



U.S. Department of Health and Human Services  
ADMINISTRATION FOR  
**CHILDREN & FAMILIES**  
Office of Family Assistance

## Administration for Children and Families Office of Family Assistance Region IV



### **2013 Region IV Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration August 14-16, 2013**

# **Summary Report**



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United States Department of Health and Human Services,  
Administration for Children and Families,  
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and managed by ICF International

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**U.S. Department of Health and Human Services**

ADMINISTRATION FOR

**CHILDREN & FAMILIES**

**Office of Family Assistance**

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## **Table of Contents**

<b>Introduction .....</b>	<b>1</b>
<b>Day One; August 14, 2013 .....</b>	<b>1</b>
Pre-conference Goal Setting .....	1
Pre-conference Session: Business Services Training: How to Work with Employers.....	1
Overview for the Meeting .....	2
Addressing Barriers to Employment I: Criminal Histories .....	3
Addressing Barriers to Employment II: Learning Disabilities and Adult Basic Education .....	3
Reaching Our Common Goals: Working Across Programs to Employ Parents and Serve the Whole Family .....	4
<b>Day Two; August 15, 2013 .....</b>	<b>5</b>
Keynote Address: Inspirational Strategies for Successful TANF/Child Support and WIA Collaboration... 5	5
Facilitated Panel: A Dialogue about Employer Needs and Strategies for Helping the Harder-to-serve Population Become Employed or Self-employed.....	6
Engaging the Non-custodial Parent in the Family’s Self-Sufficiency Strategy.....	7
Importance of Employment Collaboration, Part I .....	8
Importance of Employment Collaboration, Part II .....	9
Sustainable Solutions Sessions – Innovative Strategies for Dealing with Shrinking Resource.....	9
Meeting Reflection .....	11
<b>Day 3; August 16, 2013.....</b>	<b>11</b>
Addressing Family Homelessness.....	11
State and Tribes Updates and Discussion .....	12
Tips .....	12
Conclusion .....	12
<b>Appendix A - Agenda.....</b>	<b>13</b>
<b>Appendix B – Participant Lists .....</b>	<b>23</b>

## **Introduction**

On August 14-16, 2013, the U.S. Department of Health and Human Services (HHS) Administration for Children and Families (ACF) Office of Family Assistance (OFA) Region IV, Child Support Enforcement (OCSE), Region IV, and the U.S. Department of Labor (DOL), Employment and Training Administration (ETA), Region III, convened the 2013 meeting titled “Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration” in Atlanta, Georgia. This meeting was designed to bring together Temporary Assistance for Needy Families (TANF), Department of Labor, and Child Support stakeholders from eight States and federally recognized Tribes within the Southeast region to strengthen their ability to promote the economic and social well-being for individuals, families, and communities. Meeting attendees were provided with opportunity to obtain effective practices and interact with their peers and experts about specific employment issues, the benefits and challenges of cross-program and inter-agency collaborations, and the changing needs of employers and participants. Over the course of the two and a half day meeting a number of specific topics were covered including:

- Addressing barriers to employment;
- The importance of employment collaboration; and
- Dealing with shrinking resources.

This report summarizes key highlights from the 2013 Region IV Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration.

## **Day One; August 14, 2013**

### **Pre-conference Goal Setting**

Prior to beginning the meeting sessions, participants were asked to write down their goals for the meeting to help each attendee focus on what they would like to take away. Four key themes emerged from the goals that attendees identified:

- Learn more about collaborating and partnering with WIA;
- Explore employment strategies, particularly for hard-to-serve populations;
- Enhance work with non-custodial parents; and
- Gain new ideas via the sharing of best practices.

This year’s meeting met these goals. See the end of Day 2 for reflections on what attendees learned during the meeting.

### **Pre-conference Session: Business Services Training: How to Work with Employers**

Intended to help State and local jurisdictions build a strategy for working with employers in order to move more individuals into successful employment, the first session was led by Mr. Winston Tompoe, Federal Project Officer within ETA, Region III. Mr. Tompoe spoke about the

importance of focusing on the business community, successfully engaging employers, and preparing low-income individuals to match the needs of these employers. Ms. Terri Lonowski, also a Federal Project Officer, with ETA Region III, spoke to attendees about career pathway programs, their critical elements and provided an overview of the My Next Move tool, which assists individuals in determining career paths they may wish to pursue. Ms. Natalie McLimore, Families First Program Director at Workforce Essentials closed the session by discussing employer engagement strategies, including ideas for how agencies can create an employer friendly program.

### **Overview for the Meeting**

This session provided the leadership team of each federal program (TANF, OCSE, and DOL) the chance to speak to all attendees about specific topics that would permeate throughout the meeting. Mr. Earl Johnson, Director of the Office of Family Assistance, spoke first about employing harder-to-serve TANF participants. He touched upon four distinct hard to serve populations: two parent families, those persistently on public assistance, men and youth. Each population faces specific challenges to work and Mr. Johnson encouraged attendees to focus on working closely with these populations to provide the hope that they can move forward and grow.

Ms. Vicki Turetsky, Commissioner of the Office of Child Support Enforcement within ACF spoke to attendees about how serving non-custodial parents (NCP) helps increase family self-sufficiency. NCPs are most often men, but 20% in current caseloads are women. OCSE has a total caseload of 40 million people- 23 million adults and 17 million children. Of the 40 million, 84% are single parents who rely on child support to get by. One dollar of child support has a bigger impact on child education attainment and achievement than any other form of income, including the mother's income from employment. Jobs for NCPs are key to providing child support, as most support is paid through wages. Early intervention with NCPs has been shown to be successful in collecting child support. This intervention includes getting the child support orders correct initially based on the NCP's real income, putting debt reeducation plans in place, and discussing parenting and employment strategies.

Mr. Eugene Caso, Acting Regional Administrator of ETA Region III spoke to attendees about the value of collaboration across the three systems. ETA has seen success coming from collaboration, though Mr. Caso recognized that partnering has changed — resources have diminished, but the results expected have remained the same. Opportunities like this meeting are extremely important and participants should take this time seriously to connect with others, and share challenges and new ideas.

## Addressing Barriers to Employment I: Criminal Histories

People with criminal histories experience real challenges when trying to find employment. This session was designed to cover the challenges people with criminal histories face, explore resources, and identify best practice information in serving this population. Attendees listened to presentations from Robert Nibbs, Director of Strategic Planning and Execution and the Georgia Department of Human Services and Mr. Rick Henderson, Global Career Development Facilitator and The Offender Parolee Probationer State Training Employee Program (TOPPSTEP) Regional Coordinator with the Georgia Department of Labor at the Covington Career Center. Mr. Henderson began the presentation by explaining TOPPSTEP. Georgia spends 1/10 of its budget on corrections, which amounts to \$1.1 billion and has learned that for every \$1 spent on reentry, there is a \$7 return on that investment. TOPPSTEP works with inmates who are preparing to reenter the community to develop a career plan and reentry strategy. Employers are also involved and TOPPSTEP educates employers about both the federal bonding program and work opportunity tax credit. The federal bonding program provides insurance to employers to protect against employee theft and the work opportunity credit is an incentive that reduces the tax burden for employers who hire those with criminal histories and other hard-to-employ individuals.

Mr. Nibbs discussed Georgia's strategic vision about working with NCPs, many of whom have criminal histories. The State provides services via a fatherhood program, which serves over 4,000 NCPs per year and a reentry program, through which 66% of participants graduate into jobs. Prison paternity testing is also offered as a voluntary program. Between 17% and 20% of those who take the paternity tests turn out not to be the father. A Community Outreach Council is utilized which helps build partnerships and collaborative relationships to enhance the number of jobs available for NCPs. Through this program the State has relationships with employers such as UPS, Goodwill, United Way, and Morehouse. Mr. Nibbs shared that the keys to serving NCPs for Georgia are building employer relationships and promoting and enforcing the program with the service population.

## Addressing Barriers to Employment II: Learning Disabilities and Adult Basic Education

Learning disabilities and lack of education are both significant challenges some TANF participants face when preparing for employment. In order to explore resources, and identify best practice information for serving this population, this session highlighted an innovative vocational rehabilitation partnership in North Carolina and changes in the administration of the State's GED program. Ms. Dean Simpson, Chief of Economic and Family Services, North Carolina



**The Work Opportunity Tax Credit**

The Work Opportunity Tax Credit provides tax incentives to businesses that hire and retain new employees who are members of qualified groups. It is based on the number of hours worked, length of employment, and earnings.

- Any size business can benefit
- Reduce tax liability
- Easy application process
- Hire qualified individuals

**Groups That Qualify For The Tax Credit**

- Veterans
- SSI/SSDI Recipients
- Vocational Rehabilitation Referrals
- Ex-Felons
- Food Stamp (SNAP) Recipients
- TANF Recipients
- Designated Community Resident

**Maximum Tax Credit**

**Veterans**  
From \$2,400 to \$9,600

**Non-Veterans Groups - Meeting Federal Requirements**  
From \$1,200 in one year to \$9,000 over two years

**Three Simple Steps to Apply**

- Complete IRS Form 8850, Pre-Screening Notice and Certification Request for the Work Opportunity Tax Credit, by the date of the job offer.
- Complete the USDOOL form ETA 9061-Individual Characteristics Form.
- Mail the signed and dated IRS and USDOOL forms no later than the 28th calendar day after the new employee starts work to:  
The WOTC Unit - Georgia Department of Labor  
148 Andrew Young International Blvd, NE, Ste. 400  
Atlanta, GA 30303-1751.

**FOR ADDITIONAL INFORMATION**  
www.doleta.gov/business/incentives/wotc

FORMS ARE LOCATED AT  
www.dol.state.ga.us/forms\_and\_publications.htm

[www.dol.state.ga.us](http://www.dol.state.ga.us)

**Georgia DOL**  
DEPARTMENT OF LABOR

DOL-4489 (R/4/12)

Department of Health and Human Services and Ms. Diane Smith, Manager, Applicant Services, North Carolina Department of Commerce jointly presented on these topics.

Learning disabilities are lifelong, and someone who has such a disability may find it difficult to locate a receptive work environment. This is especially difficult for those who have communication and social skills challenges, and lower levels of self-confidence. North Carolina has a great collaborative effort -- the North Carolina Division of Social Services (DSS) and North Carolina Division of Vocational Rehabilitative Services (DVRS) entered into a Memorandum of Agreement (MOA) in May of 2012. DSS agencies are encouraged to share consumer specific information with DVRS personnel. The basic process for daily collaboration is that TANF workers complete an assessment and vocational rehabilitation confirms whether the individual has a disability and provide them with the resources needed to move them towards self-sufficiency.

Ms. Smith then discussed finding employment for participants with learning disabilities. Five to twenty percent of people in North Carolina have a learning disability and in order to best serve TANF participants, the State partners with community colleges. Community colleges can provide an array of services from vocational rehabilitation assessment, orientation, resume assistance, interviewing skills, job readiness, job search assistance, and referrals back to DVRS.

North Carolina, along with a number of other States, is looking at a number of changes to the GED program. Currently the program is set up with five tests (two language arts tests, math, social studies, etc.) but the new program will have four rather than five tests with the two language arts tests being combined. With the new program, all tests are computer based and each test costs \$24. The new GED is much more expensive than before and likely harder for those with learning disabilities since it is completely electronic.

### **Reaching Our Common Goals: Working Across Programs to Employ Parents and Serve the Whole Family**

Mr. Keith Horton, Commissioner of the Georgia Department of Human Services shared his vision for strengthening in-State collaboration, while reflecting on his personal experience, promising practices and other resources and information. Mr. Horton first noted that if you want to establish partnerships outside of your organization, then it is up to you to start making those connections. Mr. Horton was the former Georgia IV-D/ Child Support Director and shared four values that this division had embodied that he felt were important to remember:

- Put children first;
- Customer service is an opportunity not a burden;
- Employees are a valuable resource; and
- Children need both parents.

Mr. Horton spoke of the need for a paradigm shift when looking at “deadbeat” fathers, in order to see them as an essential part of the family that needed to be brought back into the lives of their children. The prison paternity program mentioned earlier in the day was discussed. It began as a pilot program in which 80-90% of those believing they are fathers volunteered take

the paternity tests; 25% were found to not actually be the father of the child in question. The program was expanded to prisons all around the State. Following the success of this program, the State piloted a program that provided visitation for fathers reentering the community. The pilot program lasted for a year and was a huge success. Due to the success of the pilot program, it was also expanded across the State.

Mr. Horton then spoke about Georgia's experiences with piloting a problem solving court program based on a model from North Carolina. The pilot began in 2009 and the State has a goal to have a problem solving court on every judicial circuit in Georgia (there are 49), and 16 are currently in operation.

This session completed the first day of the meeting.

## **Day Two; August 15, 2013**

### **Keynote Address: Inspirational Strategies for Successful TANF/Child Support and WIA Collaboration**

The meeting's keynote address was given by Mr. Michael Thurmond, Acting Superintendent DeKalb County, Georgia School District and focused on his leadership experience within TANF, child support and WIA, as well as advice on how to bring together these programs to more effectively serve participants.

Mr. Thurmond began his presentation by noting that collaboration begins when resources are invested in a more efficient and effective way, and then handed over to another organization. He used an example of a young man jailed for delinquent child support. The young man states that if he had a job he would have paid his child support. From this experience, Mr. Thurmond decided there was a need to establish a training program and once becoming director of the Division of Family and Children's Services, he instituted the program.

Under welfare reform, States were given a great deal of flexibility with the block grant program to try to do things differently. Georgia realized that in order to properly execute welfare reform, partner organizations would need to be a part of the work. For example, the TANF agency was on the verge of hiring more employment specialists to help connect TANF participants with work and Mr. Thurmond realized the State already had the Department of Labor (DOL) doing this work. He reached out to DOL, which stated they only work with individuals that are ready to work, which does not describe individuals receiving public assistance. With their budget surplus, DOL signed a Memorandum of Understanding with TANF to conduct workshops for TANF participants.

Additionally, Georgia focused on starting a Fatherhood program with additional surplus. The State has found that the program has helped fathers understand the value of engaging with their children and these individuals pay more of their child support when they have that engagement. Mr. Thurmond made note that there is a difference between "dead beat" and "dead broke" and that the most helpful strategy is to train those who are "dead broke" to help them find employment..

## **Facilitated Panel: A Dialogue about Employer Needs and Strategies for Helping the Harder-to-serve Population Become Employed or Self-employed**

This session included an open dialogue with private sector employers and the Georgia Small Business Administration about how to better prepare participants for work and how to keep them working. Topics included employer needs, how participants can compete for and meet those needs and incentives employers see in serving these participants. The panel consisted of Ms. Sophia Oglesby, UPS Area Human Resources Representative, South Atlantic District, Ms. Shawnlea Garvin, Owner and Operator of the Airport Employment Training Center and Ms. Terri Denison, Director, Georgia District Office of the Small Business Administration (SBA).

Ms. Garvin has found that many candidates did not understand the opportunities available at the airport, turnover was high and many had legal issues they were struggling with in their lives. The Center has placed over 6,000 people since it began.

Ms. Oglesby explained that UPS is looking for the perfect fit between the company and the employee. They hire many students and those working two jobs- often using their job at UPS for the benefits they earn. Criminal histories can be a challenge but are looked at on a case by case basis.

Ms. Denison explained that the SBA offers a micro-loan program that allows for loans up to \$50,000 for those who find it difficult to obtain seed money for a startup business. This is an entrepreneurial form of self-employment, not limiting participants to the traditional job market. SBA also has women business centers which target women business owners and the underserved female population in entrepreneurship.

Below are highlights from the questions asked of the panelists and each response provided.

*Q: How do you handle those who do not have a strong network of support?*

Airport Training Center: We mostly do full-time hires and want a candidate to be as fully open to communicating their needs in order to help them succeed. If we find a candidate is a good match for an employer, issues are communicated immediately so that they can be resolved. We work with about 75 employers that help place those with specific barriers and needs.

*Q: Why is there such turnover? How are you addressing pay, TANF, and other related issues?*

UPS: The issues with turnover often revolve around work ethics and responsibility. At UPS, part-time employees are provided full benefits and this helps reduce turnovers, but there is still turnover because it is only part-time work. We try to incentivize employees to stay with a pay increase (\$1) that occurs after 90 days.

*Q: How do you work with educational barriers?*

Airport Training Center: Some companies we work with require a high school degree, others do not. In the beginning, many people with criminal histories were being turned away but eventually they began helping them get issues resolved in the court system, but many items are taken on a case by case basis.

SBA: Generally when it comes to bank loans, there is a background check but the micro-loan program has a bit more flexibility. There are no issues to access training and/or counseling.

*Q: How can we help employers understand the need for jobs for difficult-to-place workers?*

UPS: Being upfront and honest can create a better and more understanding attitude in the employer and this can be to the applicant's benefit when it comes to hiring.

Airport Training Center: There is a reliance on partners to help work through the individual's issues.

*Q: Retention is a requirement for WIA – what is the best thing that workforce organizations can do to help individuals be retained longer and advance, what can agencies do in this regard? Are there initiatives in the company to help these individuals advance?*

Airport Training Center: If we are being paid/subsidized to place individuals, we are actively placing them and are in constant communication with businesses that employ these workers.

UPS: At UPS, it could take upwards of six to seven years to be eligible for full-time work and there are not a lot of positions in the full-time arena, but there needs to be some patience if the employee can wait.

### **Engaging the Non-custodial Parent in the Family's Self-Sufficiency Strategy**

During this session, Michael Hayes, Deputy for Family Initiatives at the Texas Attorney General, Child Support Division spoke to attendees about the Texas Non-Custodial Parent Choices Project, which demonstrates successful ongoing cross-program employment collaboration. It is a program that helps the entire family, even the TANF family, by positioning the NCP to pay child support.

NCP Choices is a partnership of the Office of Attorney General (OAG), Texas Workforce Commission and IV-D courts that is funded with IV-D and TANF funds. The program receives the hardest to collect cases in the State's child support system. It is a court ordered program that is an alternative to jail for NCPs who are behind on their support. Participants are required to complete 30 hours a week of job search activities, hopefully that leads to a job and payment of child support.

There is a great deal of integration among agencies for this program to operate. Child support identifies and prepares cases, monitors payments and workforce reports, and prepares legal action as needed. Workforce receives NCPs ordered into the program at court, provides services and monitors compliance, reports to OAG and courts. Courts order participation in the program, conduct compliance hearings, and apply swift and certain consequences. Mr. Hayes noted that Texas was not creating something new; they integrated the program into what these agencies were already doing on a daily basis.

Mr. Hayes provided attendees with data on how the program is working after eight years. Of those who are mandated to participate, 63% do participate, 25% fail to participate. The majority of program expenditures (81%) are to pay for case managers and staff. The program costs about \$1,000 per person over 18 months and, on average, \$3,200 a month in child

support is paid over 18 months, making the program an excellent investment for the State. Eight out of 10 program participants enter employment and average quarterly earnings increase over time. In FY 2013 NCP Choices collected over \$30 million in child support and a total of \$112 million in child support has been collected since program inception. These collections come primarily through employer payments (wage withholdings). Texas does not offer arrears forgiveness statewide but it is currently being piloted in two sites.

### Importance of Employment Collaboration, Part I

This session featured a panel which discussed the state of TANF, WIA, and child support collaborations focused on employment and job preparation. Mr. Tompoe opened the session with a brief review of the DOL performance regression model in the context of WIA performance, as well as what it means for TANF and child support. WIA (Section 136) requires that performance targets be set for WIA programs at the state and local level. Targets help to provide an incentive for continuous improvement. Three common standards measured include:

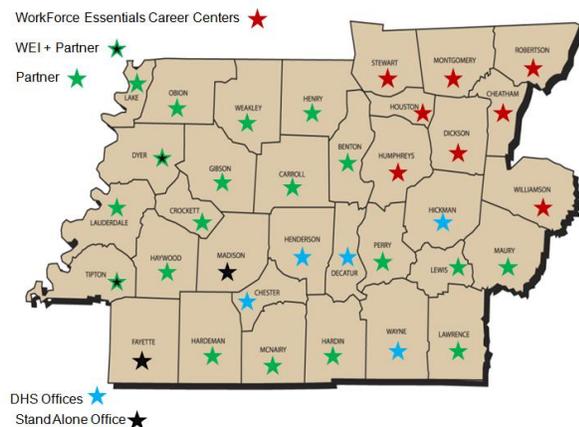
- How many people the program employed (entered employment rate);
- Retention (employment retention rate); and
- Six months' average earnings.

In 2010, ETA piloted in nine States a regression-based method for negotiating and setting performance targets at the national, State and local levels for WIA. The regression model is just one of the tools used during the negotiations process and it is used to estimate how much each factor influences performance. Continuous improvement should be considered in all parts of the negotiations process.

Services should be targeted to “those who can benefit from and who are most in need of such opportunities” WIA Section 195(1); (38 U.S.C. 4215). It requires that when funds are limited, priority should be given to recipients of public assistance and other low income individuals for intensive and training services. Additionally, serving more TANF and other public assistance

population is one way to positively impact State and local performance levels.

**Figure 1: Locations of co-located career centers**



Next, Ms. Natalie McLimore, Families First Program Director at Workforce Essentials spoke to attendees about the importance of employment collaboration. Workforce Essentials is a private, non-profit corporation that began in 1992 and specializes in unique business solutions for employers and innovative training opportunities for individuals. It is common knowledge that TANF and WIA are very different in their eligibility and funding process; however Workforce Essentials has been able to create WIA/TANF collaboration success. The

organization saved \$200,000 dollars last year by co-locating services in 25 local career centers.

John Helton, President and CEO of CobbWorks, Inc. presented a local, direct service perspective to attendees. CobbWorks, Inc. is a 501(c)3 not-for-profit organization governed by a board of directors with oversight from the Cobb Workforce Investment Board. Mr. Helton began by discussing some of the aspects of Workforce Investment Boards (WIBs). Because they are filled by local elected officials, WIBs are more political than some may realize. A challenge of working with and operating a WIB is that they are often expected to be all things to all people. One role of the WIB is to cater to helping businesses find quality employees as this helps to further economic development in the community. In Georgia, where CobbWorks operates, there are 19 different WIBs and the operations look different at each one. This is because the idea of the WIB is that it can be molded, twisted, and tweaked to meet the needs of a local community. In Georgia, the boards have to include at least 51% business partners.

### **Importance of Employment Collaboration, Part II**

This session did not have a presenter but was facilitated by Jacqueline Mull, Child Support Program Manager, HHS, ACF, Region IV. The session was a chance for attendees to engage in discussion to develop concrete plans and goals on how to work together over the next year. State representatives from TANF, OCSE and DOL were grouped together as teams, and were asked to complete a draft Action Plan.

Using the Action Plan tool, attendees captured opportunities to collaborate within each organization, identified the tools necessary to do so, and whether or not they had these tools or if they could anticipate any potential obstacles. This tool was meant to be a guide for State team members to use when they return to their State, Tribal or local organization to continue to look across programs for common access points of service and opportunities to share resources and help families.

### **Sustainable Solutions Sessions – Innovative Strategies for Dealing with Shrinking Resource**

This panel discussion was designed to help States and Tribes think further about creative strategies for identifying and growing sustainable collaborations and partnerships with less common partners. Ms. Gail Hayes, Executive Director at the Annie E. Casey Foundation Atlanta Civic Site spoke about the Foundation's work in the city. They are currently working in neighborhoods in which 60% of children are living in poverty and the work focuses on families, neighborhoods and the health and academic success of children. Upon beginning the work, the Foundation made sure to establish themselves in the community and ensure growth and sustainability of the program and its partners. Partners have been key in the Foundation's work in Atlanta; over the past six years, there has been \$50 million invested and the Foundation donated \$20 million of that total. One of the key lessons the Foundation has learned through its work is that sustainability is extremely important. An organization needs a good track record to show it is producing results and ultimately the work is about relationships, and how your work aligns with the work of any funders.

**Figure 2: The Atlanta Civic Site Agenda**



Patricia Littlejohn, Executive Director of the South Carolina Center for Fathers and Families (SCCFF) presented next. SCCFF is a hub for six fatherhood programs in 11 counties that serve fathers, most of whom are non-custodial parents. The center was created to be a State model for fatherhood initiatives and since October 2012, has served 1,328 fathers, 36% of whom come to the program as an alternative to incarceration. The average age of fathers involved in the program is 31 and the average age of their children is eight years old. Nearly 80% of the fathers have criminal records and experience barriers to engaging with their children.

SCCFF provides a holistic approach. One of their biggest assets is the peer network of fathers which allows participants to form a positive network and connect with others struggling with the same situations. SCCFF partners with upwards of 300 organizations and credits intentional relationship building as key to establishing these partnerships. Another key feature of SCCFF's program is providing access to health care for fathers. Many fathers do not possess a job that provides healthcare, so it is important to provide these services to the fathers, who often don't go to hospital or doctor unless they are in severe pain. These health partnerships were initially funded by the Duke Endowment to fund a nurse practitioner and SCCFF partnered with a hospital for lab work. Many hospitals have community benefit requirements, which made this partnership easier to establish.

Both Ms. Hayes and Ms. Littlejohn offered information to attendees about successful partnering. Relationship building is key because collaboration is not a natural act. To make partnering easier the following tips were some of those suggested:

- Provide the space;
- Ask to share advice and expertise;
- Always give credit to the partners;
- Look for problems you can solve for the partners; and
- Get to know the individuals you desire to work with.

Additionally, it is important to keep a balance of power between the partners. This should not be dictated by which partner has the most money.

To keep partners engaged and working with TANF agencies, especially if the partner is not used to working with the low-income and hard-to-serve population, there needs to be a celebration of achievements. When partners can see how improvements help the families, they are reinvigorated. Additionally, it might be necessary to help partners understand that the population being served is valuable. It is important to find the right funder and begin to think about sustainability from the moment money is received.

### **Meeting Reflection**

At the conclusion of Day Two, attendees were asked to think about the goals they wrote down prior to the start of Day One and reflect back what they had learned so far. Two main learning themes emerged from attendee responses:

- Learned a great deal about working with those who have criminal backgrounds, and
- The importance of employer and WIB engagement.

This concluded the second day of the overall meeting, but was the final day of the joint meeting between TANF, OCSE and DOL. On Day 3, attendees of each federal agency met separately to discuss topics that are specific to their needs.

### **Day 3; August 16, 2013**

#### **Addressing Family Homelessness**

Family homelessness is a focus priority of the Administration for Children and Families', Office of Family Assistance this year and Ms. Nora Gilligan, Special Assistant to the Director, presented relevant information on the topic and the intersection with TANF to meeting attendees.

Approximately 1 in 45 children in the United States are homeless; this equals a total of 1.6 million. The U.S. Interagency Conference on Homelessness has been convened with the goal of preventing and ending homelessness for families, youth, and children by the year 2020. The Conference published the document "Opening Doors" in 2010 which outlines the strategy for addressing homelessness.

The flexibility of TANF allows it to play a role in reducing homelessness. In particular, Maintenance of Effort funds for basic assistance and non-recurrent short-term benefits can be used to provide for housing for up to four months; six months if the funding is combined with

HUD monies. TANF is also able to offer supportive services to meet other needs of homeless families (or those on the verge of becoming homeless).

### **State and Tribes Updates and Discussion**

This session provided a chance for the attending States and Tribes to update their peers and Regional staff on their current work within the TANF program.

### **Tips**

There was a substantial amount of information shared at the meeting. To help synthesize that information into the themes that emerged, the Regional staff put together 10 tips and strategies (in no particular order) shared from those three days. These tips summarize many of the comments provided by presenters and audience participants during workshops, roundtables, and question and answer periods. Please note that these tips are just that, and are not requirements.

1. Become well-connected with the WIA system, Workforce Investment Boards (WIBS), and American Job Centers in your area.
2. Develop and implement a meaningful business engagement strategy.
3. Utilize tips from employers and the SBA to augment your business engagement strategy.
4. Create an intentional client referral strategy.
5. Develop a partnership roadmap and marketing plan.
6. Assess your State's (and Tribe's) work requirements and activities to determine where you have flexibility to incorporate WIA, Career Pathways, and other training program activities.
7. Revisit your employment strategy for clients with criminal histories.
8. Prepare your local offices and clients for GED changes.
9. Consider ways to partner on your State's/ Tribe's efforts to prevent and end homelessness.
10. Further develop and track progress on your State action plan to achieve your intended outcome(s).

### **Conclusion**

The meeting was concluded by Ms. LaMonica Shelton who extended her thanks on behalf of the Region to all of the TANF State and Tribal attendees and the speakers for attending today's meeting and their participation in the prior day's discussion with OCSE and DOL. Attendees were encouraged to continue the conversations that had developed the last few days with their partner organizations and continue to identify opportunities to collaborate in order to meet the needs of the families they are serving.

The conversations initiated at this meeting, "Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration" will shape the dialogue and on-going technical assistance aimed at enhancing services, increasing opportunities, and improving lives.



U.S. Department of Health and Human Services  
ADMINISTRATION FOR  
**CHILDREN & FAMILIES**  
Office of Family Assistance

## Appendix A - Agenda



U.S. Department of Health and Human Services  
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**CHILDREN & FAMILIES**



# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

### Day 1 (August 14, 2013)

#### Learning Seminar Begins

**7:30 a.m. Registration Opens**

**8:30 a.m. – 11:00 a.m. Pre-conference Session: Business Services Training: How to Work with Employers**

This workshop is targeted at TANF and Child Support staff, but all participants are invited. This session will help participants better identify, strategize and build relationships with employers who could potentially provide employment and job opportunities for clients.

**Location: Grand Ballroom**

- Speakers:** *Winston Tompoe, Federal Project Officer  
U.S. Department of Labor, Employment and  
Training Administration, Region III*  
  
*Terri Lonowski, M. Ed., Federal Project Officer  
U.S. Department of Labor, Employment and  
Training Administration, Region III*
- Special  
Guests:** *Employers and Career/Placement Organizations,  
including Natalie McLimore, Families First Program  
Director, Workforce Essentials*
- Moderator:** *LaMonica Shelton, TANF Program Manager  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*

**Reminder – Registration Open** (Please check in if you did not participate in the pre-conference session.)

# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

### 11:05 a.m. – 11:45 a.m. Meeting with Federal Program Leadership

State and Tribal program staff will meet separately with their respective federal leadership to discuss key topics of interest.

**Speakers:** *Earl Johnson, Director*  
*U.S. Department of Health and Human Services*  
*Administration for Children and Families*  
*Office of Family Assistance*

**Location: Meeting Room III**

*Vicki Turetsky, Commissioner*  
*U.S. Department of Health and Human Services*  
*Administration for Children and Families*  
*Office of Child Support*

**Location: Georgian Boardroom**

*Eugene Caso, Acting Regional Administrator*  
*U.S. Department of Labor, Employment and*  
*Training Administration, Region III*

**Location: Grand Ballroom**

### 11:45 a.m. – 12:45 p.m. LUNCH ON YOUR OWN (Please pick up options and locations at the Meeting Registration Desk.)

**Reminder – Registration Open** (Please check in if you did not participate in the pre-conference session or discussion with leadership.)

## TANF, Workforce, and Child Support Collaboration Meeting Begins

### 12:45 p.m. – 1:00 p.m. Participant Activity: Goals for This Meeting

### 1:00 p.m. – 1:10 p.m. Opening Session

Welcoming remarks and introduction of speakers.

**Location: Grand Ballroom**

#### Welcome, Theme and Purpose, and Partner Introductions

**Speaker:** *LaMonica Shelton, TANF Program Manager*  
*U.S. Department of Health and Human Services*  
*Administration for Children and Families, Region IV*

#### Agenda Overview and Introduction of Speakers

**Speaker:** *Jacqueline Mull, Child Support Program Manager*  
*U.S. Department of Health and Human Services*  
*Administration for Children and Families, Region IV*

# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

1:10 p.m. – 2:00 p.m.

### Overview for the Meeting

A representative from each of the programs' leadership team will speak about specific topics that will set the stage and permeate throughout the meeting.

**Location: Grand Ballroom**

#### Employing the Harder-to-Serve

**Speaker:** *Earl Johnson, Director  
U.S. Department of Health and Human Services  
Administration for Children and Families  
Office of Family Assistance*

#### How Serving the Non-custodial Parent (NCP) Helps Increase Family Self-sufficiency

**Speaker:** *Vicki Turetsky, Commissioner  
U.S. Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support*

#### The Value of Collaboration

**Speaker:** *Eugene Caso, Acting Regional Administrator  
U.S. Department of Labor, Employment and  
Training Administration, Region III*

**Moderator:** *Jacqueline Mull, Child Support Program Manager  
U.S. Department of Health and Human Services  
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*The Employment Barriers Series will focus on some of the most challenging barriers our clients are faced with and will look at employment-based and other support services available for the harder-to-employ population.*

# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

2:00 p.m. – 3:15 p.m.

### Addressing Barriers to Employment I: Criminal Histories

This session will help identify the challenges people with criminal histories face, explore resources, and identify best practices information in serving this population. The conversation will highlight the Fatherhood and Federal Bonding programs, (including how they make employment referrals and develop employment partnerships) and other programs and initiatives available to assist those with criminal histories.

#### Location: Grand Ballroom

**Speakers:** *Robert Nibbs, Director of Strategic Planning and Execution  
Georgia Department of Human Services*

*Rick Henderson, GCDF  
TOPPSTEP Regional Coordinator  
GDOL, Covington Career Center*

**Moderator:** *Demetricus Johnson, Child Support Program Specialist  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*

3:15 p.m. – 3:30 p.m.

### BREAK

3:30 p.m. – 4:30 p.m.

### Addressing Barriers to Employment II: Learning Disabilities and Adult Basic Education

This session will help identify the challenges people with learning disabilities and limited education and literacy face, explore resources, and identify best practices information in serving this population. The conversation will highlight an innovative vocational rehabilitation partnership in North Carolina and changes in the administration of their GED program.

#### Location: Grand Ballroom

**Speakers:** *Dean Simpson, Chief of Economic and Family Services  
North Carolina Department of Health and Human Services  
Division of Social Services*

*Diane Smith, Manager, Applicant Services  
North Carolina Department of Commerce*

**Moderator:** *Claudine Noel, Workforce Program Specialist  
U.S. Department of Labor, Employment and  
Training Administration, Region III*

4:30 p.m. – 5:30 p.m.

### Reaching Our Common Goals: Working Across Programs to Employ Parents and Serve the Whole Family

Reflecting on personal experience, best practices and other resources and information, the new Georgia Department of Human Services Commissioner and former Georgia IV-D/ Child Support Director will share his vision for strengthening in-State collaboration.

#### Location: Grand Ballroom

**Speaker:** *Keith Horton, Commissioner  
Georgia Department of Human Services*

**Moderator:** *Veronica Young, TANF Program Specialist  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*



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# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

### Day 2 (August 15, 2013)

#### TANF, Workforce, and Child Support Collaboration Meeting Continues

**8:00 a.m.** Registration Opens

**8:15 a.m. – 8:30 a.m.** Participant Activity: Reflecting on Day One

**Location:** Grand Ballroom

**8:30 a.m. – 9:05 a.m.** Keynote Address: Inspirational Strategies for Successful TANF/  
Child Support and WIA Collaboration

This session will highlight Mr. Thurmond's leadership experience within these three programs, and offer advice on how to bring together these programs to more effectively serve clients.

**Location:** Grand Ballroom

**Speaker:** *Carlis Williams, Southeast Regional Administrator  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*

**Keynote Speaker:** *Michael Thurmond, Acting Superintendent  
DeKalb County, Georgia School District*

**9:05 a.m. – 10:20 a.m.** Facilitated Panel: A Dialogue about Employer Needs and Strategies  
for Helping the Harder-to-serve Population Become Employed or Self-  
employed

HHS Regional Administrator, Carlis Williams, will have an open dialogue with private sector Employers and the Small Business Administration about how to better prepare our clients for work and how to keep them working.

- What are employer needs?
- How can our clients compete for and meet those needs?
- What are employer incentives to serving our clients?

**Location:** Grand Ballroom

**Speakers:** *Sophia Oglesby, UPS Area Human Resources  
Representative, South Atlantic District*

*Shawnalea Garvin, Owner and Operator  
Airport Employment Training Center*

*Terri Denison, Director, Georgia District Office  
Small Business Administration*

**Moderator:** *Carlis Williams, Southeast Regional Administrator*

# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

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

**10:20 a.m. – 10:30 a.m. BREAK**

**10:30 a.m. – 11:30 a.m. Engaging the Non-custodial Parent in the Family's Self-Sufficiency Strategy**

This session will highlight the Texas Non-Custodial Parent Choices Project, which demonstrates a successful ongoing cross-program employment collaboration.

**Location: Grand Ballroom**

**Speaker:** *Michael Hayes, Deputy for Family Initiatives  
Texas Attorney General, Child Support Division*

**Moderator:** *Tasha Brown, Child Support Program Specialist  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*

**11:30 a.m. – 12:45 p.m. Importance of Employment Collaboration, Part I**

This panel will lead an open dialogue about the state of TANF/WIA/Child Support employment and job preparation collaboration. This includes:

- A brief reflection on program laws, policies, performance measures and goals.
- A Review of the DOL Performance Regression Model.
- Collaboration examples of working effectively with harder-to-serve populations.

**Location: Grand Ballroom**

**Speakers:** *Winston Tompoe, Federal Project Officer  
U.S. Department of Labor, Employment and  
Training Administration, Region III*

*Natalie McLimore, Families First Program Director  
Workforce Essentials*

*John Helton, President and CEO  
CobbWorks, Inc.*

**Moderator:** *Cheryl Reid-Drayton, Child Support Program Specialist  
U.S. Department of Health and Human Services  
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**12:45 p.m. – 1:45 p.m. LUNCH ON YOUR OWN**

# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

1:45 p.m. – 3:15 p.m.

### Importance of Employment Collaboration, Part II

Facilitated discussions and action plans with questions to guide dialogue and to help each State (including Tribes) develop concrete plans and goals on how to work together over the next year.

**Location: Grand Ballroom**

**Moderator:** *Jacqueline Mull, Child Support Program Manager  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*

3:15 p.m. – 3:30 p.m.

### BREAK

3:30 p.m. – 4:45 p.m.

### Sustainable Solutions Session – Innovative Strategies for Dealing with Shrinking Resources

This panel discussion will help States and Tribes think further about creative strategies for identifying and growing sustainable collaborations and partnerships with “unusual suspects”.

**Location: Grand Ballroom**

**Speakers:** *Gail Hayes, Executive Director  
Annie E. Casey Foundation Atlanta Civic Site  
Patricia Littlejohn, Executive Director  
South Carolina Center for Fathers and Families*

**Moderator:** *Eugene Caso, Acting Regional Administrator  
U.S. Department of Labor, Employment and  
Training Administration, Region III*

4:45 p.m. – 5:15 p.m.

### Employment Collaboration Report Out

**Location: Grand Ballroom**

**Moderator:** *Ann Russell, Child Support Program Specialist  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*

5:15 p.m. – 5:35 p.m.

### Meeting Reflection

**Location: Grand Ballroom**

**Speaker:** *Jacqueline Jackson, TANF Program Specialist  
U.S. Department of Health and Human Services  
Administration for Children and Families, Region IV*

6:00 p.m.

### Informal Gathering (All attendees must cover their own cost)

Proof and Provision (P&P) at the Georgian Terrace, Lower Level



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# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

### Day 3 (August 16, 2013)

#### TANF/ Tribal TANF/ NEW Meeting

- 8:15 a.m. – 8:30 a.m. Arrival and Regional Planning Activity**
- 8:30 a.m. – 8:35 a.m. Welcome**  
**Speaker:** *LaMonica Shelton, TANF Program Manager  
U.S. Department of Health and Human Services,  
Administration for Children and Families, Region IV*
- 8:35 a.m. – 9:05 a.m. Addressing Family Homelessness**  
**Speaker:** *Nora Gilligan, Special Assistant to the Director  
U.S. Department of Health and Human Services,  
Administration for Children and Families*
- 9:05 a.m. – 9:55 a.m. North Carolina TANF/Head Start Collaboration**  
**Speakers:** *Khari Garvin, Director, North Carolina Head Start State  
Collaboration Office, North Carolina State Board of  
Education, Department of Public Instruction, Office of Early  
Learning (Pre-K – Grade 3)*  
*With:*  
*Michelle Bevans, Rosa Maria Matthews, Eniris Riddick, and  
Kenneth Robinson, North Carolina Office of Early Learning,  
North Carolina Department of Public Instruction*  
**Moderator:** *Melissa Duis, TANF/ Tribal TANF Program Specialist  
U.S. Department of Health and Human Services,  
Administration for Children and Families, Region IV*
- 9:55 a.m. – 10:10 a.m. BREAK**
- 10:10 a.m. – 12:10 p.m. State and Tribe Updates and Discussion**  
**Speakers:** *State and Tribal Representatives*  
**Moderator:** *LaMonica Shelton, TANF Program Manager  
U.S. Department of Health and Human Services,  
Administration for Children and Families, Region IV*
- 12:10 p.m. – 12:30 p.m. Region IV Resource Guide**  
**Speaker:** *Melissa Duis, TANF/ Tribal TANF Program Specialist  
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# Agenda

## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

12:30 p.m. – 12:45 p.m.    **Check-in on Outcomes for Meeting and Next Steps for the Region**

**Moderator:**    *LaMonica Shelton, TANF Program Manager  
U.S. Department of Health and Human Services,  
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12:45 p.m.                    **Adjourn**



U.S. Department of Health and Human Services  
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Office of Family Assistance

## Appendix B – Participant Lists



U.S. Department of Health and Human Services  
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## Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration

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## **Sustainable Employment Strategies: A TANF, Workforce, and Child Support Collaboration**

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