

**Suquamish Indian Tribe
Yusawiac Plan PL 102-477
Three (3) Year Plan**



Adopted by the Suquamish Tribal Council
Resolution 2021- 055
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Suquamish Tribal History

The Suquamish Tribe are the first peoples living on the Kitsap peninsula and Bainbridge Island in Washington State, with archeological confirmation of a Suquamish village that was occupied for at least 2000 years. Old Man House, the home of our most famous leader, Chief Seattle, stood on this historic site until 1870 when the site was destroyed by the U.S. Army. The Suquamish are signatories to the Point Elliott Treaty of 1855 that established the Port Madison Indian Reservation in Kitsap County, Washington.

The Suquamish Tribe obtained federal recognition in 1965 and operates under a Constitution and By-Laws. It is governed by an elected seven-member Tribal Council with staggered terms and employs approximately 423 employees.

The Suquamish People continue to live in the place of their ancestors and practice their traditional life ways on the Port Madison Indian Reservation. The Suquamish Tribal Government supports programs and services that work to carry the culture of the Suquamish People to the next generation and beyond. The Suquamish Tribe funds comprehensive language programs, education and cultural activities for Tribal families as well as educational programs for the public through the Suquamish Museum.

Mission

The Mission of the Suquamish Tribe is to provide for the health, education and welfare of the Tribal members by: recognizing, respecting and protecting our ancestral heritage and the diversity of spiritual beliefs that exist among our families; protecting and enhancing our land base, natural resources, and Treaty rights, including the right to fish, hunt and gather in our usual and accustomed areas and; developing, improving and maintaining a highly effective tribal government system that values and supports its employees and is connected and responsive to the needs of Suquamish families.

Core Values

The Suquamish Tribe's values focus on its children and families, its culture, and the environment. Priorities of the Tribe mirror core values and include promoting its ancestral heritage, enhancing the land base, preserving natural resources, maintaining a highly effective Tribal government, and protecting Treaty rights. The Suquamish also believe in advancing the Tribe as a major contributor to the healthy growth and development of the central Puget Sound region.

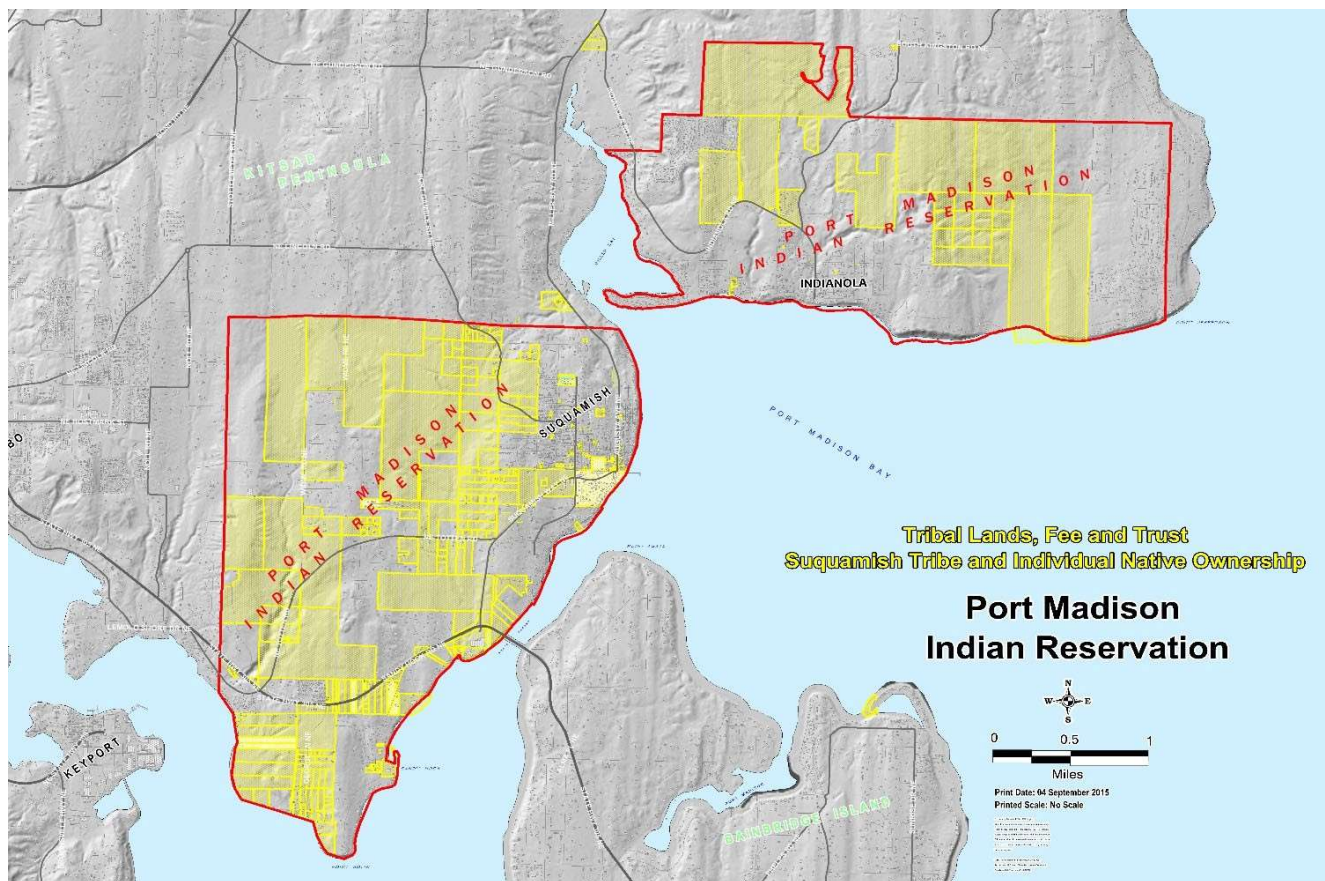
Tribal Information

The total population within the boundaries of the Reservation is an estimated 7,882 (per 2020 U.S. Census Data). This number includes Tribal members, other Native Americans and Alaska Natives, and non-Indians. Current Tribal enrollment is 1,474 as of September 2024. In March of 2024, the Suquamish General Council voted to amend the constitution, changing eligibility of enrollment by lowering blood quantum to 1/16, hence increasing overall Tribal enrollment. Other Tribe members and Alaska Natives living on or near the Port Madison Reservation receive selected services from the Tribe. In addition, several Tribal programs are open to both Native and non-Native community residents, unless otherwise served.

Age Breakdown of Tribal Members as of September 2024:

Age Group	# of Tribal Members
0 < 5 years	89
>6 < 18 years	281
> 19 < 54 years	791
> 55 Years	313
Total	1,474

Boundary Map of Port Madison Indian Reservation:



The reservation was established by the Point Elliott Treaty of January 22, 1855, for the Suquamish tribe, and was enlarged by an executive order issued October 21, 1864. When the land was reserved by the Point Elliott Treaty, all land was held by members of the Suquamish tribe and designated for their sole use. However, a series of procedures designed to accommodate non-Indian expansion and land acquisition have created a situation today where the reservation is widely interspersed with non-tribal ownership. Today, the Suquamish Tribe has reclaimed about one-half of the original land.

Economic Opportunities

The Suquamish people have lived along the shores of the Kitsap Peninsula for hundreds of years. Taking their name from the word for “clear salt water,” Suquamish ancestors thrived by harvesting salmon, clams and other natural foods. Although fishing and harvesting seafood since the beginning, the Tribe chartered the Suquamish Seafood Enterprises (1996) to develop seafood markets for tribal fishermen as well as market the bountiful harvests of geoduck clams, oysters, and fish that populate the tribe’s surrounding waters.

In 1987, the Suquamish Tribe established Port Madison Enterprises (PME) as an agency of the Suquamish tribal government. PME’s operations are aimed at developing community resources while promoting the economic and social welfare of the Suquamish Tribe through commercial activities. What began as a modest retail endeavor has grown exponentially over the last quarter of the century, PME now encompasses several businesses including Suquamish Clearwater Casino Resort, the historic Kiana Lodge, multiple retail outlets, cannabis ventures, White Horse Golf Course, and a property management division. Operations of PME are conducted at the direction of a Board of Directors comprised of seven tribal members who are appointed by the Suquamish Tribal Council. The Board has the power and responsibility to establish employment policies for PME and all its ventures and subsidiaries. With more than 1,000 employees ranging from information technology to hospitality to construction, the Suquamish-owned company and its subsidiaries are now the second largest private employer in the greater Kitsap area.

The mission of the Port Madison Enterprises is to provide a sustainable, diversified economy that ensures financial independence, development and revenue growth for the Suquamish Tribe, while promoting an atmosphere of excellence for our employees, guests and the community.

As a result of these sustainable revenue sources, the Suquamish Tribe provides early learning (ages 0-5) and childcare up to age 12 for tribal and non-tribal families and operates the Chief Kitsap Academy for children in grades 6 through 12. In addition, the Tribe is reclaiming parcels of land within the boundaries of the Port Madison Indian Reservation, now owning one-half of the original land designation.

One: General Provisions and Programs to be Integrated

Statutory Authority (Public Law 102-477)

Public Law 102-477, as amended by Public Law 106-568, Title XI, § 1103(e), and Public Law 115-93, and codified today at 25 USC 3401, et seq., is the Indian Employment, Training, and Related Services Consolidation Act of 1992. Public Law 102-477 is unique among Federal legislation, in that it allows Federally recognized Tribes and Alaska Native entities to combine formula-funded Federal grants funds, which are employment and training-related into a single plan with a single budget and a single reporting system.

The Suquamish Tribe's three (3) year plan beginning January 1, 2025 is authorized by Tribal Council Resolution to implement an integrated program using a single plan, single budget and single report for two (2) Federal Programs from two (2) Federal Agencies. The Tribal Council supports and has approved the submission and operation of the Yusawiac (you-saw-wee-ots) Program. See Attached Tribal Resolution.

The Lushootseed word "Yusawiac" (you-saw-wee-ots) was suggested by the Suquamish Cultural Coop based on the traditional Alder plant. It is a pillar of the tree community, supporting the survival of other species and providing shelter to animals and humans. It has a rare superpower that it populates areas too barren for others, and paves the way for other species of trees and plants to grow where they could not before. **Hereafter, the Suquamish 477 Program will be called the Yusawiac Program.**

Programs to be Integrated

As authorized by the Indian Employment, Training, and Related Services Demonstration Act of 1992, Public Law 102-477, effective October 1996, as amended, the Suquamish Tribe has identified and proposed that the following Federal Programs be integrated:

- 1. Workforce Innovation and Opportunity Act (WIOA) - Department of Labor**
- 2. Child Care & Development Fund (CCDF) - Health & Human Services: Administration for Children & Families**

This plan will be effective from January 1, 2025 through December 31, 2027.

Program Service Area

The Yusawiac Program service area will include, but is not limited to, the following areas – unless the client is otherwise unserved – and if the client does not receive the same services from another tribe/program: Kitsap, Jefferson, Clallam, Mason, Grays Harbor counties. Suquamish will be actively collaborating with other Native persons who may reside in surrounding counties on joint work and internship opportunities.



Data Collection and Reporting

The Suquamish Tribe will meet all statutory and regulatory data collection and reporting requirements pertaining to the integrated P.L. 102-477 funding for the program.

Fiscal Accountability

The year in which the Suquamish Tribe receives and/or expends funds it will comply with the accountability provision of section 5 (f) (1) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450c (f) (1)), relating to the submission of a single audit report required by chapter 75 of titles 31, United States Code.

It is the intent of the Yusawiac Program to continue to follow the Federal regulations regarding the monies received by all Federal funding agencies and to follow all Federal and State regulations as required in administering the integrated plan of PL 102-477.

Two: Goals of the P.L. 102-477 Plan

The Suquamish Tribe adopts the following goals for its Yusawiac Program. Each of these goals is consistent with the purposes of P.L. 102-477.

- To integrate employment, training, childcare and related services to improve the effectiveness of those services
- To provide education, employment, training, and related services to eligible community members that will lead to self-sufficiency
- To facilitate economic development and job creation through support of Tribal businesses, investments, employment opportunities, economic development and other community-building activities
- To provide and expand services that will allow for safe and healthy environments for children
- To provide reliable childcare services that will enable parents and guardians to seek gainful employment, obtain educational goals, as well as providing them with a comprehensive family support system
- To serve tribally determined goals consistent with the policy of self-determination and self-governance

The integration of the WIOA and CCDF programs under the P.L. 102-477 Plan will provide Tribal families with a streamlined process to access a wide range of comprehensive services which will benefit not only the participant receiving services, but the Tribe as a whole.

By contacting any Tribal department, a common intake process is initiated so they do not need to seek services among different program locations. The counselors identify the need and provide the resource needed usually within the department or by direct referral. A radical reduction in federal paperwork has made way for better utilization of program staff and a more uniform treatment of participants. Due to the reduction in the paperwork, counselors have more time to devote to addressing their participants' needs.

An additional benefit from this pooling of resources is reducing the possibility of the participant to "double dip." Previously under separately administered programs, participants could receive assistance from multiple sources, unbeknownst to Tribal managers.

Suquamish has designed the proposed program to help individuals become economically self-sufficient. To ensure success, the Yusawiac Program will provide intensive case management, training, and employment services that are designed to help individuals:

- Identify and resolve barriers to employment
- Further needed education
- Receive vocational training
- Gain work experience
- Obtain and maintain full-time paid employment
- Advance in the workforce
- Make steady progress to achieve unsubsidized employment

Traditionally employment, training and related services have been provided by Suquamish through various federal agencies and programs. Suquamish has a long history of providing employment and training support to eligible individuals residing in the service area. A combination of Tribal, Federal, State and other resources will be used to support individuals and provide access to services that will meet the basic needs and help participants in establishing a stable environment in which to pursue family and individual self-sufficiency. This Yusawiac Program will continue to offer financial assistance to participants in need of job training and higher education. These services will help individuals gain job skills and work towards self-sufficiency as well as reduce joblessness. The combination of these programs will allow for creativity, flexibility, effectiveness and success with the services available.

Internally, the collaboration of Suquamish programs and services under the Yusawiac Program umbrella will create a streamlined process which will ensure that all tribal members are provided all the services they require and will eliminate any gaps which could potentially leave a tribal member behind. Suquamish Tribal members and members of other federally recognized tribes (if not otherwise served) will experience a single intake system where they will learn about and utilize the services they require. This combination of the employment, training, and other programs will be more cost effective and will also assist in the non-duplication of services received and offered to program participants, as well as the non-duplication of program functions and goals.

Three: Comprehensive Strategy

Unemployment among Suquamish Tribal members has traditionally been higher than Kitsap County, Washington State, or the Federal level. As of U.S. Census data up to 2022, the average rate on the Port Madison Indian Reservation was 5.3%. Effects from the Covid-19 Pandemic severely disrupted the local economy. It is estimated by 477 Yusawiac Program employees that unemployment grew to over 30%, particularly with the temporary closure of the Tribal schools, the Clearwater Casino Resort, and the suspension of fishing/seafood harvesting. That level has been reduced since these enterprises reopened.

A closer examination of economic challenges facing the Suquamish community, outlined in the Suquamish Indian Tribe Needs Assessment (see attachment), reveals significant disparities across several areas, including poverty rates, business creation, employment by sector, and reliance on income supports.

Poverty and Income Inequality

The five-year average poverty rate for American Indian/Alaska Native (AI/AN) individuals in Kitsap County is **19.8%**, which remains more than twice the overall county rate of **9%**. The median family income for AI/AN families is **\$67,102**, which is **129% lower** than the Kitsap County median of **\$86,826**. These figures highlight the persistent income disparities that inhibit economic mobility for tribal families.

Additionally, children within AI/AN households are disproportionately affected by poverty, with **11.91%** living below the poverty line, compared to **9.27%** of non-Hispanic White children. This gap is further exacerbated for children of color, with even higher rates of poverty seen among Black or African American (18.51%) and Native Hawaiian/Pacific Islander (20.18%) children.

Business Creation and Economic Development

Business creation within Kitsap County has lagged behind state averages, with the county experiencing a net gain of only **2.88%** in business establishments from 2011 to 2021, compared to **10.39%** across Washington state. This low growth rate underscores the need for the Yusawiac Program to focus on entrepreneurship and micro-business support as a means of fostering economic development and reducing dependency on wage employment.

Employment by Sector and Wage Disparities

The **government sector** is the largest employer in Kitsap County, providing **39,319 jobs** at an average wage of **\$116,230**, which significantly skews the county's overall wage data. Other sectors employing significant portions of the population, such as **healthcare and social assistance** (average wage: **\$59,665**) and **retail trade** (average wage: **\$38,647**), offer considerably lower wages, contributing to the financial struggles faced by many tribal households.

Income Supports and Economic Reliance

A substantial number of households in Kitsap County rely on federal support like the **Earned Income Tax Credit (EITC)**, with **13,160 households** claiming the credit and an average credit amount of **\$1,932** per return. Furthermore, about **29.39%** of AI/AN households in the county receive **SNAP** benefits, compared to **8.24%** of non-Hispanic White households, reflecting a higher reliance on public assistance among the AI/AN community.

Educational and Debt Challenges

Education levels and debt burdens also play a critical role in shaping economic opportunities. **12.08%** of Kitsap County residents carry student loan debt, with an average balance of **\$18,642** and monthly payments averaging **\$153**. This burden often inhibits further educational advancement and limits the ability of families to invest in economic opportunities or entrepreneurship.

While progress has been made, poverty and unemployment continue to be barriers for Suquamish Tribal members. Reasons for the discrepancies are linked to education deficits and failure to obtain the skills, knowledge and experience to allow them to compete within the service area or even apply for jobs with the Tribe. Even worse, with the Covid-19 pandemic prompting work from home, there has been an influx of skilled workers from Seattle/King County settling locally where housing prices are more reasonable, increasing the competition for high income jobs.

The Yusawiac Program helps participants with assistance, such as but not limited to tuition, stipends, and travel reimbursements, work clothing, barrier removal assistance for employment and educational fees to help participants attend school for various degrees and/or certifications. The Yusawiac Program aims to encourage and assist youth to participate in post-secondary education, vocational and apprenticeship programs. The inclusion of childcare services within our Yusawiac Program will help to remove additional barriers for parents and families by allowing more opportunities to participate in gainful employment, additional education and training opportunities, and increased cultural connection which leads to greater economic self-sufficiency.

Integrating employment, training, education, related services and childcare into one plan improves the effectiveness and service delivery of programs that previously operated independently. Staff can better identify major needs and barriers of Tribal members and families. The ability to provide wrap-around services and collaboration with other programs reduces paperwork and duplication of services.

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By integrating employment, training, education and related services and childcare into one plan, it improves the effectiveness of and service delivery for both programs that are currently operating independently. It will also help staff identify major needs and barriers for Tribal members and families. The ability to provide wrap-around services as well as collaboration with other programs reduces paperwork and any duplication of services that might occur.

Four: Service Delivery and Integration

To streamline services, participants will complete one Intake form that will provide them with access to services. Managers will have knowledge of the services provided by both programs and refer to the appropriate location to receive services.

This will not only reduce the amount of paperwork a participant has to complete but will allow the Yusawiac Program to serve a wider range of participants and direct more time towards providing integrated services rather than completing paperwork.

PROGRAM ELIGIBILITY

To qualify for services through the Yusawiac Program, participants need to meet the following requirements:

- Residency within program service area unless unserved
- Enrolled Suquamish Tribal member or enrolled member of another tribe or Suquamish Tribal household
- Signed and Dated Application
- Selective Service enrollment if applicable

And meet at least one at-risk criteria, such as, but not limited to, if otherwise unserved:

- Low Income
- Homelessness
- Under Employed
- At Risk of Homelessness
- Unemployed
- Crisis Prevention
- Youth
- Veteran
- Disability
- Elder
- At Risk Youth
- Re-entry
- In need of skill enhancement
- In need of childcare
- Transition
- Other at-Risk Criteria

Suquamish tribal members and other Native Americans/Alaskan Natives may be given priority through their veteran status.

Eligibility will be determined based upon a signed and completed application form which attests the information on the application is true to the best of the applicant's knowledge. The application also acknowledges that such information is subject to verification and that falsification of any information will be grounds for denial of services, participant termination, or may lead to a fraud investigation as outlined in the Program Policy and Procedures.

Additional documentation and income guidelines may be required to receive some Yusawiac Program services.

APPLICATION PROCESS

An applicant who is certified as eligible for services and meets all the Yusawiac Program eligibility requirements will be referred to the appropriate Yusawiac Program staff for further assistance and referrals.

The participant services process will include the following but is not limited to:

- Intake Application
- Assessment
- Case Management and Development of an Individual Service Plan (ISP)

Intake Application

The Yusawiac Program will develop and implement a uniform intake system for all participants who apply for services. Data will be collected once for each participant, or as applicable, a participant's family.

The intake application will be used to establish eligibility for the various services offered through the Yusawiac Program. The intake application and process will address specific barriers to employment, education, childcare and other goals. The intake process may include, but is not limited to:

- Collection of personal information of the individual or family's needs
- Income
- Educational background
- Work experience

Income for the Yusawiac Program follows income sources defined by Kitsap Work Source. (see attachment)

Yusawiac Program participant information is confidential. Confidential information includes any and all data that identifies an applicant, participant, or service.

Assessment

Participants may be assessed to accurately determine their employment/training/education/childcare needs or their challenges to achieving self-sufficiency.

Assessment tools, if needed to determine aptitude and interest, may be used prior to referring participants to occupational placement or training. All testing will be administered by qualified personnel, either through tribal staff or through approved educational facilities with the ability to conduct such training. At the Yusawiac Program staff's discretion, type and use of assessment tools may vary and/or be waived if warranted.

Based on the information gathered at intake and assessment, the case manager will assist in identifying challenges that might prevent a participant from achieving his/her goal of self-sufficiency. Any challenges that might be identified will become the basis for the development of an individual plan.

Case Management and Development of an Individual Service Plan (ISP)

Case Management includes the planning, development, and coordination of support services to address barriers such as, but not limited to, things like childcare, education, and training opportunities that are designed to provide individuals with a wide array of services necessary to prepare them for employment. A case manager will be assigned to each participant at the time of eligibility determination and enrollment into the Yusawiac Program. The case manager will work with the participant to develop their Individual Service Plan (ISP) and will guide the participant through the various stages of their ISP, including job retention and the post-employment services phase.

Employment can be defined as a participant or parent/guardian being engaged in paid employment, self-employment, or other work activities identified in the participant's ISP.

Before any services are provided under this Yusawiac Program, the Individual Service Plan (ISP) will be developed and included in the participant's file. The ISP will be developed in consultation with the participant and will outline the participant's individual responsibilities and commitment as well as the services to be provided. The ISP will be utilized to record the participant's assessment outcomes, and it clearly identify the participant's interests and needs, his/her employment experiences and educational levels or attainments, as well as strengths and

weaknesses and barriers to employment. The information gathered for the ISP will help in making decisions about appropriate services. This is also the tool that will be used to measure participant progress through the Program.

Examples of allowable Yusawiac Program employment and training related activities for the ISP will include, but are not limited to, the following:

- Paid Employment
- Subsidized Work in the Private Sector
- Subsidized Tribal Employment
- Work Experience
- On-the-Job Training
- Work Search – Job Readiness Assistance
- Vocational Training and Education
- Job Skills (Employment-Related Training)
- Education Related to Employment
- Life Skills Training in preparation for job skills training
- Attending High School or GED Completion
- Post-Secondary Education
- Volunteer – Employment & Training
- Approved Community Service
- Cultural and Traditional Activities that would reasonably lead to self-sufficiency, may include but are not limited to weaving, carving, beading, storytelling, traditional hunting and gathering activities including preparation for hunting/harvesting, processing and storing of fish, shellfish, wild game and other traditional foods

Participation in cultural and traditional activities help Tribal members to be grounded in healthy social and work circles, be better grounded in their culture and its values of hard work, respect, and communal responsibility. The opportunities derived from the Yusawiac Program will translate to real and positive connections for Tribal people to increase healthy living, healthy peer networks, the intergenerational transmission of cultural knowledge, and gainful employment skill sets that lead to long term self-sufficiency. The alternative to poverty is not just a job, but full-fledged financial independence which includes employment, financial literacy, workplace relationship building, and the company of other culturally relevant people who are living good lives. Culture and tradition are never standalone activities but fit into Suquamish's broader perspective of healthy families living in a supportive community.

Suquamish has been working for well over twenty years to connect our youth with their elders to share wisdom and cultural wealth through the Healing of the Canoe curriculum and the annual Canoe Journeys. This serves to provide positive role models for those at risk and to disrupt the cycles of poverty and intergenerational trauma.

Although, some of the activities will be conducted directly by this Yusawiac Program, others will be delivered through contracts with local service providers. The list is not expected to remain static. Program experience, especially an increased familiarity with participants' needs,

is likely to dictate a change in the number/kind of employment and training activities available through the program.

Plans will be updated every three months, or as the participants' needs and situation changes. The Yusawiac Program staff will utilize participant reports/interviews, case notes, and other relevant information as additional materials in the ISP.

NON-FINANCIAL SERVICES

A variety of non-financial services may be provided to all youth and adults. The primary focus of all services provided will be to provide participants with avenues to achieve economic self-sufficiency. These non-financial services may include but are not limited to:

- Basic Literacy
- Financial Literacy
- GED Preparation
- Job Readiness Training Capacity building
- Job Boards/Labor market information
- Remedial Education Services
- Vocational Training
- Job Retention assistance

The Yusawiac Program staff will conduct the following activities to assist participants with access to unsubsidized job openings:

- Maintain an organized list of available jobs
- Communicate with employers to locate new job openings
- Promote program services to employers
- Referral of job ready participants to job openings
- Refer participants for financial services, if eligible

The Yusawiac Program will refer participants to apprenticeship programs within the surrounding area, such as: Iron Workers, Carpenters, Cement Finishers, Mill Wright, Painters, and truck drivers.

For participants who are unable to participate in the programs offered under the Yusawiac Program due to a learning disability or other disability, a referral will be made to the Washington State Division of Vocational Rehabilitation (DVR) Offices.

The services described in the above sections covering the development of an ISP and non-financial services are intended primarily for participants for whom an employment and/or educational goal is established during the assessment process.

Some applicants to the Yusawiac Program may be considered “unemployable individuals” due to multiple barriers that have impacted their ability to gain or maintain employment or complete a training program.

If the participant is unlikely to return to work or complete a training program, assistance and referrals to be accepted under the Social Security Disability Program will be required. This Program is dedicated to helping participants access the services that fit their needs, including but not limited to, advocacy and referrals to apply for Social Security Disability Insurance benefits.

MICRO-BUSINESS, ECONOMIC DEVELOPMENT, AND JOB CREATION

When a micro-business enterprise is included in the Individual Service Plan the participant should be referred to a local community college for assistance in writing a business plan, receiving business training, follow-up technical assistance, and access to small loans. An assessment of the likelihood of business success should be obtained and the resource agencies may be utilized to help with this assessment. The Yusawiac Program may be available to assist in startup of the micro-business when the entrepreneur has secured funding from other agencies, lending firms, or personal loan arrangements. Limits will be established in policy and procedures and assistance will be based on funding.

It is recognized that job availability for Tribal members within the service area may be limited. Therefore, the Yusawiac Program will support economic development. It is expected that Yusawiac Program staff will handle these activities through the usual services offered to individuals. Most of this assistance is expected to be in support of micro-enterprises or entrepreneurship opportunities.

The Yusawiac Program may allocate up to 25 % of funds for economic development and job creation activities.

These funds may be used to offer special services like, but not limited to, the following to stimulate economic development and job creation:

- Surveys and research to determine feasibility of new economic ventures for the Suquamish Tribe
- Special labor force surveys to inform employers considering an investment that would help to utilize the available workforce
- Recruitment of potential employees from the Tribe’s labor pool for one or more employers
- Training customized to an employer’s individual needs. In addition to pre-employment, skill enhancement training and Work Experience, wage subsidies may be available as an additional inducement to employ long-term public assistance recipients with special barriers to employment

- Managerial support training, to include both the training of eligible participants for potential managerial positions and the training of current managers in enterprises located on the reservation in how to more effectively utilize the Tribal workforce
- Payments toward higher education expenses (tuition, books, and other fees) for any tribal member to pursue a degree in a field deemed vital to that Tribe. In return, the participant may agree to employment for a set amount of time
- Equipment to prepare participants for positions within eligible enterprises (title to be held by the Tribe)
- Micro-enterprises initiated by economically disadvantaged participants
- Project subsidies for both Grants and Revolving Loans. Projects will be formalized through a Tribal Memo of Understanding and established Loan programs (Fisheries). These will be leveraged with other dollars (tribal or otherwise) specifically for job creation and economic development
- And others as determined needed and beneficial by the Suquamish Tribe

SERVICES TO BE PROVIDED

Participants will have access to a myriad of services based on the needs identified in their ISP. These services would include but are not limited to the following: Support Services, Diversion Services, Transitional Services, Non-Financial Services, Incentives, Work Experience, Subsidized Employment, Youth Employment and Cultural Activities.

SUPPORT SERVICES

Support services often make the difference between a participant's ability to gain and/or maintain employment. Support Service requests may require additional documentation as outlined in the Policy. Restrictions apply on the type of supportive services participants can receive and will be detailed in policy and procedures.

It is assumed that the kind and level of these services will vary between participants but that every participant will likely require some form of supportive service. Yusawiac Program staff will determine and verify what supportive services and program activities are necessary to enable individuals to be successful participants.

Support services may include, but are not limited to, the following and additional eligibility and documentation may be required as outlined in the Policy and Procedures Manual:

- Transportation assistance
- Childcare related expenses
- Employment-related expenses
- Housing related expenses
- Clothing/job uniforms
- Household needs/groceries
- Substance abuse services and mental health services, and other medical support services that address a barrier to employment

- Transitional services, job retention, job advancement and other employment-related services that do not provide basic income support
- Educational activities designed to increase self-sufficiency, job training
- Job-related or educational costs
- Community economic and job development
- Domestic violence services and activities
- Culturally relevant employment and training related support services
- Emergency support services
- Other support services determined to be reasonable and beneficial may be approved by the Yusawiac Program Manager

DIVERSION SERVICES

Diversion Services are for families that have employment income and are going through a current hardship. Diversion Services will require documentation regarding the need for services and a plan for future months. Case notes and a completed application/statement of need will suffice as a plan for these types of cases. These services assist families with necessities to maintain current employment or obtain a promotion or higher paying job.

TRANSITIONAL SERVICES

Some participants may face multiple barriers after obtaining employment. For that purpose, transitional services are to help them transition into their employment. Services are to be used to assist the participant in maintaining, advancing or transitioning their employment for Yusawiac Program staff will determine and document what transitional services are necessary to enable individuals to be successful in their employment. The completed application and corresponding case notes may suffice as verification of need for transitional services as part of the ISP.

INCENTIVES

Incentives may be offered if funds are available. Incentives will be tied to the goals of the Yusawiac Program, will be reasonable, and will have established objective criteria. Policies, eligibility requirements and monetary standards for incentives are outlined in the Policy and Procedures Manual and are dependent upon program funding.

WORK EXPERIENCE

Work Experience will be utilized to enhance employer recruitment and job placement services for eligible participants entering employment. Work Experience participants will complete a generic job application, which is kept on file for employment opportunities.

A participant may be placed at a job opening for a maximum of 6 months, to get the proper skills and training they need to enhance themselves and become employable. They will be provided with participant support funding, based on funding availability, at the discretion of the director and program manager.

SUBSIDIZED EMPLOYMENT

Subsidized Employment provides participants with a training period to gain and/or improve the knowledge and skills necessary to perform work requirements. Policies, requirements, and monetary standards for Subsidized Employment are outlined in the Policy and Procedures Manual.

YOUTH EMPLOYMENT

Youth Employment services may provide Subsidized Employment or Work Experience opportunities for youth between the ages of 14 and 24 when program funds are available, as determined annually. Policies, eligibility requirements, and monetary standards for Youth Employment Programs are contained in the Policy and Procedures Manual.

CULTURAL, TRAINING, EDUCATION, AND OTHER ACTIVITIES

The Yusawiac Program will provide a variety of cultural activities, training and education services, and other activities to eligible participants. These activities/services are allowable and are considered an integral part of the ISP. Cultural activities, training, and education services will be tied to the goals of the Yusawiac Program, will be reasonable, and will have established objective criteria.

YOUTH SERVICES

In general, youth services are those intended for school aged youth who are in school and actively participating in their education. However, older youth or youth who are working on their GED completion will also be eligible for services.

To be eligible for Youth Services an individual must be:

- Enrolled and attending school or working on their GED completion
- An enrolled member of a federally recognized tribe, or a sibling, youth relative, or foster child living in the same household
- Living in the Tribal service area
- Have an identifiable risk factor to include, but not be limited to, the following:
 - Low Income as defined by the annual HHS poverty guidelines
 - High School Dropout
 - Basic Skills Deficient
 - In need of Communication, Leadership, Life skills enhancement
 - Homeless, Runaway or Foster Child
 - Pregnant or Parenting Teen
 - Youth Offender
 - Other Risk Factors identified

As part of the intake process, the Yusawiac Program may conduct a Youth Assessment to identify current and potential challenges and/or needs. An ISP will be developed to provide

services that will help ensure their success. The assessment will include, but not be limited to, the following:

- Attendance and Grades
- Career Development
- Employment
- Financial Literacy
- Mental Health

Youth services available under the Yusawiac Program may include, but are not limited to, the following:

- Educational Services
- Tutoring Services
- Summer Employment
- Work Experience
- School internships
- Vocational Exploration
- Cultural education
- Counseling referral

One of the primary goals of the Yusawiac Program is education. Without motivation and guidance to remain in school, many of our youth drop out of the system.

Educational or tutoring services may be available during the school year and during the summer vacation period. All instructional services will emphasize the importance of traditional Tribal values and cultural practices as a foundation to strengthen success while becoming an adult and productive member in the tribal community.

Some youth services are designed to provide youth residing in the service areas a chance to compete for jobs and volunteer opportunities. The Yusawiac Program will work with Tribal departments and employers, community partners, and other organizations/agencies to assist in the process of having youth employed within the community.

Any youth wishing to participate in the work and volunteer program must complete a generic employment application and if selected, participate in an interview for the job or volunteer position they applied for. After the youth is selected by an employer, they will be required to pass pre-employment alcohol and drug testing prior to their first day of employment. The Yusawiac Program will utilize worksite agreements in which employers assure that there will be adequate supervision of each participant and accountability for participant's time and attendance. This agreement will be monitored for compliance by Yusawiac Program staff.

Supported work services may be provided and will consist of assignment to a worksite and payment for time spent on that worksite. The youth participants are given a choice of employment sites according to their interests. The Yusawiac Program focuses on placing the youth participants in a job he/she is interested in as a career. Such supported work may be combined with educational and youth leadership services.

All payments for supported work services will be at no less than the applicable federal and state minimum wage. At its discretion, the Yusawiac Program may implement a system of bonus payments for educational services. Such bonus payments may be combined with the payment for time spent at a worksite.

The youth employment and volunteer program will require youth to attend several different trainings and workshops so that they are familiar with the tribal organization and that they get a better understanding of all the services that the tribe offers. These will include but not be limited to program orientation, a tribal organization orientation, and educational workshops or trainings.

The youth participant may be required to attend special workshops which will include, but not be limited to, topics on:

- Traditional and cultural education
- Financial Literacy
- Job Readiness and Employer Expectations
- Dangers and effects of alcohol and drug use and abuse
- Suicide Prevention
- Bullying Prevention and Awareness
- Healthy Relationships
- Professionalism in the workplace
- Ethics
- Career choices
- Higher education

The goal of this service is to teach the youth the importance of work ethics and to give them the skills to compete in today's job market.

One goal for youth services is the completion of a work experience activity, which will improve a youth participant's employability skills, and/or the upgrading of their academic level.

EMERGENCY/DISASTER/PUBLIC HEALTH CRISIS RESPONSE

In the event the Federal or State government or the Tribe declares a state of emergency the Yusawiac Program will respond as necessary. The welfare and safety of tribal and community members and Yusawiac Program participants is never more threatened than during an emergency/disaster/public health crisis. A disaster situation can produce barriers to a participant's efforts toward self-sufficiency, job training, skill development, educational activities and economic development. A comprehensive, effective and efficient response will help the Yusawiac Program and its participants to restore continuity of services and a sense of normalcy in the event of an emergency/disaster/public health crisis.

The Yusawiac Program Emergency Disaster Response expenditures will be consistent with the PL 102-477 law (25 U.S.C. § 3401 et. seq) and all applicable statutes and regulations.

In the event an emergency/disaster/public health crisis does occur, the efforts to lessen stress on Yusawiac Program participants may include, but are not limited to, the following:

- Identifying and locating any services to help affected participant households
- Responding to new cases created by the emergency/disaster/public health crisis
- Assisting in communication with caseworkers and other essential personnel who are displaced because of the emergency/disaster/public health crisis
- Preserving essential records
- Coordinating services and sharing information with other services agencies as appropriate
- Assisting in the manpower response to the emergency/disaster/public health crisis
- Improving preparedness and resilience to protect against future emergencies/disasters/public health crisis
- Utilities bills
- Rental assistance
- Vehicle repairs
- Groceries
- Household supplies
- Financial and credit counseling

NON-DUPLICATION OF SERVICES

Any individual who accesses financial and or support services through the Yusawiac Program must not also receive assistance for the same identified needs from another program. Assistance from any other source may be used to supplement, but not duplicate, the service provided through the Yusawiac Program.

CHILDCARE SERVICES

The Suquamish Tribe, through its Marion Forsman-Boushie Early Learning Center (MFBELC), administers the CCDF program under its PL 102-477 consolidated Plan. Suquamish is a “medium allocation” site and offers center-based childcare as well as relative in-home childcare options.

The MFBELC coordinates with employment, training and related services through the shared intake process where applicants will be initially evaluated for daycare services. If qualified, each applicant will be advised of the availability of such services and the next steps. The intake forms will document tribal membership, residency, income and the need for daycare due to job or job-related training as well as the number and ages of children needing care.

The purpose and goal of the Suquamish childcare services is to provide high quality, culturally appropriate childcare to all eligible families. Reliable childcare is a major barrier for many in the community served. Therefore, providing childcare services within the Yusawiac Workforce Program gives participants the ability to identify their needs and place their children in a safe environment.

Within Kitsap County, there is a limited number of childcare options. These have been declining since 2016 (Kitsap Community Resources report, 2017). Further, the costs of the available programs have been increasing, making it difficult for working families to find affordable, quality childcare.

The Yusawiac Program will provide childcare services to families for a parent or caretaker/relative who is eligible for services. Childcare services are for children birth through 12 years old.

For the purposes of providing childcare services, the service area and definition of Indian Child for the Suquamish Tribe is as follows:

- The Tribe defines an Indian Child as one that is enrolled or eligible to enroll in a federally recognized tribe, or whose parents are enrolled or eligible to enroll in a federally recognized tribe.
- The service area for childcare funding includes all of Kitsap County.

See Attached Suquamish Child Count Declaration and Indian Reservation and Service Area. At the time of application to the Yusawiac Program, if childcare is requested, the parent is provided information regarding available childcare services, program and parent responsibilities, and a list of community providers if the applicant does not have a provider.

Eligibility Income

The Yusawiac Program calculates income eligibility using **Tribal Median Income (TMI)** data from the US Census Bureau's American Community Survey. The figures for a family of four are as follows:

- **100% of State Median Income (SMI) for 2019: \$7,647/mo**
- **85% of State Median Income (SMI) for 2019: \$6,499/mo**
- **100% of Tribal Median Income (TMI) for 2020: \$5,797/mo**
- **85% of Tribal Median Income (TMI) for 2020: \$4,927/mo**

At the time of application for services, parents/guardians are asked to provide proof of all gross earned and unearned income for the family (including but not limited to pay stubs, letter from employer, award letter, or other proof of income) to determine eligibility. In addition, proof of Tribal enrollment, proof of residency in the service area, and, if necessary, proof of protective services/special needs.

The Suquamish Tribe's Marion Forsman-Boushie Early Learning Center (MFBELC) staff utilize a priority point system to ensure that the most vulnerable and needy families are given preference to receive services. The priority point system established includes but is not limited to homelessness, lower income families, foster care families, children under protective services, and children with special needs as a service priority. A child involved in protective services is one who falls under the legal responsibility of the tribal court, Tribal Agency, or State Agency or who is party to an arrangement with the tribal courts to avoid the child becoming a dependent of the court.

Suquamish MFBELC staff reach out to community members through social media and respond to direct calls. However, the number of MFBELC childcare slots has not changed over the years due to staffing ratios and space. There is a waitlist for entry. Parents/guardians may consider relative in-home childcare as an alternative, assuming they qualify. If not, then the MFBELC has a list of other childcare programs in the area to be considered.

The Yusawiac Program provides an opportunity for reliable, regulated, and quality childcare delivery to children within the service area. The Yusawiac Program staff will, in their initial outreach/application process, make an effort to identify families who have children through the age of 12. Additionally, the application form used for the program will include the identification of children with special needs.

In order to best serve the child(ren) and provide continuity of childcare, if a family is no longer able to be served due to moving out of the service area, the family may apply for childcare assistance through the Marion Forsman-Boushie Early Learning Center for funding directly from the Suquamish Tribe. An example might be the family who lives outside of Kitsap County but works for Port Madison Enterprises or the Suquamish Tribal government.

Consumer Education/Outreach

Questions about childcare services provided by the Yusawiac Program can be directed to the Yusawiac Program Manager via phone, email or website.

The Yusawiac Program staff provide parents with information on their rights, quality childcare programs, and other consumer education materials. Parents will be informed of childcare services through notices in the tribal newspaper and through outreach activities by Yusawiac Program staff. Outreach activities include, but are not limited to, attending community meetings, sharing program info at community outreach events, informative posts on social media, information boards posted at the Tribal Center, and personal contact with major employers and other service providers.

Suquamish maintains various social media outlets, (e.g. Suquamish website, Facebook,), which highlight and promote a variety of program services that are available to Tribal and community members.

The Marion Forsman-Boushie Early Learning Center has a procedure to capture and retain all parental complaints about early learning teachers as well as childcare providers. Complaints are required to be in writing along with the investigation and resolution. Complaints will be made available to the public upon request without identifying confidential information. The Yusawiac Program has access to the Resolution file at any time to provide information when requested to parents/guardians and others who need to know.

Voucher-Based Compensation and Center-Based Compensation

Parents are able to utilize two childcare methods through the Suquamish Tribe. One is center-based childcare, and the other is relative in-home childcare. Relative in-home childcare may be provided by a relative as defined below and is exempt from certain health and safety standards. It is called the Voucher Program.

In-home childcare provided by a relative is defined by CCDF: grandparents, great-grandparents, siblings over 18 years old (if living in a separate residence), aunts, and uncles, great-aunts and great uncles.

Suquamish childcare payments to relative providers are based on child attendance. The current rate schedule is attached to the Yusawiac Program at the beginning of each Program cycle and is applicable to and effective in the defined service area. The amounts paid to relative childcare providers are determined by the Marion Forsman-Boushie Early Learning Center.

For the center-based program, a sliding fee scale is used to determine co-pays only. Family copays are per family, based on income and size, and never exceed 7% of monthly family income.

The Marion Forsman-Boushie Early Learning Center waives co-payments for families with incomes below 100% of the federal poverty level. It also waives co-payments for homeless families, foster care families, children with special needs, and families who are receiving or needing to receive protective services, as determined by the Yusawiac Program for purposes of childcare services eligibility.

See Attached Suquamish Childcare Subsidy Payment Rate 2024.

Compensation to relatives providing in-home childcare is based on child counts and the number of hours worked each pay period as documented by signed requests by both parents/guardians and relative provider. Provider payments will be processed within (21) working days after the Suquamish Finance Department receives the invoice and all the required back up documentation.

Activities and Services to Improve the Quality of Childcare

The Yusawiac Program recognizes that Tribal childcare programs need to meet the annual requirements for childcare quality activity spending:

Quality Spending	FY2025	FY2026	FY2027
Quality Set-Aside	9%	9%	9%
Infant-Toddler	3%	3%	3%
Total Quality	12%	12%	12%

The Yusawiac Program Quality Improvement goal is to serve infants, toddlers and children in both a culturally and developmentally appropriate manner while enhancing the health and wellbeing of the children, their families and the community. Focus areas to help facilitate this goal will include, but not be limited to, activities such as:

- Ongoing provider and staff training to improve the quality of childcare provided particularly in curriculum development and instruction
- Increased exposure to and provision of traditional and cultural activities, such as language learning
- Increased exposure to indigenous and traditional foods identification, preparation and consumption
- Required health and safety training topics
- Access to physical activity
- Promotion of child development
- Language and literacy
- Caring for children with special health or developmental needs
- Childcare as a business
- Supporting career development pathways of the childcare workforce
- Providing mini quality grants to providers during an emergency or pandemic
- Family engagement within the childcare setting that enhances children’s sense of self-worth, belonging, and bonding to their community

The Yusawiac Program’s Quality Improvement goal is to also improve the supply and quality of childcare services for infants and toddlers. Focus areas to help facilitate this goal will include, but not be limited to, activities such as:

- Coordinating with other Early Head Start or Head Start-Childcare programs and home visiting
- Coordinating with home visiting
- Providing training and professional development to enhance childcare providers’ abilities to provide developmentally appropriate services for infants and toddlers
- Developing infant and toddler components within the early learning and developmental guidelines/standards, etc.
- Improving the ability of parents to access transparent and easy-to-understand consumer information about high-quality infant and toddlers care that includes information on infant and toddler language, social-emotional, and both early literacy and numeracy cognitive development
- Indigenous language and culturally responsive practices for infants and toddlers

Public Hearing

A copy of the Yusawiac Program Plan was posted and available for review and community members were encouraged to submit recommendations and comments to the plan in writing via a form available through the website or by calling Yusawiac Program staff. The virtual public hearing was held on March 15, 2021 via Tribal Council Resolution #2021-055.

Health and Safety Requirements

The Yusawiac Program requires that Suquamish childcare providers fulfill health and safety requirements pursuant to tribal, state, and federal law. The Yusawiac Program will follow all established requirements for background screenings.

Health and Safety Standards Used by the Tribal Lead Agency
Marion Forsman-Boushie Early Learning Center (MFBELC)
Center-based Childcare: Follows State, Federal and Tribal Standards as documented in Policies and Procedures Manual
In-home Childcare (in the child's home) (In home care is defined as in the child's home and provided by a relative as defined by the CCDF Program) Follows Tribal Standards as documented in Policies and Procedures

The Marion Forsman-Boushie Early Learning Center (MFBELC) follows Washington State Department of Children, Youth & Families, (DCYF), Federal and Tribal childcare service standards to meet health and safety, and quality care standards. These ensure that the family and children's needs are met. These standards include but are not limited to the prevention and control of infectious diseases (including immunizations); building and physical premises safety; staff to child ratios, blood borne pathogen response, storage of hazardous materials, and other health and safety training appropriate to the setting.

Relative in-home childcare is subject to Tribal standards including but not limited to background checks, and First Aid/CPR training. Additional training may be required as the number of relative in-home childcare sites increases. Exceptions to the DCYF standards for relative in-home childcare is described below:

Relative Provider Exemptions for Health and Safety Requirements

Standard	Exemption to the Standards for Relative Providers
a. Prevention (including immunizations) and control of infectious diseases - Exempt from these requirements	

b. Prevention of sudden infant death syndrome and the use of safe sleep practices - Exempt from these requirements, although they are encouraged to receive safe sleep training, as long as no unrelated children are cared for in the home
c. Administration of medication, consistent with standards for parental control - Exempt from these requirements, although they are encouraged to utilize a medication documentation form
d. Prevention of and response to emergencies due to food and allergic reactions - Exempt from these requirements, although they are encouraged to ensure that they know how to prevent and respond to an emergency due to food or other allergic reactions of any child in their care.
e. Safety of Building and physical premises, including the identification of and protection from hazards that can cause bodily injury, such as electrical hazards, bodies of water, and vehicular traffic - Exempt for these requirements, although they are encouraged to promote building and physical premises safety. This includes proper handling and storage of hazardous materials, identifying and protecting children from potential hazards including bodies of water and vehicle traffic.
f. Prevention of shaken baby syndrome, abusive head trauma, and child maltreatment - Exempt
g. Emergency preparedness and response planning resulting from a natural disaster or a human-caused event (such as violence at a childcare facility), within the meaning of those terms under section 602(a)(1-2) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5195a(a)(1-2)). - Exempt from these requirements, although encouraged to promote emergency preparedness and response planning and communicate the plan with their families
h. Handling and storage of hazardous materials and the appropriate disposal of bio-contaminants - Exempt
i. Precautions in transporting children - Exempt
j. Pediatric first aid and cardiopulmonary (CPR) certification - Not Exempt
k. Recognition and reporting of child abuse and neglect - Not Exempt

Health and Safety Training

Suquamish follows the State (Department of Children, Youth & Families –DCYF) Health and Safety Standards for childcare providers for Health and Safety Training, Preservice/Orientation Training, Ongoing Training, and Monitoring and Enforcement for the State of Washington. Additions, exemptions, and/or variances for relative childcare are outlined below. Note: see attached Washington State Department of Children, Youth & Families Health and Safety Requirements

Orientation Training

Relative providers must obtain a Pediatric First Aid/CPR certification.

Ongoing Training

Continuous training for MFBELC childcare employees is scheduled throughout the year to meet all State and Federal guidelines. Relative providers are exempt from ongoing training.

Monitoring and Enforcement

There is a self-declared statement by the parents concerning the safety of the home. If issues are raised, there may be home visits to determine the extent of concern and how these might be ameliorated. The visits will be made by an MFBELC staff person designated to oversee relative in-home childcare sites. A report of findings will be kept on file at the Marion Forsman-Boushie Early Learning Center, and available to the Yusawiac Program.

Relative In-Home Childcare providers are not exempt from state ratios and group sizes. The Yusawiac Program will not pay for more than seven (7) children in care in one home.

Background Checks

Suquamish follows the CCDF Background Checks for childcare providers except any additions, exemptions, and/or variances for relative childcare are outlined below. Relative providers may be subject to fingerprinting via the Suquamish Police Department (connected to federal databases).

The Yusawiac Program relies on external agencies (e.g., Washington State Patrol, Washington Access to Criminal History, WA State Sex Offender Registry) to perform background checks on potential childcare providers, either at the MFBELC or relative in-home.

Background checks are paid for by the Yusawiac Program.

Disaster Preparedness and Response

The Disaster Preparedness and Response plan for childcare services through the Suquamish MFBELC is under review with the Suquamish Office of Emergency Management.

Childcare Facility Construction/Renovation Projects

To use funds for construction or major renovation projects, Suquamish will submit a separate application to request and obtain approval of a construction or renovation project.

Parent/Guardian Rights

Parents and guardians of children in the childcare program have the following rights

- To have unlimited access to their children whenever the children are in the childcare
- To receive information pertaining to parent or guardian options, policies, practices, and concerns which relate to childcare services
- To be assured that the health and safety of their children are protected
- To appeal decisions related to denial or termination from the program

EXPECTED PROGRAM RESULTS AND OUTCOMES

Suquamish will ensure that this Program will meet statutory requirements of all programs to be integrated as expected of the Yusawiac Program.

It will be the goal of the P.L. 102-477 Yusawiac Program staff to encourage and assist all participants in successfully completing one or more of the following services: < Supportive Services < Employment & Educational Services < Youth Activities < Economic Development and Childcare Services.

The Suquamish Tribe also assures that the Yusawiac Program staff expects **at least 50%** of participants to successfully obtain unsubsidized employment.

Overall expected results and outcomes for the Yusawiac Program will include:

- Supporting participant self-sufficiency through a variety of workforce development, skill enhancement, and job retention activities
- Increasing access and availability of high-quality childcare services to serve 100% of all eligible families
- Improving and enhancing the readiness of culturally relevant childcare services; and

Integration of employment, training, and related services enables Suquamish to improve the effectiveness and efficiency of our services, in a self-determined, self-governed and culturally appropriate manner, while at the same time reducing joblessness within the community we serve. The potential benefits of achieving self-sufficiency through employment include increased income and economic options, enhanced self-worth, serving as a role model for children and families, and contributing to community and society through work.

Uniform Appeals Procedures

The Yusawiac Program has a Uniform Grievance and Appeals process. All participants receive information on the Uniform Grievance and Appeals process. Appeals must be written and include date, time, location and their statement of issues giving rise to the appeal and must be submitted to the Yusawiac Program Manager.

A current Yusawiac Program participant has the right to file a request for an appeal on a decision made by the Yusawiac Program. The participant may request to continue receiving other non-appeal related services until the final determination is made.

The participant will be notified in writing within 30 days of the date of appeal of the decision on the appeal.

If the appeal review is not found in the favor of the participant, they may request a second appeal with the Tribal Council for final determination.

Yusawiac Program participants may have a spokesperson, advocate or attorney represent the participant at his/her own expense throughout the appeal process. The participant must sign a release of information for Yusawiac Program staff to discuss participant’s case with a spokesperson, advocate, or attorney.

Five: Anticipated Revenue and Expenditures

The anticipated budget for the Suquamish PL 102-477 Yusawiac Program is illustrated in the following table(s) for the Fiscal Year 2025 period covering January 1, 2025 to December 31, 2027. These tables are based upon the assumption the congressional appropriated dollars will remain constant from year to year for Federal Programs consolidated within this plan.

Anticipated Annual Revenue for FY2025 beginning January 2025:

*Based on funding amounts for FY2024

	Agency	Program Name/ FY Appropriation	Funding Amount
1	DHHS/ACF	CCDF (Mandatory)	\$ 213,835.00
2	DHHS/ACF	CCDF (Discretionary)	\$ 1,063,344.00
3	DOL	WIOA	\$ 162,943.00
		<u>TOTAL</u>	\$ 1,440,122.00

*DHHS/ACF - Department of Health and Human Services/Administration for Children and Families;
DOL – Department of Labor Workforce Innovation and Opportunity Act*

Anticipated Expenditures:

Expenditure Category	Amount
Administrative	\$ 216,018.30
Non-Administrative	\$ 1,224,103.70
GRAND TOTAL	\$ 1,440,122.00

Six: Yusawiac Program Management

The Yusawiac Program is an integrated set of services for Tribal members living within the service area.

The 477 Yusawiac Program Director and the MFBELC Director will be responsible for program administration and will ensure program guidelines are being followed. The management and staff will be integrated to assure that all applicants are receiving services to their fullest advantage. The management and staff will be responsible for also following applicable personnel policies and procedures; as well as the Yusawiac Program policies and procedures. A software program will be utilized to assist in the data collection as well as an electronic version of a participant file. The software program is secure and has a password protection process for all users.

The 477 Yusawiac Program Director as well as the MFBELC Director report directly to the Tribal co- Executive Directors. Policies and Procedures for the Yusawiac Program are in the process of being developed to undergo review and approval by the Suquamish Tribal Council.

The 477 Yusawiac Program Director or the MFBELC Director will serve as the main contact person between Tribal departments and the Federal agency staff involved with PL 102-477 Programs. They will work with the Tribal Compliance Officer and Finance for grant management functions, such as Yusawiac Program modifications, budget amendments and reports as well as Revenue/Expenditure reports.

To ensure proper coordination, the 477 Yusawiac Program Director will convene periodic meetings to review developments in the Yusawiac Program. This will involve Yusawiac Program staff and other appropriate personnel from Finance, and other departments as necessary.

Additionally, the Yusawiac Program established and will maintain cooperative working relationships with several local agencies and organizations. These include agencies that provide a variety of services related to Yusawiac Program participants, in most cases without charge.

Contacts for the Yusawiac Program (PL 102 – 477):

Brittany Bakken; 477 Yusawiac Program Director; bbakken@suquamish.nsn.us
Kayla Wakefield, Interim Director, MFBELC; kwakefield@suquamish.nsn.us
Michael Zaiss, Workforce Programs Manager; michaelzaiss@suquamish.nsn.us
Nehreen Ayub, Human Services Director; nayub@suquamish.nsn.us

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360-394-8465

FINANCIAL MANAGEMENT

The Tribe maintains a comprehensive financial management system that ensures proper funds management, separation of funds by program, and full compliance with the requirements outlined in 45 CFR 75.302. The Tribe's financial operations are guided by strict adherence to the principles of separation of duties, as outlined in the OMB Circular A-133.

The Tribe's financial management system, "MiP," is a state-of-the-art software solution that accurately records and tracks the financial activity of individual grant awards. This system is designed to provide real-time, granular-level financial data, enabling the Tribe's financial staff to make informed decisions and maintain tight control over grant expenditures. "MiP" allows for the creation of separate cost centers for each grant program, ensuring that funds are not commingled and are used solely for their intended purposes. This system of cost centers also helps to prevent supplanting of funds, as it clearly demonstrates that grant funds are being used to supplement, rather than replace, existing funding sources.

To ensure timely financial reporting and drawdowns, the Tribe has established a dedicated grants management team, led by the Grants & Contracts Managers, Lynette Ashue and Skyler Bakken. Lynette and Skyler are certified grants management professionals with a proven track record of ensuring timely and accurate financial reporting. They work closely with the program staff to monitor grant expenditures, prepare financial reports, and initiate drawdown requests in accordance with the grant award terms and the Tribe's internal policies.

The Tribe's program and financial staff use the "MiP" system to track program expenditures on a regular basis, with quarterly expenditure reviews. This regular monitoring ensures that grant funds are being used in accordance with the approved budget and helps identify any potential issues early on. In the event of any discrepancies or concerns, the grants management team works proactively with the program staff to resolve the issues and ensure that corrective actions are taken in a timely manner.

To further ensure the integrity of its financial operations, the Tribe undergoes rigorous annual external audits conducted by Moss Adams, LLC, a nationally recognized accounting firm with extensive experience in auditing tribal governments and federal grant recipients. These audits provide an independent assessment of the Tribe's financial management practices, including the proper separation of funds by program, the use of cost centers to prevent supplanting, and compliance with 45 CFR 75.302 requirements.

The Tribe's financial management system, use of cost centers to prevent supplanting, dedicated grants management team, regular expenditure tracking, and commitment to timely financial reporting and drawdowns demonstrate the Tribe's capability and competency in ensuring proper funds management and full compliance with federal grant requirements.

Seven: Requests for Regulatory Waivers

There are currently no requests for regulatory waivers for the Yusawiac Program.

Eight: Attachments, Assurance and Certifications

Suquamish SF 424B Assurances
Suquamish Certifications (list)
Suquamish Signed Tribal Resolution
Suquamish FY25, 26, 27 Childcare Sliding Fee Scale
Suquamish Child Count Declaration and Indian Reservation Service Area
Suquamish Work Source Kitsap Income/Expense Worksheet
Suquamish Childcare Subsidy Payment Rate 2024
Suquamish Indirect Cost Rate Agreement
Suquamish Appeal and Dispute Resolution Process
Suquamish FY22 Audited Financials
Suquamish Organizational Chart
Suquamish Map of Service Areas
Washington State DCYF Health and Safety Requirements