



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

## Summer Youth Employment Tribal TANF Webinar

Transcript

**Region X Tribal TANF  
Summer Youth Employment Webinar  
Moderator: Lesley Smith  
May 16, 2012  
10 am PDT**

Judy Ogliore: Welcome to our Summer Youth Employment Webinar. This webinar is hosted by Jack Granberg and myself, Judy Ogliore, Program Specialist out of Region X, the Administration for Children and Families. From our registration list, it appears we have wonderful participation including many individuals from Tribes across the nation. Welcome.

We would like to recognize and thank our contractors from ICF who have logged many hours taking care of all of the details necessary to put together one of these events. We have an agenda that combines best practices for three programs in three different ACF regions, along with two short technical pieces - one at the beginning and one at the end from ACF.

Our best practices presenters for today are Tammy Kieffer, Spokane Tribe, Washington State, Region X; Lu Ann Warrington, Menominee Indian Tribe of Wisconsin, Region V; Arlene Templer, Confederated Salish and Kootenai Tribes, Montana, Region VIII. The moderator for the webinar today is Lesley Smith from our contractor staff. She will introduce all of our presenters and guide us through the agenda. We hope you find the webinar informational, useful and enjoyable.

Lesley Smith: Hi, this is Lesley Smith. Thank you for your introduction, Judy. As Judy mentioned, we are going to be hearing first from Jack Granberg on an overview of TANF summer youth employment and then



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moving onto the Spokane Tribe, the Menominee Indian Tribe of Wisconsin and then the Confederated Salish and Kootenai Tribes.

I'd like to pass this back over to Jack to begin her piece of the presentation.

Jack Granberg: Okay, thanks, Lesley. I'm Jack Granberg and I serve as a Program Specialist in Region X for Tribal TANF programs in Washington and Oregon. I'll be covering a brief overview of Tribal TANF summer youth employment programs before we hear about existing programs from our guest presenters.

So first, let's look at subsidized employment in general. The basic premise of subsidized employment involves the following three components: an individual is placed in a job for a specific period of time, the TANF subsidized employee is treated as a regular employee by the employer, and wages and other associated costs are subsidized by TANF to the employer.

This last point is illustrated in the diagram of the payment and subsidy process. You can see the employer pays the subsidized employee just as they would any other employee, the employer then reports the wages and benefits paid, hours worked, etc. to the TANF program, and then the TANF program reimburses the employer.

When we look at the Tribal TANF regulations to see what is allowed through Tribal TANF, we see that there are two citations that address subsidized employment. The first describes work subsidies as "payments to employers or third parties to help cover the costs of employee wages, benefits, supervision and training."

The second citation describes the activities that count towards the TANF program's work participation rate. So in addition to unsubsidized employment, subsidized private sector employment and subsidized public sector employment can also count towards a Tribe's participation rate. It's also important to



note that subsidized employment and youth employment programs must be in the TANF program's federal TANF family assistance plan. Next slide.

So why is subsidized employment particularly important for youth? There are a number of barriers for youth in poverty that can have long-lasting effects. Children and youth who grow up in poverty experience substantially more negative education and employment outcomes in adulthood, and the longer a child lives in poverty, the worse their adult outcomes. Native American youth are effected even more dramatically by the recession than other populations, experiencing extreme unemployment.

Youth employment programs can play a significant role to support youth facing these barriers by providing opportunities to build skills and experience that are needed to access strong careers and achieve self-sufficiency. Older youth are particularly important to include in Summer Youth Employment programs. Older youth often struggle more to access employment because they can't compete with older, more experienced workers, and they're often ineligible for youth opportunities directed at teens. So including older youth, up to age 24, is especially important. Next slide.

The benefits of subsidized youth employment are certainly wide reaching. Ultimately subsidized youth employment helps to build the future labor force, with opportunities for youth to develop critical skills and experience. Youth can gain skills necessary for workforce readiness by learning about the application process, how to develop a cover letter and resume, practicing interview skills, and also doing job search. They also have opportunities to practice soft skills needed to obtain and maintain employment, like communication, time management, and teamwork, in addition to the job specific skills gained while working.

Subsidized youth employment also helps youth to become more marketable to access future permanent employment. They establish a job history and they can demonstrate experience and employability to potential employers. Subsidized employment also helps youth to develop personal connections and



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references that are useful for future employment. And of course there is the aspect of economic security, that youth in subsidized employment earn money.

With the wages earned by youth, this can be a great opportunity to teach about financial education or help youth to start college savings accounts or individual development accounts, since individual development accounts require earned income. So there are a number of ways subsidized youth employment can help low income youth get on the right track for self-sufficiency. Next slide.

Let's turn to the main logistics of subsidized employment through TANF. One important point is this: the employer or third party pays the subsidized employee directly and TANF then reimburses the employer. This is an important distinction: If the client is paid by TANF, it is not actually considered subsidized employment.

Instead, the individual is considered employed by TANF. The Tribe of consortium is then responsible for all employer-related obligations that a normal employer would have for that employee, such as withholding and reporting taxes. It's important to make sure the payment of wages and benefits go directly from the employer (or a third party) to the employee.

The TANF subsidy that is offered to employers through subsidized employment can cover wages and benefits, and can also cover the costs for supervision and training, though costs for supervision and training must be documentable. Next slide please.

Aside from the subsidy to the employers, TANF funds can also cover other items to help clients succeed in their subsidized employment positions. This can include education, supportive services, transportation, counseling services, and also incentive payments that reward the participant for achieving a pre-determined milestone. This could be like a one month job retention bonus. So your TANF program can



consider other ways to support subsidized employment participants in addition to the subsidy paid to the employer. Next slide.

There are a few other characteristics of TANF subsidized employment that are important to note. The subsidized employee must be treated like all other employees by the employer, with the same wages and benefits. The hours worked in a subsidized employment position can count toward the client's required work participation hours if the client is work eligible, and can then help the Tribe's work participation rate.

Also, subsidized youth employment doesn't have to be solely a TANF service. TANF can coordinate with other programs to support youth employment. One option is to co-enroll with WIA. With WIA, this could involve subsidized employment from TANF and support services through WIA or another system to utilize each program.

We'll go into the details of developing TANF youth employment programs in a bit, but first, let's turn to our guest presenters to hear about existing subsidized youth employment programs.

Lesley Smith: Thank you, Jack. This is Lesley Smith again. I'd like to introduce Tammy Kieffer. Tammy Kieffer is in her third year serving as a Youth Employment Coordinator for the Spokane Tribe 477 TANF program. She has worked for the Spokane Tribe of Indians for 13 years and resides on the Spokane reservation. She has over 20 years of experience working with or around youth. I'd like to welcome Tammy. Tammy, you now have the floor.

Tammy Kieffer: Thank you, Lesley. Can you hit the next slide, please? Okay. The Spokane Tribe of Indians Youth Employment program has been funded and operated by the 477 TANF program for about four years as a subsidy program and prior to that, was operated only as a summer program on the reservation by the Spokane Tribe.



Our scope - our youth employment program is offered to eligible youth ages 14 to 18 throughout the school year and during the summer months within our service area, served out of our Wellpinit or Spokane offices. The Wellpinit office is on the reservation and the Spokane office is in the City of Spokane.

The Summer Youth Employment program is offered to all participants on a first come, first serve basis to ages 14 to 18 until our budget slots are filled. The year round youth employment program is offered to high school seniors only. We hire the high school seniors during the school year and they work up to 20 hours per week. Next slide, please.

Youth employment program goals - we want the youth to gain experience of filling out employment applications, gain exposure to job searching and presenting willingness to work, learning and understanding good work ethics, building relationships for future references, gain job skills and work experience and looking to commit and follow through with basics of holding down a job. Next slide, please.

Our eligible criteria is age 14 to 18, any child 14 to 18 in a TANF family qualifies automatically. Any enrolled Spokane Tribal member, any enrolled member of a federally recognized Tribe, first line descendants of the Spokane Tribe, first line descendants of other federally recognized Tribes and they must live within our service area according to the 477 TANF plan.

If their residence is off of the Spokane reservation, income must be at or below 300% poverty guideline. We use the poverty guideline for the Spokane area youth and this is how - when we start receiving all of the applications -this is the criteria we follow. It goes down the line, one, two, three, four, and five - like that. Next slide, please.

The application and selection process - guardian and youth complete the application and submit all required documents by the deadline, May 31st, 2012. Documents we require are proof of age - can be driver's license, birth certificate, enrollment card, et cetera, travel enrollment verification, proof of living in our



service area - that can be the resident's bill or driver's license, anything that has their address on it - a copy of the social security card, income tax returns to determine income eligibility.

The application is screened and intake is completed at our TANF offices. Youth are contacted for orientation, job placement discussion and scheduled drug testing immediately.

Employer contact and arrangements are made and the youth immediately begins employment by following the employer's rules and guidelines. The Spokane Tribe of Indians human resources department is utilized for processing subsidy employment status and termination changes. Okay, next slide.

We don't provide any additional support services. The 2011 summer, we had 203 youth employed - 168 by the TANF program and 35 by the Tribe. In 2012, 170 positions budgeted by TANF, all additional are paid by the Tribe. One hundred percent wages and fringe at minimum wage rate and 5% administrative fee to the subsidy partner. Our summer employment runs nine weeks at 32 hours per week and our year round program; we budget 35 weeks at 20 hours a week for high school seniors only.

Numbers served are based on budget cuts and the length of placement seems reasonable. We don't want to overwhelm our high school seniors. They are pretty busy. Next slide, please.

The 477 TANF youth employment coordinator for two sites - oh, okay, sorry about that. Our administrative structure - we have my position which is the Youth Employment Coordinator and I run both sites - the reservation site and the Spokane site. Spokane Tribe of Indians is our subsidy partner. We also use our human resources and payroll department.

Travel programs are on the reservation. Some of the businesses we use are lawn care business, lawyer's offices, any of our Tribal business and any of our Tribal enterprises. We have quite a few out here on the reservation and even more in Spokane.



Time sheet deadline follows tribal policy on bi-weekly basis and youth are responsible for submitting timesheets by deadline with supervisor signatures. Some of the work ethics falls into the work ethics that we try to teach the kids to be responsible for their own paperwork.

The employer partnerships and engagement – youth employment coordinator works with TANF case managers, Tribal administration, and Tribal enterprises to find appropriate work placements for the youth employees. The youth are encouraged to seek work placement in fields that interest them. We tried to coach the kids along constantly and talk to them about what they might be interested in doing, what they like to do, don't like to do, and then we try to help them find placement for their summer. We also encourage them to make the phone calls and the face to face contact. Next slide.

Eighty-five percent TANF funding for summer youth employment positions and 15% Spokane Tribal Enterprise funded for summer youth employment. One hundred percent TANF funding for year round youth employment positions. Currently, 35 budget positions. We usually start the year around program - sometime in October and end it in May. I have 35 positions and that's the one that's the one used for the high school seniors.

We also use WIA youth funding - it covers five summer youth coordinators. That is geared towards ages 19 to 24 year olds. We try to find college students and we pay that at \$12 per hour. The youth coordinators mainly work at our four community centers that we have where the younger kids come and participate in summer activities. Next slide, please.

How has the program changed over time? Originally it served only as a summer employment program on the reservation and it was funded by the Tribal enterprises. For years, it was just in our general fund budget and funded by our Spokane Tribe, and then next drew 477 employment and training, and served summer program and incorporated year round employment with zero limits on positions filled and did not





include subsidy partner. Now we utilize subsidy partner, limit positions paid by TANF due to budget cuts. It includes drug testing and beneficial workshops. We start the first week of the summer employment with various workshops for the kids.

Lessons learned - always remember to discuss all of the rules and policies and procedures with the youth and the parents, so everyone is starting the summer on the same page. Make sure all youth and parents know what your expectations are of each of them. Next page.

Always include parents in the orientation process. This is very vital. Let them know what's going on. When they come in for orientation is when they fill out all of the forms that we have, any agreements, they sign off on the rules and the expectations that we have of the youth and of the parents. Use your local resources, your elders, your Tribal council, your human resources department and your youth leaders. I think that's it. Oh, no. Next slide, please.

Working with the youth who test positive to drugs by supporting them through drug rehab programs and following the drug program so they can return to youth employment. If we have youth that fail a pre-employment UA, we always refer them to our health and human services department. We work really closely with the staff there and the counselors there. Last year, we had the youth attend three weeks' worth of counseling and then they could return to work. It wasn't very successful. I think one out of eight returned.

We're going to try something new this year and they are actually going to attend a full eight hour program and if the counselor recommends that they will attend weekly sessions, one-on-one, then they can come back to work. After the eight hour program, they will be allowed to return to work and they will be randomly UA'ed.

Workshops offered during our orientation period: the first week of employment, we have "Money Smart", resume writing, we really work hard on work ethics. We have lots of speakers come in and talk on



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work ethics and we always make sure that the youth know what the Spokane Tribe program's policies and procedures are. Okay, that's it.

Lesley Smith: Thank you, Tammy. This is Lesley Smith again. I'd like to introduce Lu Ann Warrington. Lu Ann Warrington is the Assistant Director for the Community Resource Center, 477 Job Training and TANF program for the Menominee Indian Tribe of Wisconsin. She has been employed by the Tribe for 31 years with over 25 years of administrative experience. She has an Associate's Degree in business administration from the College of Menominee Nation and a Bachelor's in Business Management from Silver Lake College. Lu Ann is an enrolled member of the Menominee Indian Tribe and resides in Wisconsin. I'd like to welcome Lu Ann. Lu Ann, you now have the floor.

Lu Ann Warrington: Hello and welcome to Menominee's youth work experience program overview. Our promising practice would be "developing a better future for Menominee Native youth". Next.

Our program is designed to give youth an opportunity to participate in actual work and educational environments to experience and gain knowledge for involvement in the future labor force. Our scope of operation includes our youth work experience program, which are both the summer program and the after-school programs. After-school is held both in the fall and the spring, and we also have college internships in the summer.

By allocating TANF resources for youth employment, which allows flexibility, programs have the ability to provide subsidized employment which provides the valuable skills and work experiences needed for our teens and young adults. Next slide.

Our program goals included providing subsidized employment to low income youth, a work environment that will develop employability skills, and exposure to a variety of job opportunities. We expose our youth to realistic career fields that show importance of a high school diploma. We also like to promote

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post-secondary education by providing positive role models in our supervisors, our staff and providing career exploration opportunities during the program.

We have coordinated community service projects which also serve a dual purpose of earning community education credits for the youth applying for college scholarships. We did have a recent fundraising activity that started last year and we raised funds to support two youth scholarships for Menominee and high school upcoming graduation, so we're very proud of that and we hope that would be an ongoing project. We also include team building activities, which we feel build character and teach youth to accept responsibility. Next slide.

TANF partners with the public law, 102-477 job training program, provide our funds and we also share an employment partnership with an external program which is the Johnson O'Malley program. They have limited funding and later on, you'll see their purpose. We currently engage in employer partnerships for youth and intern placements within 39 different departments within the Tribe in external businesses and also with the local college of Menominee and East West University.

We collaborate with schools to work around the student's summer school schedules and we also include drivers Ed to make sure they get their license. For one week, we also allow and pay wages for attendance at academic and sports camps for students, as long as they have a set learning environment, team concept and have the absence pre-approved by our youth supervisors. We also allow pre-planned absences for family events such as vacations for up to one week and they are able to make it up at the end of the program. We place the college interns in positions closest to their field of interest or degree. Next slide, please.

Target populations should be identified in your individual TANF plan. A few to name are such as children of needy families, teens of TANF parents ages 14 to 18, ages 18 to 24, pregnant needy individuals. Eligibility can also be expanded to include the children of TANF eligible families. We serve both TANF



participant families and also TANF eligible families. TANF programs can choose to disregard the money earned by youth and older youth and not consider it as income, even though the older youth may be a TANF participant.

We need to remember also that when TANF clients work under the youth employment, hours can count towards the required participation and also may be counted as a subsidized employment and not be counted as income to the family unit. Next slide.

Both the youth and the college interns are required to fill out the application process. During this process, we have a waiver and also a medical release form that we do have them fill out. For anybody under 18, a guardian has to sign the application and help them fill it out. They must also provide any type of eligibility documents, such as proof of household income, proof of residency, social security cards, and birth certificates. Applicants are also required to provide an updated resume. This is usually done at school, but we also have after school sessions to assist them to fill out their resume.

Income eligibility is determined presently at 185% poverty. Placements are also determined. We have a scoring selection point system in process in which we score applicants and we have a separate one for the college interns and another one for the summer youth. We have scoring categories. It's according to the household income, the applicant's age and it may be a single parent with dependent children to get points, also we consider living situation. Two parent family in care of a legal guardian, member of a single parent household and we might also have individuals that live independently on their own.

We also added the veteran priority status this year and if they're children of a veteran and that's proved with the DD214 honorable discharge, we do give points for that and they are automatically placed on the list to meet income eligibility.



Lastly, this is where JOM comes into play, which is the Johnson O'Malley. All of our incoming youth are referred to the JOM program for employment. For additional support services, we provide transportation to and from the worksites; we have skills development such as interview skills, team building to name a few. We offer workshops in which we pay all costs and also offer transportation to and from the workshops. We would provide any job required clothing or tools, we would provide incentives for successfully completing the education component and also for good attendance during the programs.

Our financial literacy objective is providing ways to improve financial education and literacy standards through the development of common principles. That refers to the set of skills and knowledge that allows an individual to make informed and effective decisions through their understanding of finances. Our topics for discussions include budgeting, setting up a savings account and also learning the importance about predatory lending. Next slide.

Income eligibility is determined presently at 185% positive level. Initially, this is set up through the job training program. It'll remain that due to the job training funding, however, next time we will be updating our TANF plan, it will be increased to 200% poverty level for TANF.

For our eligibilities, children ages 14 to 18 of TANF families are automatically accepted. For children ages 18 and 19, if they should still be a high school student, they will also be automatically accepted into the program through TANF funding.

One of the differences we have for JTP applicants is that they can live on or near the reservation and can either be enrolled or a descendant of an enrolled member of a federally recognized Indian Tribe. For our individual plan, the applicant must reside on the reservation, cannot reside off the reservation. After meeting all eligibility criteria, it is open to anyone - Indian or non-Indian. This is outlined in our plan.



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Once determined eligible, the child remains on the program even if the TANF case closes for any reason because they would still be considered TANF eligible due to the income guidelines. The administrative structure of the program - supervision is by myself. I provide supervision to the recruitment training coordinator, who assists us with all of our training needs and also with supervision of our youth supervisors. Right now, we have preferences given to college students for our youth supervisors and we feel that they are positive role models; however, it can be done by anyone, any age. Next slide.

For the pre-planning activities, the first step is to establish some sort of guidelines and timelines to follow. We begin our pre-planning in about February and during that time; we establish our dates for when each item on our list needs to be done. This is such as sending out requests to placement sites to all departments within the Tribe or any external departments that previously held youth positions. We develop a staffing plan and determine our cost. This is a pre-planning stage between myself and the program director. The job training portion of it is set according to the available funding. The JOM or Johnson O'Malley is always set at 20 youth positions and TANF is determined by the need to fulfill the balance of the 120 positions that we know we can administer successfully.

During this time, we also decide when to advertise dates for the program, when the youth can pick up applications and establish the deadlines for when they are due. If we don't receive enough responses for placements, we do outreach and recruitment departments along with new potential sites this year. During this time, we do set our education and training plan which consists of having basically four education days for training. Our fifth day is the orientation day. We consider that an education because we have a training component added onto it.

In the past, we've provided career exploration opportunities with career fairs, campus visits to both colleges and technical colleges. We've also included team building exercises, interviews skills training and mock interview exercises. Both the youth and the college interns are required to attend orientation since they are considered a Tribal employee and also as an employee of the youth program. We cover policies and



procedures of the programs, of the Tribe since they are set in individual travel departments, we cover the youth handbook, we cover the timecard processes as well as the necessary HR forms are filled out at that time with parents.

We do ongoing monitoring of youth at sites. We do on site visits and we also collect feedback from worksites where the site supervisors are asked to fill out weekly evaluations on the youth and these are also shared with them to learn what area to improve on and become a better employee.

We document our program outcomes in our monthly and end-of-program report to the program director. We also document all successes, as well as areas for improvement for the program overall. Next slide.

Here are the 2012 program details and to break it down for the Summer Youth Program this year, we will have 107 positions. Forty will be TANF, 47 will be JTP, 20 like I said, are with the Johnson O'Malley at historically 20. As you can see, each one might have differences in ages that we have to follow due to income eligibility or other guidelines that the individual program has and the Summer Youth Program is six weeks at 20 hours per week. At this time, of the 20 hours, 16 hours will be on the job site actually working in the work environment and four is our education component.

Education hours are paid by stipend and work hours are paid regular wages. The next one is the youth after school program. We currently have ten positions. They work for ten weeks at ten hours per week. Also at this time, several of those weeks, what we'll do is we'll have them work eight hours and for two hours, they meet with the youth supervisors or the recruitment training specialist and we do an education component or team building exercises. Also at this time, they do some career exploration to find out information on what type of education requirements for jobs that they might find interest in or any other career goals they may have.



For the college intern summer program, we sponsor ten positions. They must be a current college student or enrolled for the fall. They work at eight weeks and we pretty much let the college intern and the site supervisors work out their hours, but they can go up to 192 hours that have to be completed in the eight weeks. The reasoning for this would be - some of it budget, but the other one would be to let them know since they are on summer vacation that they can plan any other activities or events or whatever they may feel during that time.

Unfortunately, our wages are set at \$7.25 and this is more or less the JTP funding that we have and we just match it with the TANF funds, although the college interns are usually paid more and are usually paid \$8.83 an hour. Next slide.

For some of the recommendations that we should have for pre-planning and activities, the first step would be to establish some sort of timelines to follow. Like I said before, we do begin ours in February. The first thing you want to do is determine what kind of target group that you're going to serve - you know, low income kids, you know, special social economical groups, whatever it may be. You want to also research, like find out about some programs, review their curriculum to see how they run their program, how can it be established and possibly even think about partnering with a program that is already established and serves youth.

You want to establish your work site and also design your curriculum. You need to start at the beginning, you know, you need to setup your policies and procedures. Again, look for examples, research on the internet, determine what kind of staffing needs you might have. You might also want to find out how you are going to contract for space, rent, utilities. You perhaps might want to do a community survey to see what the needs are in your current community. You want to decide, you know, do you do wages versus stipends and then research things such as insurance.





Next thing you want to do is market your program and then you want to decide what types of goals you have, what types of activities you plan on doing, what are the benefits to your youth, benefits to your community. You want to make sure that you use visual aids such as pictures of youth. You also want to include any kind of start dates and contact information.

Some of the lessons that we feel that we've learned by having the youth program would be, you know, first thing you want to do is include that youth program in your TANF plan. You want to include what type of collaboration you might possibly do with other programs. You also want to keep your specifics separate from the plan by establishing separate policies and procedures. Usually your plan would be a three year plan, so you don't want to be locked into doing certain items at certain times or be restricted to certain numbers, but then what you can do with your policies, procedures or guidelines, you could review those annually and adjust those as needed. Last of all; keep your TANF plan flexible. End of slide.

Lesley Smith: Thank you, Lu Ann. I'd like to introduce Arlene Templer. Arlene is a Tribal member of the Confederated Salish and Kootenai Tribe and has worked for the Tribe for 31 years. She's currently the department of human resource development Department Head. Arlene has a Master's in social work and ACSW, Academy of Certified Social Workers, certification and a CRC - certified rehabilitation counselor certification. I'd like to welcome Arlene. Arlene, you now have the floor.

Arlene Templer: Good morning, everyone. It's still morning in Montana in Mountain Time. I would like to take this opportunity to share our Summer Youth Program with you. Our Summer Youth Program is in the division of client direct services. That's within the HRD, Department of Human Resource Development. Our Tribe has been a 477 Tribe since 1999. Please turn the page.

The scope of our program, the Summer Youth Program operates for seven weeks in the summer starting when all of the school districts on the reservation let out for summer. There are seven different



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school districts on our reservation. The Summer Youth Program pays minimum wage with no benefits. If you work, you get paid.

Youth employment goals are work experience, soft skill development. Try out jobs you may be interested in for future employment. Try out jobs you may be wanting to pursue further education in. Start your reputation early and make your - make a name for yourself as a worker. Please turn the page.

Eligibility to participate: Low-income, enrolled in a federally recognized Tribe with first generation from Salish Kootenai Tribes' descendants. Age limit is 14 to 21. Also TANF eligible must be currently on TANF and meet the same guidelines.

Application and selection process: All applications must - all applicants must complete an application and they must attend the career fair. We set up a career day the first day in June when all kids are out of school, and it's called a career fair. All applicants are drug tested before placed and must complete at least three interviews with worksite personnel at the career fair. We set up tables for people that want workers and they may - they must at least attend three of the tables and do interviews.

Additional support we provide: transportation may be arranged for work placements through DHRD's transportation department. Turn the page please.

Summer Youths has served as high as 120 and as low as 60 participants per year. We use the federal minimum wage. Seven weeks of work. No pay for holidays or missed days, and everybody is drug tested before work placements.

Our program parameters and policy decisions made: Policy decisions are based on funding availability and on lessons learned. The DHRD department head, the clinical - the Client Direct Services Division manager and the Summer Youth Program manager meet and hammer out the guidelines for the

year. We have been operating the program for many years, perfecting our services. So we don't have too many changes anymore. Next page.

Administrative structure: DHRD is a Tribal one-stop program. So we have services for childcare, transportation, voc rehab, all - a whole bunch of different programs are available to every participant. DHRD has chosen to bring in a motivational speaker to start off the career fair. Speakers have been chosen that are native, understand poverty, child abuse and generational unemployment. This year we have Mitch Factor coming. He'll be here on June 11, and he will have 2 hours with the kids doing motivation, team building, and all sorts of stuff.

DHRD does not hire a staff person for this program, because of funding. It is seven weeks, and everyone in the department jumps in to help out with one responsible DHRD designated staff. Next page.

Employee partnership and engagement. Recruitment begins in May to all seven school districts on the reservation to include the Tribal alternative school, Two Eagle. DHRD engages all Tribal departments in their recruitment for worksites. Many of them are departments that lack enough personnel to - personnel to do the job, and many of them are return worksites to assist in the mentoring of future youth.

DHRD has many departments that depend on summer youth participants to get summer projects done. DHRD requires departments to send employers to the job fair to complete the interview and explain to the participants what the job will entail. DHRD requests departments to present at the career fair explaining to the participants what they are looking for in a work participant placement. Change a page.

Funding, we have WIA, the summer youth funds, WIA, the adult comprehensive funds, TANF funds, NEW funds, which is Native Employment Works, voc rehab funds. All can be used as salary and work supports for the individual.



This year we've had our fire department go to the schools and start recruiting summer youth, because of the fire season we're already looking at. And they said none of these kids have fire boots - firefighting boots. So we are going to provide that for the kids that choose to do firefighting this summer. We can also do transportation, childcare, LIHEAP. We have a lot of funding we can support the kids doing work placements. Change the page please.

How has the program changed over time? We used to have another source of money called Career Tracks, and that was paid for by the Tribes. And it was for those kids that were over income and had a GPA of at least 3. The Tribes can no longer afford to provide that funding. So now we are - we use mostly summer youth funds, and the ones that I described on the last page.

Things we've learned over time. We have shortened the work time. Kids want to have summer time off. If we try to work them all summer, we get a lot of missed days. So we now do the seven weeks. We have our celebration during those seven weeks. So they are not workdays. We have our pow-wow here on July 4th, and those are just designated as not workdays.

We notify participants early that they'll be drug tested. We allow a time off for celebrations, non-workdays. We attempt to find work placements for those kids not picked for worksites. Lessons learned, invite the parents to the career fair and find placements for those kids that will not be chosen. Next page.

Recommendations: We recommend that you don't hire staff. Instead, get everybody to buy in from the departments to run the Summer Youth Program for the participants and the chance to mentor youth. Don't pay for days not worked. Keep the bar high and make it a policy. If you work, you get paid. All participants are drug tested. They need to learn that now. Everybody is drug tested as they come in for hire at the Confederated Salish and Kootenai Tribes.

Make sure you do the work at the leadership level, getting all the departments to hire the youth and do their part on supervising and mentoring our youth. Next page.

This year we're going to end the program with a barbeque and fun event for all the participants. We will provide certificates for work hours so they can start building their resumes. Thank you very much.

Lesley Smith: Thank you so much, Arlene. I'd like to turn this back over to Jack to give us a little overview of the parameters for developing TANF Summer Youth Employment programs.

Jack Granberg: Great. Thanks Lesley. And thanks presenters for sharing about your programs. Now we'll get into the TANF requirements and some administrative items that may help you as you move forward and also share some resources for developing a TANF Summer Youth Employment program. Next slide please.

One important distinction is that subsidized employment is categorized as "non-assistance". So participation in subsidized employment by itself does not count towards a client's TANF time limit. However, if a client participates in subsidized employment and also receives basic assistance, the receipt of basic assistance does count toward the time limit.

As a non-assistance service, subsidized employment is categorized as a support service for your expense reporting. Also know that an MOU is required between the employer and the TANF program in order to offer subsidized employment. Next slide please.

So one of the policy decisions your TANF program will need to make relates to eligibility. The Tribe can limit eligibility to current TANF families or may choose to use a different income limit for subsidized employment than they do for cash assistance. For example, a higher income limit could be used for subsidized employment programs.



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To fund the subsidized employment program Tribes may use federal TANF funds as well as state MOE funds unless your state instructs otherwise. So you'll want to check with your state to determine if MOE funds can be used. Another policy decision relates to treatment of income. TANF may choose to disregard the income earned from subsidized employment or count the earned income in full or in part when determining eligibility for basic assistance.

We mentioned this before, but it's definitely worth saying again. To operate a subsidized employment program, subsidized employment and eligibility criteria must be included in the TANF Federal Plan. If youth employment is offered, make sure this is specified in your federal plan. Next slide please.

Earlier we discussed the employment needs of older youth. Under TANF subsidized youth employment, the maximum age to include is 24, and the TANF program can determine the ages served within this limit. One of the resources in the last slide of the PowerPoint presentation is an ACF Information Memorandum that addresses summer youth employment.

That Information Memorandum makes a few distinctions I'd like to share, though, please note that we can't speak to specific MOE agreements between states and Tribes. So it's best to contact your state for more information on their specific MOE policies.

So the Information Memorandum states that federal and/or MOE funds may be used for youth up to age 24 under TANF Purpose 1. The distinction between populations served under Purpose 1 are that: Federal funds can be used for youth up to age 24 under TANF Purpose 1 if they reside in or outside the home of their parent or caretaker-relative. But for MOE funds, youth may be served up to age 24 under TANF Purpose 1 only if they reside in the home of their parents or caretaker relative. Otherwise, the youth must themselves be a parent or a pregnant woman.



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So again, this is referenced in the Information Memorandum, but you'll want to contact your state for more information on your state's specific policies. Next slide please.

So we've talked a bit about requirements of the TANF program, so let's also go over the responsibilities of the employers. First, the employers must enter into an MOU with the TANF program. The employers must also treat subsidized employees like all other employees, providing the same wages and benefits as a regular employee. This is subject to state and federal labor and employment laws.

The employer pays the employee directly and tracks hours worked, wages earned and benefits paid. The employer reports to TANF on a regular basis in order to receive the subsidy from TANF. Also the wages paid to subsidized employees are taxable, so they must be reported by the employer. Next slide.

So there are a number of items your TANF program will need to identify to develop a Summer Youth Employment program. Here's a list of some of the items to consider, which our presenters touched on, so we won't dig into each of these now, but this list can serve as a starting point for you as you develop your Summer Youth Employment program.

Two other resources included on the last slide of the PowerPoint listed as resources are some excellent guides to walk you through the program development process. They include a checklist for program development and a guide for a program design that were compiled by the Centers for Budget and Policy Priorities and also the Center for Law and Social Policy. So both of these resources will be particularly handy as you design and implement Summer Youth Employment programs. Next slide please.

Earlier we mentioned the ACF Information Memorandum that addresses summer youth employment. A couple other items from the Information Memorandum we'd like to highlight are the Summer Jobs Plus Initiative and opportunities to coordinate with WIA.



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Summer Jobs Plus is a new administration-led initiative to support businesses, nonprofits and government to collaborate on pathways to employment for low-income and disconnected youth. Part of the Summer Jobs Plus Initiative is an online job bank that helps to connect youth to jobs and internships in their communities. You can use the link on this slide to access the job bank as well as guidance for employers and other resources related to summer youth employment.

The information memorandum also addresses opportunities for TANF subsidized employment to do co-enrollment with WIA. The information memorandum highlights how co-enrollment with Workforce Investment Act programs and TANF can benefit youth through additional supportive services, occupational skills training and other relevant services offered by WIA programs. So we encourage you to seek out opportunities to coordinate with WIA and other programs that engage youth in employment readiness and also explore the Summer Jobs Plus Web site. There's a lot of great resources there.

So we're going to have a question-and-answer session, but if you have questions or need clarification after the Webinar, please feel free to contact the ACF program specialist in your region for more information. So Lesley, I think we're ready for the Q&A.

### **Question and Answer Session**

Lesley Smith: Okay. Thank you, Jack. Let's look at the next slide please. Okay. Very good. So for the participants on WebEx, you - if you follow the screen instructions, there is a dialog box on the right-hand side of your WebEx screen. Please feel free to type in a question and address it to "All." And we will pose those questions to either the panelists or the regional staff, wherever appropriate.

We do have one question already in. So I'd like to address this to the presenters, and the question is, **"Is it required to pay the employer company directly and not the participants?"** Is there a presenter that would like to go at this first or we can go through each presenter? Tammy, are you available to respond?





Tammy Kieffer: Not entirely sure on that, because we use the subsidized part of this. We always pay - the money always comes from the Tribe and then we reimburse the Tribe.

Jack Granberg: Before - if you're using TANF funds, it is required that you pay - that the employer pays the wages to the subsidized employee, and TANF reimburses the employer. So TANF should not be paying the subsidized employee directly or else that leads to the client being perceived as the employee of the TANF program. So TANF reimburses the employer. The employer pays the client directly.

Lesley Smith: Okay, thank you, Jack. Okay. I'd like to pose another question to the presenters. ***"Are there common placements within the Tribal departments or positions or other employers that you've experienced successful job placement with?"*** Tammy, feel free to start.

Tammy Kieffer: Sure. I've had lots of successes with our placements. We have our Tribal enterprises. We have a marina and a resort, and we have a Tribal lab that I've placed a few kids in. And they've done great there. We have some in our natural resources department that actually have gone on and are furthering their education in natural resources, because they enjoy it so much. So, yes, we've had quite a few successes through our placements.

And in the middle of the summer or anytime, if I have a youth that's not liking what they're doing or they're uncomfortable or something, I encourage them to come and see me, and we always talk about it and see if we need to change placements. That's always an option. We try to keep them really interested in what they're doing.

Lu Ann Warrington: I basically agree with Tammy, and one of the things that really comes into place are those weekly evaluations that are done by the site supervisors. So you can address those issues right away rather than be, you know, the participant being tardy or leaving early or, you know, anything. Even it addresses attitude where the youth supervisors will follow-up right away on those evaluations.



And at the same time, we also encourage those site supervisors, you know, as I said, you know, step up to the plate and be that supervisor, because they got to remember that those participants are learning how to become a good employee. So, you know, it's their job also to teach them how to become a good employee. What are the expectations? So those really work out. We had some really good worksites that year after year, you know, they're coming back and requesting workers each year.

And then at the same time, we also encourage the youths, should they have a problem with their worksite, whether it be a conflict with someone or maybe it's just not their area of interest or they're bored or something, you know, we do switch those up once in a while. You know, we have to have a good reason, of course, for doing it. But, you know, that'll seem to make them a happier employee - you know, employee to put them someplace else if that one worksite just doesn't seem to work out for some reason.

Arlene Templer: I do. We have a Tribal wild land rec department, and the kids really seem to like that. Its outdoors and they take them out and clean up all the party sites on the reservation. And we hope that they will learn from that particular event to - not want to party and not want to destroy some of our Tribal lands.

We also have our resort and marina. We also have a natural resources department that takes people. All the Tribal - the departments seem to have bought in to this as a chance to mentor our youth and encourage them in further education and figure out who their employment pool is going to be in the coming years.

Lesley Smith: Very good, thank you. We have another question from the participants. This is also to the presenters, ***"Are background checks done if requested by the worksite, and specifically pertaining to college students?"***



Tammy Kieffer: This is Tammy. We do do background checks, depending on the placement. If they're working around children of any age, a background check will be done automatically on them.

Arlene Templer: This is Arlene. The only thing I would add to that is we also do it when they're working around elders.

Lu Ann Warrington: This is Lu Ann. And also the same for Menominee Tribe, if they're elders or working around children, it would be required to do that background check. But for the most part for the summer youth, since it's such a short term for employment, you know, many times they don't.

Lesley Smith: Okay. Thank you. The next question I'd like to direct towards Jack, if appropriate, Jack or Judy within the region. The participant asks, **"Can TANF reimburse for the employer costs for workers' compensation and related fees?"**

Jack Granberg: Yes, they can. So the reimbursement to the employer can be for the wages, the benefits, and the other associated costs as long as they're documentable.

Lesley Smith: Okay. Thank you, Jack. Let's see. Lu Ann, you mentioned about evaluations that are used. Is this a document that you'd be willing to share with the listeners, the participants?

Lu Ann Warrington: Sure, as a resource document or a starting place.

Lu Ann Warrington: They seem to work well. They might critique it and change it a little bit every year to fit our needs, but we'll be more than happy to share it.

Lesley Smith: Great. Thank you. And back to all the presenters, **"Are students' grades and attendance considered when placement in Summer Youth Programs begins?"**



Tammy Kieffer: They are not considered for the Summer Youth Program, but they are considered for the year-round program during the school year. We check their grades at least once a month if not more, and definitely attendance is considered. We recently changed it from requiring a 2.0 GPA to a 2.5. So the seniors that we hire have to meet at least a 2.5, be attending school full-time, and then meet the other eligibility requirements. That's it.

Lu Ann Warrington: For the summer program, we don't, you know, ask for grades, but if we have the after-school program, we do ask for a copy of the grades when they put their application in and again at the end of the program to see if there's any successes as far as - as far as, you know, grade point averages increases. They have to have at least a 2.5 to even apply for the program and also the same thing with the good attendance and good academics and leadership during that time.

Arlene Templer: We do not use grades and attendance for the Summer Youth Program.

Lesley Smith: Okay. Thank you, everyone. Another question from participants is, "***How extensive is the language in your TANF plan to offer a Summer Youth Employment program?***" Tammy, would you like to start?

Tammy Kieffer: Sure. Ours actually is not very extensive at all. We just - it's very basic. I'm going to look real quick. We just have - basically the requirements in the plan that the youth are between the ages of 14 and 19 and how much they will work and that we have the year-round and the summer programs. We also have in there the poverty levels and the subsidized wage requirement. And that's pretty much it.

Lu Ann Warrington: Ours is - in our plan is pretty basic too, because we didn't want to put too much specific detail in there, because it's hard to change once that plan goes into place. So if we basically - if we have any changes, it's sometimes within the policies and procedures, like I said, with an annual review. We also mention the poverty guidelines.



Arlene Templer: I put a note down to check what our language is and to make sure that it is quite flexible, so we can develop it as we'd like.

Lesley Smith: Great, makes sense. Okay. And moving onto another question. A Participant would like to know, ***"How closely do the current Tribal youth employment programs work with their Tribal education department to avoid duplication of services?"***

Tammy Kieffer: Our Tribal education department deals mainly with the college students. So our two services don't cross at all. So we usually don't have any problems there. We have an education department, and like I said, the - all college-age kids or youth attending college and then we have our youth employment program. So there's no duplication or any problems with crossing paths there.

Lu Ann Warrington: I don't think we really have any difficulties. If anything if we need some type of service like either from the college or our education department, we just include it on our education component for the summer youth.

We also will send them to onsite at the college to have those types of activities, because we get the printouts from the college and everything early on in the summer and we found out - we already find out what types of workshops and everything that they're already offering. So we pretty much don't duplicate. And a lot of those services that they offer during the summer are geared more towards the college students or adult workers.

Arlene Templer: It's ditto at Salish Kootenai. They don't do employment at all, and they work mostly with college.



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Lesley Smith: Okay. Thank you. **"Can TANF programs hire summer youth to work in the TANF offices?"**

Tammy Kieffer: We do, and like we said before, they are paid through the subsidized wage portion. And so we can place these youths pretty much anywhere. We have them in all offices throughout the Tribe, TANF, any of our departments, and we have them working as receptionists. We try not to get too much into being file clerks, because they get bored really fast. And in most Tribal offices and other offices, you have the confidentiality issue. So we don't like to use the youths for filing clerks.

Lu Ann Warrington: This is Lu Ann. We also employ our summer youths in our TANF office. We have tendency of keeping them out of the front area. We don't have them as a receptionist or anything in the front area. However, they may be placed in the youth supervisor office to help with filing.

We also have a special projects activity that they do community service, and that was where we talked about the fundraising activities that they do like an entrepreneur, where they do preplanning, advertising, setting their menu, actually running a stand, you know, figuring out the budget, how much they need.

We kind of do that kind of activity with them, and they also do community service as far as, you know, cleaning up elders' yards, cleaning up like the public beaches and things like that. So we kind of keep them more out in the field. We don't keep them too much in the TANF office besides maybe a possible placement in the youth office itself.

Arlene Templer: This is Arlene. We don't place people in the TANF office. We are one of the Tribes in the nation that are under the five-year limit, and so we are trying to - we encourage people not to be on TANF in the summer, because there are so many job opportunities here in the summer. So it's a slow time for us. So that would just be a very boring placement for somebody.



Jack Granberg: And if I could just add one point. So it is possible to hire - to place a subsidized employee in the TANF office, but you do need to make sure that they're not being paid directly by TANF. So you do need to have a third-party to be paying that subsidized employee.

Lesley Smith: Thank you, Jack. To the speakers, a participant would like to know a little bit more about the supportive services provided. Tammy. Thank you.

Tammy Kieffer: We don't provide any other supportive services within the employment program except we do refer. We refer them to our health and human services department and things like that. But other than that, we don't offer any other supportive services.

Lu Ann Warrington: Yes, for Menominee I think we've basically talked about what support services, you know, the transportation, the workshops, and any kind of clothing. It's basically doesn't go beyond that, even though I know we can do referrals. I know outside referrals, you know, if needed, and we could pay for those as a support service.

Basically a lot of our support services are pertaining - I guess our biggest one at this point would be transportation, because our areas are remote. We're pretty lucky to have a transit service. So a lot of times we will, you know, offer transportation tickets to get to and from work.

Arlene Templer: And we also have a transit system, and we have a 1.5-million acre reservation. And a lot of these kids come from poverty or low-income parents, and they don't have the ability to transport them. They also don't have the ability to get work clothes or fire boots or - so we provide a lot of support services to maintain placements.



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And the nice thing about it, they're all within the same department. So it - we don't have to reach out too far.

Lesley Smith: Great. Another question, ***"Do each of your Tribes have attendance requirements?"***

Tammy Kieffer: For the Spokane Tribe, no, we don't, not for the Summer Youth Program. They are offered 9 weeks at 32 hours a week, and we understand there are always sports camps and family vacations and things like that. But they're offered up to nine weeks, and so a lot of them do make it through that, but a lot of them are off doing some of their summer things and then come back.

Lu Ann Warrington: For that attendance, we do require them to be responsible and to show up on our worksites when they are scheduled. And at the same time, should something come up, they are required to call in by the designated time, which is one hour from their start time. They are also asked to get pre-approval for time off.

So they're basically kind of treated like a regular employee, so when they get out into that real work world that they, you know, realize that they are, you know, some type of attendance requirements that they need to follow. We - as I said in the past, you know, previously we do give time off for sports camps, drivers-ed, summer school, you know, vacations and stuff like that, and also we have emergencies that come up.

We do ask that the youth themselves do call in to the site supervisor and also to our youth supervisors here in the office to make sure that, you know, that we both are aware. So - and if they have a good excuse, they are, you know, able to make that time up.

Arlene Templer: We work for 7 weeks, 40 hours a week. If you work, you get paid. If you're not there, you don't get paid. We are trying to develop those soft skills that you need to get to work on time. You need to call in. And if you don't work, you don't get paid.





Lesley Smith: Great. A question somewhat related to that. I'm going to try to squeeze in two more questions.

***"Do TANF parents get penalized when the children are not going to the work?"***

Tammy Kieffer: For the Spokane Tribe, no, they do not.

Lu Ann Warrington: For Menominee Tribe, no.

Arlene Templer: Salish Kootenai, no.

Lesley Smith: Okay. That was easy. Thank you. A participant has asked, ***"Have you seen any correlation with your summer programs and youth academic success throughout the school year?"***

Tammy Kieffer: From my year-round program, I do. I've had a few of my seniors with borderline grades, and when they realized they get to work also, you tend to see those grades shoot up and they do better and they hold their own a lot better. They try more. So I see the benefits in it.

Lu Ann Warrington: We also see the benefits of that. You know, if anything, they at least maintain that grade point average. But at the same time, we've also - they had to meet one-on-one with either the supervisor - youth supervisor or the training coordinator. And then what we do is we've even allowed for them to go to one-on-one - how do - how would you say that? When they do - they meet with someone else or a counselor or a tutor or somebody to help bring them grades up. So we do see increases in those grade point averages by the end of the school year when they're working and being responsible.

Arlene Templer: This is Arlene. I'm once removed from that as the Department Head, so I can't answer that.



Lesley Smith: Okay. Thank you very much. And thank you to all the participants that have been submitting questions. We appreciate your participation and active involvement.

I wanted to explain how we're going to ask for your feedback for some participant evaluation. Following our sort of closing remarks here, if you are dialed into the Webinar software, your screen will take you to a brief survey evaluation that we're asking for your feedback. It's a brief ten-questions. So it will take less than five minutes. For the attendees that are just listening in on the phone, we will be following up with you and sending an email link out following today's presentation.

I'd like to transition back to Judy for some closing remarks.

Judy Ogiore: Great. Thank you, Lesley. The presentations were wonderful. The information that was given was fantastic. Special thank you to Tammy, Lu Ann, and Arlene for your contributions for the Webinar today. Hearing what is being done around the nation is a great teacher and motivator. It puts reality and color to federal policies and procedures.

I'd like to take this opportunity to also remind the Region X participants that our annual Regional Meeting is coming up on June 27th and the 28th in Seattle. A Save-the-Date Notice went out earlier this week, but if you have any questions, please get back in touch with either Jack or I.

Also for all of you, our intent is to do at least two more of these Webinars this year. Emails will be sent out to all of you regarding the plans that are going to be made for those Webinars.

Thank you to all of you for participating, and we do hope that you participate in the evaluation process. It means a great deal to us, and it's very useful. Good-bye.

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