF programs, working with TANF participants with dual diagnoses, developing career pathways, implementing subsidized employment and asset building programs, and meeting Federal fiscal requirements.

Acknowledgements

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- James Butler, Family Assistance Program Specialist at the United States Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance;
- Dr. Walter Hillabrant, President, Support Services International;
- Glenn Basconciello, Chief Operating Officer, Rondii Nieto, Site Project Coordinator and Debra Powless, TANF Director, Owens Valley Career Development Center;
- Denis Turner, Executive Director, Carolyn Stalcup, Administrative Coordinator, and Yvette Yazzie, Pala Site Manager, Southern California Tribal Chairman's Association;
- Racquel Morrison, Outreach Services Coordinator for Native American Communities, Rural Breaking Down Barriers Program, Mental Health America of San Diego County
- Robin Bearchild, Issksiniip Project Coordinator, and Ms. Katelin Loring, Issksiniip Placement Counselor, Blackfeet Community College;
- Andy Miritello, Building Trades Instructor, Gila River Indian Community;
- Bonnie DeWeaver, Workforce Development Program Coordinator, Phoenix Indian Center;
- Sierra Solomon, Associate, Assets for Independence Resource Center;
- John Bausch and David Madison, Grants Management Specialists, Administration for Children and Families, Region IX;
- James Whelly, Manager, and Bernadette Santos, Supervisor, Employment and Business Services, San Francisco Human Services Agency.

¹ The report for the first Region IX Tribal TANF Meeting for California and Nevada Tribes can be found on the Welfare Peer Technical Assistance Network Web site at <http://peerta.acf.hhs.gov/>.

Background

Region IX convened this meeting as the second in a series of two meetings to respond to and address the needs of the California and Nevada Tribal TANF Programs. These meetings facilitated consistent face-to-face contact and communication between and among Tribal grantees and ACF staff; provided technical assistance that was responsive to the unique needs of California and Nevada Tribal TANF grantees; and support Tribal TANF grantees' comprehensive efforts to contextualize, evaluate, and improve their programs.

Region IX Tribal TANF Meeting Objectives:

- To respond to grantee needs using strategies that foster a deeper level of engagement in and commitment to the training;
- To facilitate strategic planning for programs to further explore and identify their program goals and strategies for ultimate success;
- To learn positive strategies and solutions from peer programs that lead to improved service delivery, and;
- To provide for open communication and collaboration with the ACF/OFA Region IX staff.

Overview of Meeting

The 2011 Administration for Children and Families, Office of Family Assistance (ACF/OFA) Region IX Tribal TANF Meeting was held in San Francisco, California, on Monday, September 26, 2011 and Tuesday, September 27, 2011 at the ACF/OFA Federal Office Building.

The meeting was organized to provide training and technical assistance on critical issues for California and Nevada Tribal TANF programs. Specific topics and subject areas were determined as ACF staff reviewed comments and requests from evaluations of prior meetings, as new issues arose, and as grantees identified areas of interest and specific training needs.

The event provided Tribal TANF administrators with an opportunity to discuss current and emerging Tribal TANF issues and to learn from experts and each other about solutions to barriers for delivering effective services to Tribal populations. Topics covered at the meeting included:

- Addressing current critical Tribal TANF issues;
- Incorporating promising practices into Tribal TANF programs;
- Working with participants for whom both mental health and substance abuse issues are barriers to employment;
- Developing career pathways for Tribal TANF participants;
- Identifying and implementing asset building strategies;
- Managing Tribal TANF programs under Federal fiscal guidelines; and
- Implementing lessons learned in a subsidized employment program.

The meeting, held over two days, was moderated by Julie Fong, TANF Program Manager, Administration for Children and Families, Office of Family Assistance, Region IX. Both days began with registration and an opportunity for participants to network and strategize, an opening blessing, a welcoming address, and a meeting overview. Each day was concluded with a wrap-up session and closing blessing. The full agenda can be found in the Appendices.

Day One

The first day opened with a blessing and welcome remarks from Ms. Fong and Mr. Rick Wever, Tribal TANF Program Specialist, Administration for Children and Families, Office of Family Assistance, Region IX. The day was structured to promote open dialogue with Regional leadership about critical current issues and to provide informative, interactive workshops.

Dialogue with Region IX Staff: Current Critical Tribal TANF Issues

The session provided attendees with the opportunity to discuss specific program needs. Timely data reporting was the first issue addressed as the receipt of Tribal TANF data from the Federal Office often has a longer lag time than data at the State TANF level. Region IX explained that the reason for the delay is the capacity of OFA to compile the data. Currently, there is only one data person available to do the work for both States and Tribes. This discussion was followed by an inquiry regarding Region IX site visit protocols and reporting. Site visits are shaped by the needs of the site that Regional staff are visiting so there is not a common protocol for all visits. It is possible to provide Tribal TANF programs with site visit reports or write ups after visits are completed. Tribal TANF staff voiced their concern about the contents of the forthcoming Government Accountability Office (GAO) report on Tribal TANF and any possible effects it may have on reauthorization. Region IX staff have reviewed a draft of the report (which they were not able to distribute) and it did not appear to contain anything that is incredibly negative towards Tribal TANF and it is not anticipated to have a negative effect on TANF reauthorization.

Many of the Tribal TANF staff are thinking about and planning for reauthorization. Region IX staff are not allowed to advocate for programs and cannot assist in reauthorization advocacy efforts. Region IX staff would be able to assist Tribal TANF staff by providing contacts in other Regional Offices who can put Region IX Tribes in touch with Tribes in other Regions. Finally, the upcoming Promising Pathways Initiative, an OFA technical assistance effort, was discussed. OFA made funds available to provide technical assistance to programs who have established policies and practices with documented outcomes so that these "promising practices" can be shared with the entire TANF field.

Best Practices in Managing Tribal TANF Programs: Opportunities and Challenges for Tribes in Operating TANF Programs

Following the morning discussion, participants heard from Dr. Walter Hillabrant, a co-author of "Operating TANF: Opportunities and Challenges for Tribes and Tribal Consortia", a report produced under the Administration for Children Families, Office of the Assistant Secretary for Planning and Evaluation which describes the experiences of 10 Tribal grantees in planning, implementing, and operating TANF programs.

Dr. Walter Hillabrant, President, Support Services International

Dr. Hillabrant is the President of Support Services International, Inc. and a member of the Citizen Band of the Potawatomi Nation. To open the session, participants were asked to list why they think Tribal TANF programs are in existence when there are State TANF programs as well. It is because Tribal TANF programs serve Native people better than States can and are an expression of self-determination by each Tribe. Operating a Tribal TANF program can also enhance program coordination as some Tribes also participate in the 477 program.

Dr. Hillabrant explained the challenges of operating a Tribal TANF program. The startup costs for a Tribal TANF program can be prohibitive since there is no funding available for these expenses. Negotiating how to work with the State or county can also be a challenge. However, risks can be mitigated to help ensure a successful program.

Holding consultations with a broad range of Tribal stakeholders can assist Tribes in creating a successful program. Other helpful strategies include engaging in consensus building activities, gathering input from TANF participants and consulting with other Tribal TANF grantees. Dr. Hillabrant also recommended that Tribes leverage other assets already in existence such as business development initiatives, community development financial institutions, New Market Tax Credits, and other for-profit Tribal enterprises.

In order to be successful, new TANF programs need to be tailored to the unique needs of the Tribe and inclusive of relevant substance and symbolism. Each Tribe will need to negotiate terms with the State, particularly surrounding Maintenance of Effort and other supports. Dr. Hillabrant cautioned Tribes to fully examine the 1994 Aid to Families with Dependent Children (AFDC) numbers which the State will provide as those numbers will be used to determine the level of TANF funding the Tribe will receive. Dr. Hillabrant shared some resources that may be used to fund planning and startup of a Tribal TANF program, including:

- Applying for Administration for Native Americans, Social and Economic Development and Strategies grants;
- Applying for United States Department of Agriculture, Rural Utilities Service grants;
- Partnering with Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA) grantees; and
- Thinking strategically about leveraging other money flowing into the Tribe.

As a Tribe transitions participants from a State program to the Tribal TANF program, the process should be gradual and a Tribe should think tactically about providing services. A Tribe can contract out for a particular service if it already exists in the community. Another critical component is coordinating with State programs (Medicare, Medicaid, Supplemental Nutrition Assistance Program (SNAP), etc.) as needed. Dr. Hillabrant highlighted Tanana Chiefs and Port Gamble as examples of State and Tribal coordination.

Best Practices in Tribal TANF Programs

This session featured presenters who shared their own successes in providing programs and services to Tribal TANF participants. The session was organized as a panel presentation with questions and discussion following each presentation.

Glenn Basconcillo, Chief Operating Officer, Owens Valley Career Development Center

Mr. Basconcillo, Chief Operating Officer at Owens Valley Career Development Center (OVCDC), spoke to participants about OVCDC's partnership with the child support enforcement program in their area and how to use strategic planning to improve programs. OVCDC is a consortium of Tribes advancing the quality of life for Native people through education and self-sufficiency and protecting, preserving, and promoting Native cultures through nation building. OVCDC believes that child support enforcement is an important partner of the TANF program because:

- Parents should be financially responsible for their children;
- Parents' financial support can help children achieve self-sufficiency later in life;
- Ongoing parental responsibility and involvement with children leads to better outcomes for both child and parent; and
- It directly supports TANF purpose #4.

OVDC has established a policy that a parent or caretaker relative must comply with child support enforcement requirements unless they show good cause as to why they cannot. In this year, an average of 87 custodial parents/caretaker relatives received some amount of child support income from a non-custodial parent, totaling \$128,621 and averaging \$14,291 per month.

One challenge OVDC has faced is engaging the local child support agency in each county and educating the staff on Tribal TANF. They have found varying degrees of knowledge about Tribal TANF by child support agencies and often some misunderstanding. To successfully collect child support for Tribal TANF families, a commitment to partner is required by both agencies. Another challenge OVDC has faced is questions around jurisdictional issues about support orders from the county office. Often times, the county does not believe they have the jurisdiction to enforce an order on a reservation; however, under OVDC's program, the county has responsibility for enforcing child support orders.

This year, OVDC has collected \$128,621 in child support income from non-custodial parents because of the program's partnership with child support enforcement.

Through their partnership with child support enforcement, OVDC hopes to increase their involvement in fatherhood and non-custodial parent initiatives. OVDC does count child support as income for those receiving a TANF grant.

Mr. Basconcillo also discussed OVDC's strategic planning process. Strategic planning is a management tool that helps an organization focus on its future. During this process, OVDC developed a vision, mission, and values and implemented an annual self-assessment analysis. In addition, performance budgeting and monitoring were put into place so that staff have an opportunity to assess their goals as they relate to and impact the budget. Mr. Basconcillo emphasized organizing a budget that is tied to performance goals and he noted that staff evaluations include some performance goals as well. When goals are not met, OVDC management determines if it was a realistic goal and identifies what outside factors may have caused the staff or program to fall short of the goal. As OVDC moves forward, they will be transitioning to the balanced scorecard system² of strategic management.

Question and Answer Session

Following Mr. Basconcillo's presentation, meeting participants had an opportunity to share comments and ask questions. Comments, questions, and answers are listed below.

- How did OVDC get started in creating a strategic plan?
 - It was suggested to the board of OVDC, who were in favor of moving forward with the process. An outside consultant was hired to lead the organization through the strategic planning process. It is really important to have an outside unbiased facilitator for the strategic planning process.

² The balanced scorecard is a strategic planning and management system. It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton, Founders of the Palladium Group, Inc., as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance. For more information on balanced scorecards, see <http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>.

- How do you mandate a day-to-day implementation of the plan?
 - There is no mandate. Staff were engaged in the process of creating the plan so their support was established from the beginning. OVDC works to keep the plan at the forefront of its operations. It is often referenced at meetings, in workgroups, and on evaluations. Even if staff were not hired when the plan was implemented and did not buy in to the initial process, it is made clear that they will be evaluated against it.

Rondii Nieto, Site Project Coordinator, Owens Valley Career Development Center, Porterville Site

Ms. Rondii Nieto, Site Project Coordinator at OVDC, spoke about the program's Porterville Site Teen Pregnancy Project which specifically addresses TANF purpose 3. The project engaged current teen parents in recording their stories and experiences of becoming a parent. The stories were then combined with pictures of the families and published in a book that was used in classroom settings with teenagers. The book is used to show teens the reality of becoming a parent and to prevent future teen pregnancies. The books are often utilized at events such as the National Day to Prevent Teen Pregnancy and in prevention classes that OVDC provides. Ms. Nieto passed out copies of the books to all participants.

Carolyn Stalcup, Administrative Coordinator with the Southern California Tribal Chairmen's Association (SCTCA)

Ms. Stalcup shared best practices of the SCTCA's internal case audit system. SCTCA put an internal audit system into place so that the program could be better prepared when external audits occurred. The program serves five different offices and TANF cases often get transferred back and forth between offices. While a case is open, SCTCA maintains a digital case file. One file is maintained per participant and is organized by duty (eligibility, work readiness, etc.). This allows the information in the file to be collected once and shared among all staff who work on the case. When a case closes, the file is printed out to be stored in the paper filing system. To ensure that all the information is in the active files, audits are conducted on random cases. Peer reviews are conducted randomly and reviews of eligibility files occur in each site.

Understanding and Working with Clients with Multiple-Barriers: Effective Case Management Strategies and Training

TANF participants are faced with many issues when trying to move up the employment ladder. These barriers are often very difficult to diagnose individually and even more difficult to diagnose and address when they are occurring in tandem with other barriers such as substance abuse or depression. These co-occurring issues present challenges for diagnosis and create a need for emotional and professional support for case managers.

Racquel Morrison, Outreach Services Coordinator for Native American Communities, Rural Breaking Down Barriers Program, Mental Health America of San Diego County

According to Ms. Morrison, San Diego County has approximately 53,000 people that identify themselves as American Indian or Alaska Native. The mental health and well-being of Americans Indians and Alaska Natives is impacted by many layers of historical trauma. Historical trauma stems from a long history of conflict and violence that included loss of land, physical, emotional, and mental abuse, and the forced removal of children. These events have made loss, grief, and trauma commonplace in many Native communities. Research has shown that American Indians and Alaska Natives are the least healthy of all Americans. This is demonstrated by the highest rates of suicides,

substance and alcohol abuse, and early death from both mental and physical illnesses. American Indians and Alaska Natives have lower levels of access to appropriate mental and physical health care than non-Indians. Despite these challenges, Native communities have many strengths, including strong spirituality, a deep understanding of human relationships with the environment, cultural integrity, resilience, and strong traditional roots.

These concerns about American Indian and Alaska Native mental health prompted the development of the Breaking Down Barriers community forum that was held in March 2009 in San Diego County. The forum was funded by the "Millionaire's Tax" which is a one percent tax on the wealthiest citizens in the State of California. It was attended by Tribal service providers, community leaders, educators, and clinicians and was focused on addressing the barriers American Indian and Alaska Native populations face when attempting to access quality mental health services. The barriers addressed in the forum included a mistrust of government services, a lack of culturally competent services, and the stigma associated with mental health services within the community.

Since the forum in 2009, there have been numerous collaborations across Indian Country in Southern California to address these issues. Successes since 2009 include:

- Providing increased targeted and culturally competent services for urban and rural populations;
- Developing ongoing cultural competency classes for non-Indian county staff and service providers to help them better understand the uniqueness of each Tribal community;
- Providing educational workshops and training on mental health for Tribal community members and service provider staff;
- Developing a program with the County of San Diego and Alliance University to provide mental health course studying American Indian and Alaska Native individuals;
- Collaborating with various organizations (Tribal and non-Tribal) to provide resources, information, and training to Native communities to break down the stigma of mental illness; and
- Increasing the number of mental health programs that are available to families, youth, and elders within Native service areas.

Despite these successes, some challenges remain. There is still a need for teachers and educators to increase their understanding of American Indian culture. In addition, Ms. Morrison has been working with San Diego County Law Enforcement to engage the Psychiatric Emergency Response Team (PERT) in better assisting with mental health crises, specifically around training therapists who reside in Native communities in PERT so that they can appropriately respond to Tribal cases.

Ms. Morrison provided several suggestions for working with Native communities around mental health issues:

- Identify programs that are already in place and learn what they provide;
- Work with community stakeholders to identify mental issues that plague American Indian and Alaska Native communities;
- Advocate for funding to provide programs through Indian Health Services and other funding agencies;
- Provide education and awareness on mental health through outreach and trainings; and
- Collaborate with Tribal governments, Indian Health Clinics, Tribal non-profit organizations, universities or community colleges, and Tribal governments.

Question and Answer Session

Following Ms. Morrison's presentation, meeting participants had an opportunity to share comments and ask questions. Comments, questions, and answers are listed below.

- Where do you refer a client who you suspect has a mental health issue?
 - Ms. Morrison suggested beginning with the local Indian Health Clinic.
- What is recommended for TANF staff to be able to identify someone who may have a mental health issue?
 - Ms. Morrison's organization offers a 12-hour training to educate professionals about the signs and symptoms of mental illness. She emphasized that only a mental health professional or clinician can diagnose someone with a mental illness but it is important for other professionals to know when it is appropriate to refer a client for further screening.
- Are there any screening tools available?
 - Yes, there are a number of assessments available but it is recommended to talk to a trained mental health professional if a Tribe wants to develop a screening tool specific to their culture.
- Hoopa is looking at hiring a contracted part time position to be available for TANF participants' mental health needs because there is such a long (three to six month) waiting list for their local mental health services. Has anyone else done something similar?
 - Soboba contracts with a licensed therapist who sees participants after the initial assessment is completed. The therapist is not Native but has been active in learning about the community's culture and has earned the trust and respect of the Tribal TANF participants.
 - Shingle Springs previously had a licensed clinical psychologist review all assessments and partner with the Tribal TANF program but the position was eliminated due to budget cuts.

Day Two

Day Two of the 2011 ACF/OFA Region IX Tribal TANF Meeting began with an opening blessing and Ms. Fong welcomed participants back for the second day. She provided an overview of the day's agenda and encouraged participants to stay for the last session of the day, a presentation on a successful subsidized jobs program.

Leveraging Partnerships and Developing Career Pathways in Indian Country

During this session, meeting participants learned strategies for increasing and improving partnerships with career sectors to create and support increased employment options for Tribal TANF participants and low-income Tribal families. The session was organized as a panel of presentations followed by a question and answer session.

Ms. Robin Bearchild, Issksiniip Project Coordinator, and Ms. Katelin Loring, Issksiniip Placement Counselor, Blackfeet Community College

The Issksiniip Project is operated by the Blackfeet Community College in Browning, Montana and is funded through the ACF Health Professions Opportunity Grant (HPOG). Of the 32 HPOG grants awarded, Tribes received five,

Gila River Indian Community Labor Market Needs:

Allied Health – (three years – 485 jobs)
Hospitality/Gaming – (52 percent turnover)
Construction/Green
Government Human Resources
Information Technology
Administrative
Environmental
Agriculture
Education
Management
Small Business Management

including the Issksiniip Project. In the Blackfeet language, Issksiniip translates to “how we know things.” The goals and objectives of the project were built around improving education, employment, and health care opportunities targeted to TANF or TANF eligible participants. To initiate the project, several strategic partnerships were formed within the Blackfeet community and with three of the Montana universities. Through these partnerships, training and education opportunities were developed that targeted health care fields. The project includes a strong cultural component that engages students, families, and the community at-large. Each year, the Issksiniip Project offers

10 to 15 scholarships for students to earn health profession degrees. The scholarships include tuition, fees and books, mentoring, tutoring, support services, and career placement.

The Issksiniip Project is primarily based on two sets of partnerships, universities and community organizations. Universities provide the scholarships through a Memoranda of Understanding (MOU). Through this partnership, the project also developed a higher education advisory committee which allows them to identify best practices. Community partners also play a large role. For example, Tribal TANF is a partner through a cooperative working agreement. This enables Tribal TANF participants to use the career development center at Blackfeet Community College.

The project awarded 120 scholarships between summer 2011 and fall 2011. Ninety-four percent of those awarded scholarships completed summer training, 17 percent of summer students are already employed, and 50 percent of summer students are continuing their education. They also awarded 90 scholarships at partner institutions and they are in the process of adding a fourth education partner, the College of Great Falls. Along with these successes come challenges. The project was awarded funding in October 2010 but implementation lagged behind. Staffing, changes to the initial proposal, and building community collaboration within the educational institution have also been challenges.

Issksiniip Project Successes:

- 120 scholarships were awarded between summer 2011 and fall 2011.
- Ninety-four percent of those awarded scholarships completed summer training.
- Seventeen percent of summer 2011 students are already employed.
- Fifty percent of summer students are continuing their education

The program also takes referrals from the State TANF program in Montana though they do not have a cooperative agreement with the State. As long as participants are not receiving supportive services such as child care and transportation from the TANF program, the Issksiniip Project can provide them. The education component of the project is designed so that students participate in the classroom versus an online environment. This is done so that they are more

integrated into an academic setting that fosters a supportive community. Mentors who mentor scholarship students are professionals within the college community and are paid \$500 per semester for each student they mentor.

Mr. Andy Miritello, Building Trades Instructor, Gila River Indian Community

The Career Pathways Initiative is a workforce development program that was started at the Gila River Indian

Key elements in the Gila River Career Pathways Initiative:

- Internships, mentorships, and job shadowing;
- Career pathways mentors;
- Job placement and follow-up;
- Motivational case management;
- Cultural support services and programming;
- Community service projects;
- Transition projects;
- An MIS tracking system; and
- Other wraparound support services.

Community (GRIC) in Arizona through a grant from the Department of Labor. GRIC was one of ten grantees, only two of which were Tribal. The Career Pathways Initiative was created in their community as an example for other Tribes to mimic. The GRIC, situated on 600 square miles just outside the cities of Phoenix and Tucson, houses four casinos, three high schools, and several other large departments that offer a variety of jobs. When developing the Career Pathways Initiative, GRIC organized a core team of representatives from schools and colleges, employers, and the community. They identified partnerships that would most benefit the community and make a successful initiative. They began by partnering with their Tribal Employment Rights Office (TERO) and their Department of Education to train targeted job applicants with skills that were in demand by local employers. GRIC developed curriculum to match the skills needed by local

employers, specifically in the health care, construction, and hospitality industries. The Initiative's target service population includes unemployed or underemployed adults, high school students, and youth (kindergarten through 8th grade).

In developing this initiative, GRIC found that many of the departments in their community were disjointed in how they were operating and not combining resources for optimal coverage. On the other hand, they identified community strengths, including likeminded goals of employers within the community, a plethora of jobs available, and an overall closeness among community members.

GRIC is determined to maintaining the Initiative and is focusing on:

- Marketing and branding;
- Tracking participation in the Initiative from youth to adulthood;
- Convening career advisory boards, made up of key partners in the community, quarterly; and
- Organizing employer advisory boards which serve as sub-committees of the career advisory boards.

Ms. Bonnie DeWeaver, Workforce Development Program Coordinator, Phoenix Indian Center, Inc.

The Phoenix Indian Center (PIC), located in the city of Phoenix and founded in 1947, is one of the oldest urban American Indian centers in the country and administers employment, training and social services programs. The PIC also offers self-enrichment programs in four key personal development areas -- social services, adult education, language and culture, and native workforce services. Over the years, PIC has evolved to meet the continually growing community needs. Currently, Phoenix has the third largest urban population of American Indian people and one in four American Indians in Arizona lives in poverty.

PIC also has a student training allowance for students who are near completion of training or course work in high demand occupations in the local area workforce or in their home community. PIC offers work experience through their Work Experience Program (WEP) which provides:

- Subsidized jobs for recent graduates with no experience in their field of interest;
- Jobs for those who have been out of the workforce for a number of years;
- Jobs for those who have legal issues or other issues to overcome; and
- Jobs for those learning new skills.

For on-the-job training, PIC has contracts with employers to address skill development and help participants obtain jobs at a higher than entry level wage. PIC's native workforce services pay 50 percent of the wages. PIC also provides follow-up and supplemental support that is critical for preventing job loss.

WIA-funded PIC services:

- Academic preparatory and career guidance;
- Spirit of Success Seminars which include assisting with resumes and cover letters;
- Internet job search,
- Tapping the hidden job market seminars;
- Online application forms;
- Instruction on acing the job interview;
- Job tips for both ex-offenders and those over 40; and
- Customer service skills training.

PIC relies on many partnerships to operate their center and provide services. They have a strong base of collaborators and community partners in and around Phoenix with housing assistance, health services, one-stops, local investment boards, emergency assistance, schools, and community-based organizations. In addition to WIA, they are funded by Mr. Leon Grant and the Omaha Tribe.

Question and Answer Session

After the speakers presented information on their programs, several participants asked questions of the panel.

- How do you provide job placements for people who have felony or criminal backgrounds?
 - It is a challenge for PIC and the staff is working to better understand how those participants fit in with employment. It is important to develop relationships with employers. PIC staff go to employers, including their Tribal health department, and discuss employment opportunities for TANF participants. This population is a very difficult one to work with. Programs need to look for any jobs that are out there. They try to work with both participants and with the employment agencies. PIC has found that having a driver's license is a big barrier to employment.
- What is the timeframe for work experience positions?
 - It depends on the complexity of jobs. Positions can last from 12 weeks to eleven months. PIC can extend their work experience positions if it thinks the person has enough potential.
- How do you negotiate the wage?
 - PIC uses minimum wage for every position. If participants demonstrate they have the skills needed for a job, the program staff discusses wage increases with Human Resources.

Asset Building Strategies for Native American Populations

Asset building is an approach to overcoming poverty that enables individuals and families to plan for long-term economic success. During this discussion, meeting participants were provided an overview of Individual Development Accounts (IDAs) and financial literacy for Tribal communities, and learned strategies for engaging partners to further expand asset building options for Tribal families.

Ms. Sierra Solomon, Assets for Independence Regional Consultant, Region IX

Ms. Sharon Fujii, Regional Administrator for the Administration for Children and Families Office of Family Assistance, Region IX, set the stage by addressing the need for a combination of tools to become self-sufficient, including training and employment, financial literacy, and tax credits. The Assets for Independence (AFI) initiative through the ACF Office of Community Services (OCS) works with TANF program managers and specialists to identify ways to assist people in gaining assets. Region IX encouraged participants to share their technical assistance needs regarding asset building so the Region can facilitate appropriate technical assistance. Ms. Fujii then introduced Ms. Sierra Solomon, AFI Regional Consultant for Region IX.

Ms. Solomon defined asset building and the six ways for building assets: financial education, getting banked, borrowing/debt management, IDAs, public benefits, and tax credits. Financial education provides families with information to make effective money management decisions and there are many curricula that are readily available for free. Getting banked is the first key step to financial stability and savings. Bank accounts enable families to reduce reliance on check-cashers and other high-cost fringe financial services. Tax credits for families allow them access to up to thousands of dollars, especially through the Earned Income Tax Credit (EITC) from which an average refund is nearly \$2,000. There are a variety of Volunteer Income Tax Assistance (VITA) sites where people can get their taxes, including the EITC, prepared at no cost.

History has shown that everyone can save money, even low-income families. Making a habit of saving even a small amount sets an important example for children. IDAs are a means to help people save and set that example. IDAs are matched savings accounts in banks, credit unions, or Native community development financial institutions in which participants deposit earned income regularly and receive matching funds. Savings are used to purchase a financial asset. There has been dramatic IDA growth across the nation with more than 500 IDA programs and more than 71,000 IDA accounts in existence today. The first Native IDA programs began in 1999 and, since then, over 25 Native IDA programs have started. AFI is one mechanism through which TANF programs can develop an IDA program. AFI is a Federally funded five-year grant to organizations that assist those who have an IDA account in acquiring a home, accessing higher education or training, starting or supporting a small business, or saving to transfer the money to an eligible dependent. AFI IDAs can be open for up to five years and are matched as low as a \$1 for every \$1 saved by a participant and up to \$8 for every \$1 saved by a participant.

IDA programs operating through an AFI grant have some requirements, including an individual limit of \$2,000 per individual and \$4,000 per household; participation in financial education; having earned income; and being income-eligible. If a participant is enrolled in TANF they are automatically eligible to participate in an AFI IDA, otherwise they have to meet 200 percent of the Federal Poverty Guidelines (FPG) and have equal to or less than \$10,000 in net assets.

Additionally, AFI grantee organizations must have a non-Federal match. There are many funding sources for non-Federal matches that are approved for Tribal grantees.

Governing structures cannot be the sole recipient of an AFI grant but a Tribe can be a lead applicant with a 501(c) (3). Interested Tribal communities can apply for an AFI project by:

Allowed funding sources for use as non-federal match by Tribes:

- Indian Community Development Block Grant Program (ICBDG);
- Native American Housing Assistance and Self-Determination Act (NAHASDA);
- Public Law 93-638 (the Indian Self-Determination and Education Assistance Act);
- Tribal TANF funds (permitted under 45 CFR 286.40); and
- Tribal Contributions.

- Applying to AFI through the regular solicitation open to all eligible applicants (application dates: January 25, 2012, March 26, 2012, and May 25, 2012).
- Applying to both AFI and the Administration for Native Americans Social and Economic Development Strategies (SEDS). Applicants must submit an AFI proposal and a SEDS proposal for a project that meets both requirements, but each project will be reviewed and managed separately (AFI application dates are January 25, 2012, March 26, 2012, and May 25, 2012; SEDS application date will be April 2, 2012).

Tribal TANF programs applying for an AFI grant can offer IDAs and financial education for working and transitioning TANF participants. Participation in IDAs does not count against the TANF assistance available to families; that is, savings matches do not count as income. Through AFI, grantees can train eligibility screeners and case workers to refer TANF participants to local asset building services, offer financial education and credit counseling as job search and job readiness activities, conduct outreach about the EITC, provide referrals to free tax preparation services, and train caseworkers to include asset building activities and goals in participants' TANF plans.

Program Management within the Fiscal Guidelines

Effective fiscal management is important to making certain that Tribal TANF programs are compliant with Federal regulations and to ensuring that clients are receiving the most helpful and efficient services. This session provided technical assistance on fiscal management and reporting required for Tribal TANF grantees.

Mr. David Madison and Mr. John Bausch, Region IX Grants Management Specialists, Administration for Children and Families

Mr. Madison and Mr. Bausch presented recent findings from A-133 – the OMB circular requiring audits of TANF programs -audits. These audits were submitted by Region IX Tribal TANF programs in 2009 and 2010 and totaled 33 different submissions to the Federal Audit Clearinghouse. The audits contained 29 findings in eight different audit compliance areas. The area that had the most findings (nine) was Allowable Cost and Cost Principles. In addition, there were five on Reporting and four on Equipment & Real Property Management.

To address the Allowable Costs and Costs Principles, participants were directed to the Terms and Conditions for Tribal TANF, which lists the program standards and administrative requirements that need to be followed. Also cited were numerous regulations that explain the allowable costs and cost principles for Tribal TANF programs. Speakers alerted participants that March 2011 was the most recent TANF supplement issued by OMB.

OMB Tribal TANF Reporting Forms		
Name	Explanation	Due
ACF-196T report	Tribal TANF Financial Report Form used to report expenditures. Must mirror disbursements on the SF-425.	Within 45 days of the end of each quarter
SF-425	Federal Financial Report related to payment management	Quarterly

The chart above describes two of the forms that Tribal TANF programs must complete. If programs have questions related to expenditures, Equipment and Real Property Management is addressed in 45 CFR Part 92 which describes the Uniform Administrative Requirements for purchasing and financial records. In addition, OMB Circular A-87 outlines the Cost Principles that apply to Tribal TANF. Within this circular, Appendix B part 15 defines equipment and capital expenditures. Capital equipment (over \$5,000 and a useful life of more than a year) and minor renovations require prior approval. 45 CFR 286.45(e) states that construction and the purchase of facilities or buildings are unallowable.

Question and Answer Session

Following the session, meeting participants had an opportunity to share comments and ask questions. Comments, questions, and answers are listed below.

- Do you need approval to purchase software that is over \$5,000?
 - No, approval is not needed.
- TANF dollars cannot be used to supplant another program. But, can TANF dollars be used to pay registration for an event?
 - Yes, but the event itself could not be paid for. Funding can be transferred to the TANF program from another program however any money transferred must meet TANF regulations.
- Does sole sourcing require prior approval?
 - No, it does not.
- Can we expect a report from our recent site visit?
 - The Regional Grants Management staff do write a report and send it to Central Office but cannot forward it to the Tribe until they receive approval from Central Office.
- How often are site visits done?
 - Site visits are done as often as budgets allow.

Subsidized Employment: A Success Story - San Francisco County

This session focused on providing strategies for engaging TANF participants through work placements and providing discussion around allowable activities within subsidized employment programs and on-the-job training. Presenters from the Employment and Business Services Division of the San Francisco Human Services Agency shared lessons learned about their highly successful subsidized employment program component, "JobsNow!".

Mr. James Whelly, Manager, and Ms. Bernadette Santos, Supervisor, Employment and Business Services at the San Francisco Human Services Agency (HSA)

The city of San Francisco has had a subsidized employment program in partnership with Goodwill Industries for approximately 10 years. When the American Recovery and Reinvestment Act (ARRA) funds were made available in 2009, the city decided to expand its program and add a new private sector component. The program was called Jobs Now1.³ After ARRA funding ended, the city continued the program, Jobs Now2, but reduced some of its services. Currently, the city is on its third iteration of the program, now referred to as Jobs Now3.

The program was designed with three tiers to accommodate all job seekers. Tier 1 provides more traditional transitional jobs for low market participants in 25 hours of paid work at nonprofits. Participants are paid \$11.03 an hour (the San Francisco minimum county ordinance) and job duration is six to nine months. Two different contractors work with participants and are responsible for developing jobs and placing participants. In order to meet California hourly participation requirements, an additional seven hours a week of classroom time is included. This classroom time was paid under Jobs Now1 but unpaid under Jobs Now2 and Jobs Now3. Contractors are responsible for

³ Jobs Now1 began in 2009 and ended on September 30th, 2010 when ARRA funding ended. The city then launched a smaller scale Jobs Now2 which ran from October 2010 till June 2011. Jobs Now3 began on July 1st, 2011 and reflects the city's best efforts to utilize state funds while making as many subsidized jobs available as possible.

placement outcomes or transitioning clients to a higher tier. During Jobs Now1, 1,016 participants were placed into Tier 1 jobs and, during Jobs Now2, 224 participants were placed.

Tier 2 provides participants public sector employment with the Human Service Agency (HSA) and other city agencies for 40 hours a week under Jobs Now1 and 32 hours a week under Jobs Now2. Participants in Tier 2 are temporary city employees and are paid \$12.83 an hour for six months. Under Jobs Now1, HSA paid 100% of the wages and fringe benefits for participants. Under Jobs Now2, HSA and the host agency split the cost equally. During Jobs Now1, 31 participating agencies hired 825 participants. During Jobs Now2, HSA, the Recreation and Parks Department, and the transit authority hired 191 participants.

Tier 3 is a wage subsidy program that provides jobs with private sector for-profit businesses and nonprofit employers. Relationships with businesses are managed by Business Account Representatives (BARs) who solely provide services to the local business community and do not carry a client caseload. BARs are the single point of contact for businesses who want information or to participate in the program. BARs market the program, walk businesses through the application process, negotiate job postings, schedule employers to attend job seeker recruitments, and pre-screen candidates who cannot attend recruitment events. This single point of contact model is critical for retaining employers.

A single point of contact model was extremely important to ensure the success and retention of employers to continue working with JobsNOW.

The wage subsidy program implemented a hiring process where:

- Approved employers post job openings with BARs;
- BARs email openings to workforce and TANF staff;
- Workforce Job Club staff pre-screen seekers for available openings, using a rating sheet, and schedule for interviews;
- Employers come to a weekly recruitment session to interview job candidates; and, then
- Employers make selections.

In developing the employer application, HSA found that a short, succinct application was preferred by the employers. Mr. Whelly explained to participants that start-up businesses were challenging to work with because they did not have enough work and gave tasks outside the professional expectations of the job hired for. Conversely, it is more difficult to recruit larger companies because the \$5,000 subsidy does not impact their bottom line as heavily. HSA's most common business partners are small to mid-size businesses that are looking to grow and expand. The wage subsidy enables the company to hire when they may have otherwise not been able to do so. Currently, under Jobs Now3, the \$5,000 subsidy is paid to employers in \$1,000 sums over a five-month period. Businesses prefer the subsidy up front, as practiced under Jobs Now2, but HSA accounting practices require this new system of reimbursement.

One positive secondary outcome of the program is that local businesses are provided an additional opportunity to grow further increasing local economic development.

Question and Answer Session

Following the presentation, meeting participants had an opportunity to share comments and ask questions. Comments, questions, and answers are listed below.

- How do you handle background checks for TANF participants?
 - The JobsNOW staff addressed this issue under HSA hiring protocols. The strict policies at HSA had to be changed to accommodate the JobsNOW participants who were being hired. The program is very candid with employers and makes sure to prescreen candidates before job interviews.
- How is the income made by the TANF participants counted? Is it counted as income that counts against their grant? Are they still eligible for support services?
 - It is counted as income and it does count against their TANF grant. TANF participants were eligible for one year of transition services as well as child care assistance and Medicaid.

Closing Remarks

Following the final presentation, Ms. Fong provided a meeting wrap-up. The second day focused on providing participants with stimulating and innovative ideas for engaging TANF participants in career pathways, subsidized employment, and asset building. Additionally, participants received helpful technical assistance regarding fiscal requirements for their Tribal TANF programs.

Summary

At this meeting, Region IX Tribal TANF programs had the opportunity to discuss relevant topics with experts in the field that provided insight, ideas, and strategies for enhancing their own programs. In addition, the meeting gave Tribal TANF participants an opportunity to meet with Region IX staff to discuss ongoing questions and concerns regarding Tribal TANF in California and Nevada and the reauthorization of Tribal TANF.

During the meeting, the Region IX Tribal TANF grantees shared lessons learned and gathered strategies that can improve their own programs' ability to identify and address multiple barriers, develop career pathways, create subsidized employment and asset building opportunities for participants, and effectively manage fiscal requirements.

Appendices



2011 ACF/OFA Region IX Tribal TANF Meeting

Administration for Children and Families
Office of Family Assistance

Agenda

Meeting Facilitators:

*Julie Fong, TANF Program Manager
Administration for Children and Families, Region IX*

*Stephanie Barr, Senior Associate
ICF International*

Monday, September 26, 2011

8:30 a.m. – 9:00 a.m.

Registration and Networking

9:00 a.m. – 9:15 a.m.

Opening Blessing

9:15 a.m. – 9:30 a.m.

Welcoming Remarks and Overview

Introduction to goals for the day

*Julie Fong, TANF Program Manager
Administration for Children and Families, Region IX*

9:30 a.m. – 9:45 a.m.

Past and Present Issues and Updates

Tribes will have an opportunity to follow-up with Region IX program officials on specific Tribal TANF program needs and responses from Regional Office.

9:45 a.m. – 10:00 a.m.

Break

10:00 a.m. – 12:00 p.m.

Best Practices in Managing Tribal TANF Programs: Opportunities and Challenges for Tribes in Operating TANF Programs

Tribes will hear from the authors of “Operating TANF: Opportunities and Challenges for Tribes and Tribal Consortia”, a report produced under the Office of the Assistant Secretary for Planning and Evaluation which describes the experiences of 10 Tribal grantees in planning, implementing, and operating TANF programs.

*Presenter: Walter Hillabrant, President
Support Services International, Inc.*

12:00 p.m. – 1:30 p.m.

Lunch on your own



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1:30 p.m. – 3:00 p.m.

Best Practices in Tribal TANF Programs

Presenters will share their own successes in providing programs and services to Tribal TANF participants. Meeting participants will have an opportunity to engage in dialogue with panelists.

Presenters: Glenn Basconillo, Chief Operating Officer
Debra Prowless, TANF Director
Rondii Nieto, Site Project Coordinator
Owens Valley Career Development Center

Denis Turner, Executive Director
Yvette Yazzie, Vice Chair
Carolyn Stalcup, Administrative Coordinator
Southern California Tribal Chairmen's Association

3:00 p.m. – 3:15 p.m.

Break

3:15 p.m. – 5:00 p.m.

Understanding and Working with Clients with Multiple-Barriers: Effective Case Management Strategies and Training

TANF participants are faced with many issues when trying to move up the employment ladder. These barriers are often very difficult to diagnose individually and even more difficult to diagnose and address when they are occurring in tandem with other barriers such as substance abuse or depression. These co-occurring issues present challenges for diagnosis and emotional and professional support for case managers. This session will focus on effective strategies for barrier removal and motivating clients who have multiple barriers. This session will also include information on identifying multiple barriers and strategies for addressing these barriers.

Presenters: Racquel S. Morrison, Outreach Services Coordinator
Native American Communities - Rural
Breaking Down Barriers Program
Mental Health America of San Diego County

5:00 p.m. – 5:30 p.m.

Wrap-up and Day One Close-out

Julie Fong, TANF Program Manager
Administration for Children and Families, Region IX



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Tuesday, September 27, 2011

8:15 a.m. – 8:30 a.m.

Registration and Networking

8:30 a.m. – 8:45 a.m.

Opening Blessing

8:45 a.m. – 9:00 a.m.

Welcoming Remarks and Overview

Introduction to goals for the day

*Julie Fong, TANF Program Manager
Administration for Children and Families, Region IX*

9:00 a.m. – 10:45 a.m.

Leveraging Partnerships and Developing Career Pathways in Indian Country

During this facilitated discussion, meeting participants will learn strategies for increasing and improving partnerships with career sectors to create and support increased employment options for Tribal TANF participants and low-income Tribal families. Meeting participants will hear about and discuss strategies to increase/improve TANF work participation using innovative program strategies and services, including career pathway development, career laddering, and service coordination with community colleges and other partners. Meeting participants will receive information on key career pathway initiatives and learn strategies for engaging partners to improve the employment outcomes of Tribal TANF participants and low-income Tribal families.

Presenters: *Robin Bearchild, Issksiniip Project Coordinator
Katelin Loring, Issksiniip Placement Counselor
Blackfeet Community College*

*Andy Miritello, Building Trades Instructor
Gila River Indian Community*

*Bonnie DeWeaver, Workforce Development Program
Coordinator
Phoenix Indian Center, Inc.*

10:45 a.m. – 11:00 a.m.

Break



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11:00 a.m. – 12:00 p.m.

Asset Building Strategies for Native American Populations

Asset building is an approach to overcoming poverty that emphasizes the value of enabling individuals and families to plan for long-term economic success. During this facilitated discussion, meeting participants will learn about Individual Development Accounts and financial literacy for Tribal communities and learn strategies for engaging asset building partners to further expand asset building options for Tribal families. Specifically, this session will discuss asset building as it relates directly to Tribal populations and how Tribal TANF programs can work with asset building stakeholders to improve the economic self-sufficiency options for low-income Tribal families.

Presenter: *Sierra Solomon, AFI Regional Consultant
Administration for Children and Families
Office of Community Service*

12:00 p.m. – 1:30 p.m.

Lunch on your own

1:30 p.m. – 2:45 p.m.

Program Management within the Fiscal Guidelines

Effective fiscal management is important to making certain that Tribal TANF programs are compliant with Federal regulations and to ensuring that clients are receiving the most efficient and effective services. During this training session participants will have an opportunity to discuss financial management and reporting. Participants will engage trainers and peers on effective strategies for complying with Federal Tribal TANF requirements and fiscal reporting requirements contained in the Tribal TANF regulations. Specific topics of discussion include an overview of allowable uses of Federal TANF and MOE funds, completion of the ACF-196 and the ACF-204, general fiscal requirements, and innovative uses of TANF funds by Tribes to meet the needs of Tribal TANF participants.

Facilitators: *David Madison, Grants Management Specialist
Administration for Children and Families, Region IX*

*John Bausch, Region IX Grants Management Specialist
Administration for Children and Families, Region IX*

2:45 p.m. – 3:00 p.m.

Break



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3:00 p.m. – 5:00 p.m.

Subsidized Employment: A Success Story - San Francisco County

This session will focus on strategies for engaging TANF participants through work placements and provide discussion around allowable activities within subsidized employment programs and on-the-job training. Presenters from the Employment and Business Services Division of the San Francisco Human Services will share lessons learned about their highly successful subsidized employment program component, “Jobs Now!”

Presenter: *James Whelley, Manager
Employment and Business Services
San Francisco Human Services Agency*

5:00 p.m. – 5:30 p.m.

Wrap-up and Meeting Close-out

*Julie Fong, TANF Program Manager
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2011 ACF/OFA Region IX Tribal TANF Meeting

Administration for Children and Families
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2011 ACF/OFA Region IX Tribal TANF Meeting

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2011 ACF/OFA Region IX Tribal TANF Meeting

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2011 ACF/OFA Region IX Tribal TANF Meeting

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