



Washington State
Department of Social
& Health Services

Report to the Legislature

**WORKFIRST CONTRACT
OUTCOME MEASURES**

As required by Chapter 58,
Laws of 1997, Section 704

January 2008

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January 2008

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WorkFirst Contracts: Introduction and Overview

Introduction

Chapter 58, Laws of 1997, Section 704 (RCW 74.08A.430) requires the Department of Social and Health Services (DSHS) to provide an annual report to the Legislature on the achievements of WorkFirst contracts.

For the delivery of WorkFirst services, DSHS enters into agreements with a diverse base of contractors, including community-based organizations, Tribes, local governments, faith-based organizations, school districts and some for-profit businesses. DSHS also enters into inter-local agreements with the Employment Security Department (ESD), Department of Community, Trade and Economic Development (CTED), and State Board for Community and Technical Colleges (SBCTC). Contracted activities for the partner agencies are not included in this report.

This annual report covers the period July 1, 2006 through June 30, 2007 (State Fiscal Year 2007) and has information on contractors who delivered WorkFirst services for DSHS, including its Refugee and Immigrant Assistance (RIA) and Tribal services.

Overview

With few exceptions, WorkFirst contracts are performance-based. This means that payments are made based on a parent's successful completion of a specific unit of service or achievement of the expected outcome. These payments are referred to as "payment points." A WorkFirst service can have one to several payment points depending on the nature of the service and the desired outcome. The final pay point is tied to entry into unsubsidized employment or reduced dependence on TANF benefits. Under performance-based contracting contractors are not guaranteed either minimum or maximum referrals. Without achieving benchmarks (payment points) that have moved the parent closer to the goal of economic self-sufficiency, the contractor is paid nothing.

Those contracted services that are not performance-based are services where access to specialized skills is time and access critical. An example of a time and access critical service is on-site domestic violence advocates housed in DSHS Community Services Offices.

In SFY 07, a total of 155 contractors provided WorkFirst services to Washington's six DSHS regions. A map of the six services delivery regions for DSHS is in Appendix A. The following table shows the distribution of DSHS WorkFirst contractors by region.

DSHS WorkFirst Contractors

(Note: Some contractors have more than one contract and/or may serve more than one region.)

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Total
DEAP	27	12	18	13	9	30	109
RIA	4	8	6	14	6	6	44
Tribal	0	0	2	0	0	0	2
Total	31	20	26	27	15	36	155

Types of WorkFirst Contracted Services

The services provided through WorkFirst contracts generally fall into three categories:

1. **Barrier Removal Services.** These services are aimed at removing barriers to employment facing WorkFirst families, and are primarily administered by DEAP. Barrier removal WorkFirst contracts provide services that address the needs of parents who have not been successful in gaining employment due to such issues as family violence, substance abuse, inadequate coping skills, and lack of transportation.

The families who receive these services include those families with multiple barriers requiring specialized intervention, families with a history of sanction, or parents who are resistant to full-time WorkFirst participation.

2. **Services for Limited English Proficiencies Parents.** These specialized services are provided to refugees and other WorkFirst parents who are Limited English Proficient (LEP) in a culturally sensitive manner. RIA manages these services and key features of RIA WorkFirst contracts are:
 - Employment Services in the parent's primary language
 - Employment Services for TANF refugees with special needs
 - Work Experience and Community Service
 - Specialized Skills Training
 - English as a Second Language (ESL) training
3. **Tribal Services.** These specialist services are provided to members and residents of Native American Tribes living on or near reservations or other Native American communities. Tribal services mirror many other WorkFirst barrier removal services but do so inclusive of Native American culture and tradition. In SFY07 under the State/Tribal WorkFirst Contracting Initiative, Tribal Agreements were established with the Lummi Nation and Upper Skagit Tribe for the following services:
 - Job Preparation Services
 - Job Placement Services
 - Community Jobs

Contract Payments

As described earlier, WorkFirst contracts are limited to performance-based payment and reporting standards with few exceptions. Performance-based contracting means that payments are made based on a parent's successful completion of a specific unit of service or achievement of the expected outcome. These payments are referred to as "payment points."

A WorkFirst service can have one to several payment points depending on the nature of the service and the desired outcome. The final payment for a WorkFirst service with multiple payment points is typically the largest payment made to a contractor as this pay point represents either successful elimination of a significant barrier to employment or unsubsidized employment for the parent served.

For example, contracts for in-home assessments for WorkFirst parents who have children with special needs have only one payment point. This service provides the parent with referrals to local resources, medical specialists, specialized childcare and connects them to education. The results of this assessment are used by DSHS staff to assess the parent's ability to work, look for work or prepare for work. The resulting Individual Responsibility Plan negotiated between each WorkFirst parent and the DSHS WorkFirst Program Specialist and/or Social Worker, uses the report provided by the Public Health Nurse through these contracts to meet the immediate needs of the family while supporting the parent toward employment where doing so enhances the family's well being.

An example of a contracted service with multiple pay points is job preparation activities. This service includes specialized assessment, coaching and education that teaches communication skills, time management and employer expectations to adults with little or no work history. The contractor is paid for each discrete module that a parent completes. Job preparation service contracts include a pay point beyond the instructional phase for successful job entry and job retention.

APPENDIXES

A. DSHS Regions

Appendix A illustrates the geographical divisions of Washington State into service regions.

B. WorkFirst Service Descriptions

Appendix B contains summary descriptions of WorkFirst services that are contracted with the expected service outcomes.

C. DSHS WorkFirst Contractors by Region

Appendix C contains DSHS WorkFirst contractors (excluding RIA and Tribal contractors) for SFY07 by region, and services provided.

D. DSHS WorkFirst Contractor Referrals and Product by Region

Appendix D contains DSHS WorkFirst contractors (excluding RIA and Tribal contractors) for SFY 07 by number of referrals accepted, and the service results achieved.

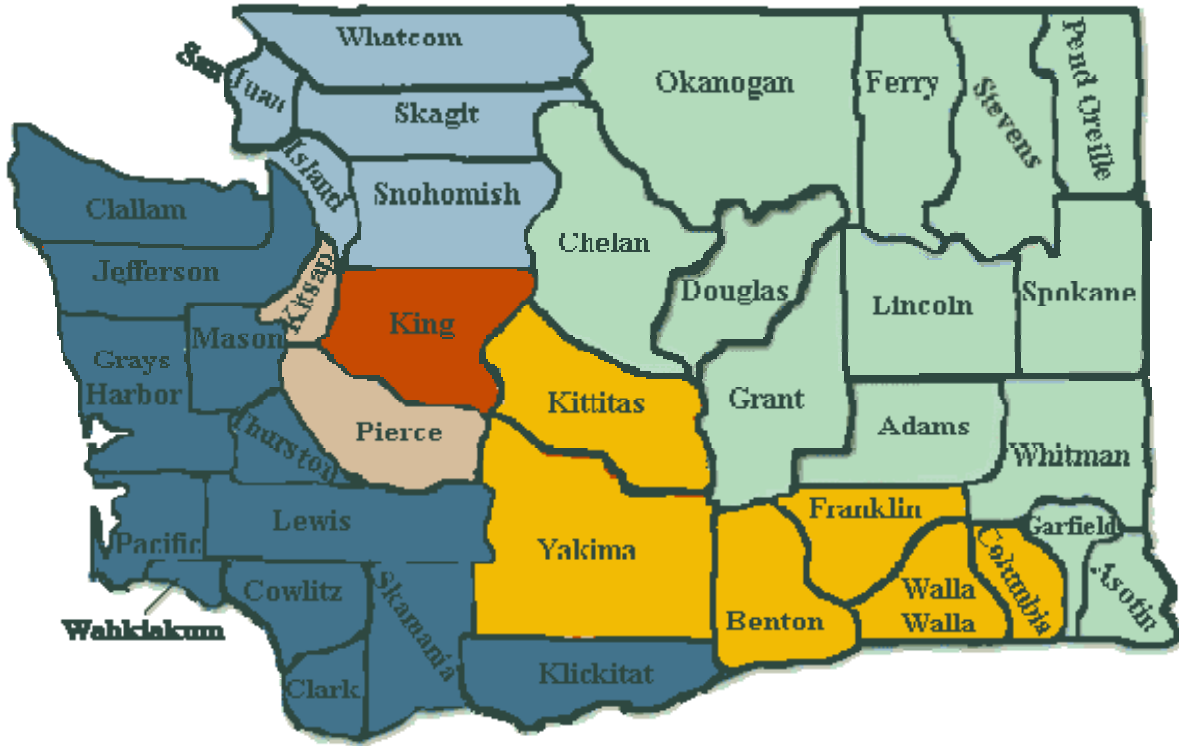
E. RIA (Refugee & Immigrant Assistance) Contracted Services

Appendix E contains an overview of contracted services for SFY 07, and contractors by region, service type, the number of referrals accepted, and the service results achieved.

F. WorkFirst Tribal Contracted Services

Appendix F contains an overview of contracted services for SFY 07, by Tribe, service type, number of referrals accepted, and the service results achieved.

APPENDIX A: DSHS REGIONS



APPENDIX B: WORKFIRST CONTRACTED SERVICES AND EXPECTED OUTCOMES

Domestic Violence Advocacy

Specially trained Domestic Violence Advocates are on-site in DSHS Community Service Offices to work directly with parents affected by family violence. Advocates link families to needed services in the community and provide prevention and intervention services. The expected outcomes are to help individuals subjected to, or at risk of, family violence to achieve a healthy and safe environment for themselves and their children. These contracts are reimbursed on an hourly rate. Advocates provide recommendations to WorkFirst Case Managers and Social Workers regarding the needs of the domestic violence victim and her/his family in regards to temporary deferral from job search so a parent can safely address family concerns.

Assessments for Children with Special Needs

Public Health Nurses provide in-home assessments for families that include a child with special needs. A child with special needs has medical, developmental, or behavioral needs that require individualized care, treatment, or intervention. DSHS in partnership with Public Health Nurses makes every effort to meet the child's needs while allowing the parent to progress in employment.

Accommodations may include:

- A referral to local professional service providers for further evaluation, advice and services.
- Assistance in finding safe, affordable, appropriate and reliable child care.
- Referrals to other community resources to prepare the parent for future work, while meeting her or his child's special needs.
- Temporary deferral from job search so a parent can provide care for her or his child with special needs. Although deferral is the least desirable option, temporary deferrals may at times be necessary.

Intensive Work Preparation Services

Specially trained contractors provide WorkFirst parents with opportunities to learn the coping skills needed to deal with everyday issues that may interfere with successful employment and other work preparation activities. These services are intended to immediately immerse parents in short term, intensive workshops and related activities designed to help them stay engaged and build the skills to progress towards employment. Work Preparation services provide parents with the opportunity to acquire the foundational skills necessary to achieve the right job match and transition into sustainable employment.

Parenting Skills Coupled with Job Readiness Skills

Through short term workshops and supported activities, parents learn skills necessary to be both successful parents and responsible workers. The expected outcome is that each parent understands and practices the dynamics of a good home, a successful employment relationship and the skills necessary to achieve both simultaneously.

Adult Basic Education/High School Completion/GED

Adult parents who lack basic reading, math and problem solving skills are referred for short term education. Parents referred to this intensive contracted service have been unsuccessful in other remedial education services offered through community colleges. The expected outcome is short-term skill enhancement training that enhances employability. This service is combined with job readiness skills training and/or part time employment. The WorkFirst population referred to these contractors is small and unique in that due to individual circumstance, these individuals are not able to benefit from the Adult Basic Education services or High School Completion programs offered by community colleges and some school districts.

Short-Term Trauma Counseling to Overcome Work/Home Issues

Individual or small group counseling is provided to parents for whom trauma (such as death of a significant other, recent divorce or other severe personal upheaval) is a major barrier to employment. Parents are provided with strategies to help them plan for conflict and address stressful issues in their lives as they occur. This service helps many people in crisis stabilize sufficiently to participate in employment services.

Learning Disability or Other Special Needs Placement Assistance

Uniquely skilled contractors work with parents who have not been successful in securing or maintaining employment as a result of special learning needs, mental health challenges or recent criminal history. Parents receive one-on-one coaching, controlled work experience that focuses on behavior and communication, specialized job placement, and job retention services.

Childcare Search and Transition Services

Contractors assist families that include a child with special considerations to find safe, affordable, and reliable child care. The expected outcome is to meet the child's needs while allowing the parent to progress in employment.

Homelessness Prevention and/or Personal Money Management Workshops

This service is designed to assist parents with the skills needed to overcome either housing stability issues and/or to avoid unnecessary debt. These services help ameliorate these barriers that can interfere with a parents' ability to look for work maintain a job. Help with securing adequate housing and money management assistance helps many parents in crisis get sufficiently settled so that they may participate in employment.

Self Employment Assessments

Parents for whom self-employment appears as the most likely means to economic self-sufficiency are assessed and advised regarding their skills, resources, business plans and market through short-term involvement with specially trained contractors.

Specialized Transportation Planning and Aid

Uniquely skilled contractors provide instruction to parents who use public transportation. In special circumstances, contractors may provide short-term customized transportation to work or work preparation activities.

Job Success Coach Services

Contractors with specialized skills to encourage, coach and assess community resources provide job retention support for both WorkFirst parents and their new employers. Parents are guided through the transition to employment by specialists who help with the day-to-day challenges of beginning working. Job Success Coaches assist families with personal concerns as well such as money management and changing family dynamics resulting from the parent's new employment. The expected outcome of Job Success Coach Services is employment retention and career growth. During SFY07 due to budget restrictions, this contracted service was used exclusively with WorkFirst parents in the Limited English Proficiency (LEP) track.

Community Jobs Services/Work Experience

Community Jobs provides a subsidized placement into community-based temporary employment where parents can develop work skills, practice appropriate work behaviors and develop current work experience. Contracted staff not only develops and monitors the parent's work experience, but also provide issue resolution and coaching to both the parent and work site supervisors to assure a mutually successful outcome. The expected outcome of Community Jobs Services is attainment of job skills and appropriate work attitudes and behaviors to make parents competitive in the local labor market.

While similar contracts are managed by the Department of Community Trade and Economic Development for the majority of WorkFirst parents needing this assistance, DSHS contracts this service for WorkFirst Tribal providers and some unique geographical pockets through the state where the need is greatest.

**APPENDIX C: DSHS WORKFIRST CONTRACTORS BY REGION AND SERVICE PROVIDED
(EXCLUDING RIA AND TRIBAL CONTRACTS)**

DSHS - Region 1	
Adams County Health Department	Assessments for Children with Special Needs
Chelan-Douglas Health Department	Assessments for Children with Special Needs
Grant County Health Department	Assessments for Children with Special Needs
Northeast Tri-County Health Department	Assessments for Children with Special Needs
Okanogan County Health Department	Assessments for Children with Special Needs
Spokane Regional Health Department	Assessments for Children with Special Needs
Whitman County Health Department	Assessments for Children with Special Needs
Asotin County Health Department	Assessments for Children with Special Needs
YWCA of Lewiston-Clarkston	Domestic Violence Advocacy
Career Path Services	Adult Basic Education/High School Completion/GED
Diversified Behavior Management Services	Intensive Work Preparation Services
Domestic & Sexual Assault Crisis Center of Chelan and Douglas Counties	Domestic Violence Advocacy
Family Crisis Network Services	Domestic Violence Advocacy
Family Resource Center of Lincoln County	Domestic Violence Advocacy
Goodwill Industries of the Inland Northwest	Intensive Work Preparation Services
Rainier Case Management Services	Intensive Work Preparation Services
Rural Resources Community Action	Domestic Violence Advocacy
Spokane Child Abuse and Neglect Prevention Center	Parenting Skills Coupled with Job Readiness Skills
Spokane Neighborhood Action Programs	Self-employment Assessments
Spokane Neighborhood Action Programs	Personal Money Management Workshops
The Support Center	Domestic Violence Advocacy
YWCA of Spokane County	Domestic Violence Advocacy
Jerold Consulting	Parenting Skills Coupled with Job Readiness Skills
Moses Lake School District	High School completion
Alternatives to Violence in the Palouse	Domestic Violence Advocacy

DSHS - Region 2	
Benton-Franklin County Health District	Assessments for Children with Special Needs
Kittitas County Health Department	Assessments for Children with Special Needs
Walla Walla County Health Department	Assessments for Children with Special Needs
Blue Mountain Action Council	Intensive Work Preparation Services
Laurie A. Kanyer	Parenting Skills Coupled with Job Readiness Skills
Lower Valley Crisis & Support Center	Domestic Violence Advocacy
Advocates Against Family Violence	Domestic Violence Advocacy
Jerold Consulting	Short-term Trauma Counseling to Overcome Work/Home Issues
Yakima Valley Memorial Hospital	Assessments for Children with Special Needs
YWCA of Yakima County	Domestic Violence Advocacy
Domestic Violence Services of Benton-Franklin Co	Domestic Violence Advocacy
Goodwill Industries of the Columbia	Parenting/Job Readiness Skills

DSHS - Region 3	
Island County Health Department	Assessments for Children with Special Needs
Snohomish County Health Department	Assessments for Children with Special Needs
Whatcom County Health Department	Assessments for Children with Special Needs
Skagit Domestic Violence and Sexual Assault Services	Domestic Violence Advocacy
Citizens Against Domestic Violence	Domestic Violence Advocacy
Domestic Violence & Sexual Assault Services of Whatcom County	Domestic Violence Advocacy
Northwest Development Council	Intensive Work Preparation Services (limited to residents of the San Juan Islands)
Snohomish County Center for Battered Women	Domestic Violence Advocacy
TRAC Associates	Intensive Work Preparation Services
TRAC Associates	Learning Disability or other Special Needs Placement Assistance
Venture Advisory Services	Self-employment Assessments
YWCA of Seattle, King and Snohomish Counties	Short-term Trauma Counseling to Overcome Work/Home Issues
Work Now	Intensive Work Preparation Services
TRAC Associates	Intensive Work Preparation Services
Service Alternatives	Intensive Work Preparation Services
Employment Security Department (WorkSource – Bellingham)	Intensive Work Preparation Services follow-up (Dependable Strengths curriculum)
Joan Curvey – Soft Skills Success	Intensive Work Preparation Services

DSHS - Region 4	
King County Health Department	Assessments for Children with Special Needs
Childcare Resources and Referral	Childcare Search and Transition Services
Community Psychiatric Clinic	Learning Disability or Other Special Needs Placement Assistance
Creative Opportunities Enterprises, Inc. (CEO, Inc.)	Intensive Work Preparation Services
DAWN	Domestic Violence Advocacy
Eastside Domestic Violence Services	Domestic Violence Advocacy
With Grace Training Foundation	Intensive Work Preparation Services
YWCA of Seattle, King and Snohomish Counties	Domestic Violence Advocacy

Washington Women's Employment Enterprises	Intensive Work Preparation Services
TRAC Associates	Intensive Job Readiness Services
Puget Sound Educational Service District	Intensive Work Preparation Services
Joan Curvey - Soft Skills Success	Intensive Job Readiness Services
Puget Sound Training Center	Intensive Job Readiness Services

DSHS - Region 5	
Tacoma Pierce County Health District	Assessments for Children with Special Needs
Ramalina Steiner, MSW	Short-term Trauma Counseling to Overcome Work/Home Issues
Catholic Community Services of Western Washington	Short-term Trauma Counseling to Overcome Work/Home Issues
Kitsap Community Resources	Intensive Work Preparation Services
Lorie J. Wilke, MSW	Short-term Trauma Counseling to Overcome Work/Home issues
Para-Transit Services	Specialized Transportation Planning and Aid
Proud African-American Youth Society	Domestic Violence Advocacy
Washington Women's Employment Enterprises	Intensive Work Preparation Services
YWCA of Kitsap County	Domestic Violence Advocacy
Kitsap Community Resources	Engaging Sanctioned Clients

DSHS - Region 6	
Wahkiakum County Health Department	Assessments for Children with Special Needs
Clallam County Health Department	Assessments for Children with Special Needs
Clark County Health Department	Assessments for Children with Special Needs
Cowlitz County Health Department	Assessments for Children with Special Needs
Grays County Health Department	Assessments for Children with Special Needs
Jefferson County Health Department	Assessments for Children with Special Needs
Klickitat County Health Department	Assessments for Children with Special Needs
Lewis County Health Department	Assessments for Children with Special Needs
Mason County Health Department	Assessments for Children with Special Needs
Pacific County Health Department	Assessments for Children with Special Needs
Thurston County Health Department	Assessments for Children with Special Needs
Pacific Mountain Work Force Consortium (Thurston County)	Intensive Work Preparation Services
Olympic College	Intensive Work Preparation Services
Educational Service District 112	Childcare Search and Transition Services
Alternative Professional Counseling, Inc.	Domestic Violence Advocacy
Columbia River Mental Health Services	Intensive Work Preparation Services
Community Caring Project	Intensive Work Preparation Services
Domestic Violence Center of Grays Harbor	Domestic Violence Advocacy
Emergency Support Center	Domestic Violence Advocacy
First Steps Family Support Center	Short-term Trauma Counseling to Overcome Work/Home Issues
Healthy Families of Clallam County	Domestic Violence Advocacy
Independent Associates	Intensive Work Preparation Services
Innovative Services NW	Intensive Work Preparation Services
Washington Gorge Action Programs	Domestic Violence Advocacy
Washington Gorge Action Programs	Homeless and/or Personal Money Management

Nelson and Associates	Intensive Work Preparation Services
Olympic Community Action Programs	Intensive Work Preparation Services
YWCA of Clark County	Domestic Violence Advocacy
Human Response Network	Domestic Violence Advocacy
Partners in Careers	Intensive Work Preparation Services
Turning Pointe	Domestic Violence Advocacy
Jeffrey Bremer, PhD	Specialized Disability Employability Assessments
With Grace	Intensive Work Preparation Services
Amor Case Management	Intensive Work Preparation Services

APPENDIX D: DSHS WORKFIRST CONTRACTED SERVICE OUTCOMES BY REGION
State Fiscal Year 2007

NOTE: Some of the contracts listed below were active only a portion of the reporting period of July 1, 2006 through June 30, 2007.

Children with Special Needs Assessments: Public Health Nurses provide in-home assessments for families that include a child with special needs. A child with special needs has medical, developmental, or behavioral needs that require individualized care, treatment, or intervention. DSHS in partnership with Public Health Nurses makes every effort to meet the child's needs while allowing the parent to progress in employment.

Accommodations may include:

- A referral to local professional service providers for further evaluation, advice and services.
- Assistance in finding safe, affordable, and reliable child care.
- Referrals to other community resources to prepare the parent for future work, while meeting her or his child's special needs.
- Temporary deferral from job search so a parent can provide care for her or his child with special needs.

Although deferral is the least desirable option, temporary deferrals may at times be necessary.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	Adams Co Health	2	1	1
	Chelan-Douglas Co Health	6	4	4
	Grant County Health	18	16	16
	NE Tri-County Health	0	0	0
	Okanogan County Health	1	1	1
	Spokane Regional Health	95	85	85
	Whitman County Health	2	1	1
	Asotin County Health	6	6	6
Region 1 Total	8 Contractors	130	114	114
2	Benton-Franklin Co Health	10	8	8
	Kittitas Co Health	0	0	0
	Walla Walla Co Health	6	4	4
	Yakima Val Memorial Hospital	6	5	5
Region 2 Total	4 Contractors	22	17	17
3	Snohomish Co Health	32	28	28
	Whatcom Co Health	35	25	25
	Island Co Health	1	1	1
Region 3 Total	3 Contractors	68	54	54
4	King County Health	130	103	103
Region 4 Total	1 Contractor	130	103	103
5	Tacoma-Pierce County Health	57	53	53
Region 5 Total	1 Contractor	57	53	53

6	Wahkiakum County Health	2	2	2
	Clallam County Health	5	5	5
	Clark County Health	35	30	30
	Cowlitz County Health	11	11	11
	Grays Harbor Co Health	15	13	13
	Jefferson County Health	11	10	10
	Klickitat County Health	8	7	7
	Lewis County Health	22	20	20
	Mason County Health	11	10	10
	Pacific County Health	2	2	2
Thurston Co Health	72	68	68	
Region 6 Total	11 Contractors	194	178	178

Domestic Violence Advocacy: Specially trained Domestic Violence Advocates are on-site in DSHS Community Service Offices to work directly with parents affected by family violence. Advocates link families to needed services in the community and provide preventive and intervention services. The expected outcomes are to help individuals subjected to, or at risk of, family violence to achieve a healthy and safe environment for themselves and their children. These contracts are reimbursed on an hourly rate. Advocates provide recommendations to WorkFirst Case Managers and Social Workers regarding the needs of the DV victim and family in regards to temporary deferral from job search so a parent can safely address family concerns.

Note: Many contractors serve more than one Community Service Office.

Region	Contractor Name	Service Measurement
1	YWCA of Lewiston-Clarkston DVSA of Chelan-Douglas Counties Family Crisis Network Services Family Resource Center of Lincoln Co Rural Resources Community Action The Support Center YWCA of Spokane County Alternatives to Violence in the Palouse	This service is contracted on an hourly basis to provide responsive advocacy and continuing education to WorkFirst parents and their families.
Region 1 Total	8 Contractors	
2	Lower Valley Crisis & Support Center Advocates Against Family Violence YWCA of Yakima County DVSA of Benton-Franklin Counties	See note above.
Region 2 Total	4 Contractors	
3	Snohomish County Center for Battered Women Skagit Co DVSA Citizens Against Domestic Violence DVSA of Whatcom County	See note above.
Region 3 Total	4 Contractors	
4	YWCA of Seattle-King County DAWN Eastside Domestic Violence	See note above.
Region 4		

Total	3 Contractors	
5	Proud African American Youth Society YWCA of Kitsap County	See note above.
Region 5 Total	2 Contractors	
6	Alternatives Professional Counseling DV Center of Grays Harbor Emergency Support Center Healthy Families of Clallam County Klickitat-Skamania Development Council YWCA of Clark County Human Response Network Turning Pointe	See note above.
Region 6 Total	8 Contractors	

Intensive Work Preparation Services: Specially trained contractors provide WorkFirst parents with opportunities to learn the coping skills needed to deal with everyday issues that may interfere with successful employment and other work preparation activities. These services are intended to immediately immerse parents in workshops and related activities designed to help them stay engaged and build the skills to progress towards employment. It allows parents the opportunity to acquire the basic skills necessary to achieve the right job match and transition into sustainable employment.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	Diversified Behavior Management Services	42	38	34
	Rainier Case Management	2	1	1
	2 Contractors	44	39	35
Region 2 Total	Blue Mt. Action Council	30	21	15
	Goodwill Industries	110	92	55
	2 Contractors	140	113	70
Region 3 Total	NW Development Council	18	13	10
	TRAC Associates	30	20	18
	Work Now	0	0	0
	Service Alternatives	0	0	0
	Employment Security – Bellingham WorkSource	159	159	159
	Joan Curvey – Soft Skills	15	11	11
	6 Contractors	222	203	198
Region 4	Creative Opportunities	8	8	8
	WWEE	24	19	15
	Puget Sound ESD	35	25	23
	TRAC	0	0	0
	Puget Sound Training Center With Grace	8	8	8
	240	218	218	
	Joan Curvey – Soft Skills	55	43	40

Total	7 Contractors	370	321	312
5 Region 5 Total	Kitsap Community Resources	25	20	11
	WWE	30	26	22
	2 Contractors	55	46	34
6 Region 6 Total	Independent Associates	12	10	9
	Innovative Services	10	9	9
	Nelson and Associates	250	242	240
	Partners in Careers	115	107	80
	With Grace	30	26	26
	Amor Case Management	55	49	45
	Olympic Com. Action Programs	75	62	60
	Thurston Co Pacific Mt. Work-Force Consortium	105	105	85
	Olympic College	0	0	0
	Columbia River Mental Health	0	0	0
	Community Caring Project	0	0	0
11 Contractors	652	610	554	

Parenting Skills Coupled with Job Readiness Skills: Through short term workshops and supported activities, parents learn skills necessary to be both successful parents and responsible workers. The expected outcome is that each parent understands and practices the dynamics of a good home, a successful employment relationship and the skills necessary to achieve both simultaneously.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1 Region 1 Total	Spokane Child Abuse & Neglect Prevention Center	8	5	3
	Jerold Counseling	0	0	0
	2 Contractors	8	5	3
2 Region 2 Total	Laurie Kanyer	96	84	50
	Jerold Consulting	26	18	15
	Goodwill Industries	110	78	60
	3 Contractors	232	180	125
3	No contractors for this service in Region 3			
4	No contractors for this service in Region 4			
5	Kitsap Community Resources	210	193	129
6 Region 6 Total	Innovative Services Inc	610	597	597
	Educational Service Dist 112	50	33	33
	2 contractors	660	630	630

Adult Basic Education/High School Completion/GED: Adult parents who lack basic reading, math and problem solving skills are referred for short term education. Parents referred to this intensive contracted service have been unsuccessful in similar services offered through community colleges. The expected outcome is short-term skill enhancement training that enhances employability. This service is almost always combined with job readiness skills training and/or part time employment.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	Career Path Services	38	20	18
	Moses Lake School District	3	2	2
	Region 1 Total	41	22	20
2	No contractors for this service in Region 2			
3	No contractors for this service in Region 3			
4	No contractors for this service in Region 4			
5	No contractors for this service in Region 5			
6	No contractors for this service in Region 6			

Short-Term Trauma Counseling to Overcome Work/Home Issues: Individual or small group counseling is provided to parents for whom trauma (such as death of a significant other, recent divorce or other severe personal upheaval) is a major barrier to employment. Parents are provided with strategies to help them plan for conflict and address stressful issues in their lives as they occur. This service helps many people in crisis stabilize sufficiently to participate in employment services.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	No contractors for this service in Region 1			
2	No contractors for this service in Region 2			
3	YWCA of King & Snohomish Counties	300	264	264
4	No contractors for this service in Region 4			
5	Ramalina Steiner, MSW	25	22	16
	Catholic Community Services	198	171	130
	Lorie Wilke, MSW	25	19	19
Region 5 Total	3 Contractors	248	212	165
6	First Steps Family Support Center	2	1	1

Learning Disability or Other Special Needs Placement Assistance: Uniquely skilled contractors work with parents who have not been successful in securing or maintaining employment as a result of special learning needs, mental

health challenges or recent criminal history. Parents receive one-on-one coaching, controlled work experience that focuses on behavior and communication, specialized job placement, and job retention services.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	No contractors for this service in Region 1			
2	No contractors for this service in Region 2			
3	TRAC	10	6	6
4	Community Psychiatric Clinic	0	0	0
5	No contractors for this service in Region 5			
6	Jeffrey Bremer, PhD	6	6	6

Childcare Search and Transition Services: Contractors assist families that include a child with special needs find safe, affordable, and reliable child care. The expected outcome is to meet the child's needs while allowing the parent to progress in employment.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	No contractors for this service in Region 1			
2	No contractors for this service in Region 2			
3	No Contractor for this service in Region 3			
4	Childcare Resource and Referral	300	265	136
5	No Contractor for this service in Region 5			
6	No Contractor for this service in Region 6			

Homelessness Prevention and/or Personal Money Management Workshops: This service is designed to take a close look at matters that can interfere with a parents' ability to look for work and help parents develop strategies to deal with them. Help with securing adequate housing and money management assistance helps many parents in crisis get sufficiently settled so that they may participate in employment services.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	Spokane Neighborhood Action Programs	10	7	7
2	No contractors for this service in Region 2			
3	No contractors for this service in Region 3			
4	No contractors for this service in Region 4			

5	No contractors for this service in Region 5			
6	Wash Gorge Action Programs	6	5	5

Self-Employment Assessments: Parents for whom self-employment appears as the most likely means to economic self-sufficiency are assessed and advised regarding their skills, resources, business plans and market through short-term involvement with specially trained contractors.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	Spokane Neighborhood Action Programs	4	2	2
2	No contractors for this service in Region 2			
3	Venture Advisory	0	0	0
4	No contractors for this service in Region 4			
5	No contractors for this service in Region 5			
6	No contractors for this service in Region 6			

Specialized Transportation Planning and Aid helps WorkFirst parents arrange transportation to work or training using public transit, ride share or specialized methods of transportation when necessary. Only Region 5 uses this contracted service. Referrals are made for all WorkFirst parents living or working in the service area. Payment is a flat monthly administrative fee plus reimbursement for bus passes distributed to parents who need them. The Region 5 contractor is Para Transit Services.

APPENDIX E: DSHS RIA (REFUGEE AND IMMIGRANT ASSISTANCE) CONTRACTED SERVICES

Specialized services are provided to WorkFirst parents who face limited English proficiency (LEP) through contracted providers involved with the resettlement of refugees and immigrants in Washington State. Most service providers have close ties to ethnic communities and employ workers who are former refugees or immigrants. Services are provided in a parent's primary language and in a culturally sensitive environment. Complementary contracts provide specialized training for those parents who lack marketable skills useful in the local labor market.

The DSHS Refugee and Immigrant Assistance (RIA) contracts for WorkFirst services can be categorized into six general services:

Employment Services in the LEP Pathway include an employment assessment, job readiness and job search activities, skills training, job placement and job retention services. These services are for refugees and other WorkFirst parents who are limited English proficient. These specialized services are culturally sensitive, utilizing specialized employment placement and wage progression strategies. The expected service outcome is to obtain employment or move toward employment by engaging in job search activities while participating in English as a Second Language (ESL), skills trainings, or other necessary services.

Refugee with Special Employment Needs are funded by the Office of Refugee Resettlement through a Targeted Assistance Discretionary Program Grant. This allows refugees in certain geographic areas to receive customized employment services, job placement and follow-up leading to career progression and self-sufficiency. The targeted areas serve refugees in Benton-Franklin, Whatcom, Pierce and Clark counties.

Work Experience (WEX) is an unpaid, work experience program providing a work activity to LEP-TANF parents. The WEX is designed to improve the employability of parents not otherwise able to obtain employment without experience. Placement into the WEX offers hands-on experience in a supportive and monitored work environment. LEP-TANF parents practice positive employee behaviors and learn new job skills under the supervision and mentoring of their worksite supervisor and the contractor.

Community Services (CS) is a structured, unpaid work activity in which LEP-TANF parents work for the direct benefit of the community under the support of public and non-profit organizations. CS is intended to improve the employability of parents not otherwise able to obtain employment, or for those who need a countable work activity while they are waiting for another work activity to start.

English as a Second Language (ESL) is provided to individuals assessed at a CASAS (Comprehensive Adult Student Assessment System) level 4 or below. Instruction includes customized classroom activities, tutoring, or vocational ESL. The expected outcome is increased competency in the parent's English speaking, reading and writing abilities that will allow her/him to obtain and maintain employment.

Specialized Skills Training: This service provides supervised, structured job skills training for a specific employment area. It offers LEP WorkFirst parents an opportunity to learn valuable job skills combined with intensive English instruction. Parents practice their job skills, learn new skills and create a current work history in a supportive and flexible work environment. The expected service outcome is completion of the job skills training within 12 weeks and employment in a related occupational cluster.

RIA Outcomes by Service Type

Employment Services LEP Pathway services include employment assessment, job readiness and job search activities, skills training, job placement and job retention services. These services are for refugees and other WorkFirst parents who are limited English proficient. These services are culturally sensitive, utilizing specialized employment placement and wage progression strategies. The expected service outcome is to obtain employment or move toward employment by engaging in job search activities while participating in English as a Second Language (ESL), skills trainings, or other necessary services.

NOTE: For all services, all numbers reported are of unduplicated client counts. Employment placements can be made without having completed an assessment (pay point #1).

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome of Employment Placement	
1	Employment Security Dept	182	145	71	
	World Relief	45	35	22	
	2 Contractors	227	180	93	
Region 1 Total					
	2	Employment Security Dept – Yakima	241	108	75
	Employment Security Dept - Kennewick	85	54	50	
	World Relief	35	30	18	
Region 2 Total	3 Contractors	361	192	143	
3	Refugee & Immigrant Services NW	343	277	98	
	TRAC Associates	12	16	10	
	2 Contractors	355	293	108	
Region 3 Total					
4	Jewish Family Services	405	144	117	
	Puget Sound OIC	183	15	73	
	Refugee Federation Service Center	520	338	165	
	Refugee Women's Alliance	441	180	63	
	TRAC Associates	471	261	161	
	5 Contractors	2,020	938	579	
Region 4 Total					
5	Tacoma Community House	234	116	85	
	TRAC Associates	63	40	21	
	2 Contractors	297	156	106	
Region 5 Total					
6	Partners In Careers	188	109	54	
	Refugee & Immigrant Service Center	24	13	6	
	TRAC Associates	18	18	6	
	3 Contractors	230	140	66	
Region 6 Total					

Refugees with Special Employment Needs (RSEN) These services are funded by the Office of Refugee Resettlement through a Targeted Assistance Discretionary Program Grant. This service provides refugees in certain geographic areas with customized employment services, job placement and follow-up leading to career progression and self-sufficiency. The targeted areas served are refugees in Benton-Franklin, Whatcom, Pierce and Clark counties.

*RSEN contractors are also TANF-LEP employment providers. Upon their assessment of skills/training and other factors, the contractor provides the parent with either their standard employment services, or RSEN services. DSHS does not have a different referral code for this service; therefore, we have no means to report the referral numbers specific to this service.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
2	World Relief	*	0	1
3	Refugee Immigrant Services NW	*	3	3
5	Tacoma Community House	*	9	4
6	Partners in Careers	*	8	6
Total statewide	4 Contractors	*	20	14

Specialized Skills Training. These services provide supervised, structured job skills training for a specific employment area. It offers LEP WorkFirst parents an opportunity to learn valuable job skills combined with intensive English instruction. Parents practice their job skills, learn new skills and create current work history in a supportive and flexible work environment. The expected service outcome is completion of the job skills training within 12 weeks and employment in a related occupational cluster. This service is available only in Region 4.

* Specialist Skills Training contractors are also TANF-LEP employment providers. Upon their assessment of skills/training and other factors, the contractor provides the parent with either their standard employment services or Skills Training. DSHS does not have a different referral codes for this service; therefore, we have no means to report the referral numbers specific to this service.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Parents Reaching Expected Outcome
4	Puget Sound OIC	*	88	88
	Refugee Federation Service Center	*	52	52
Region 4 Total	2 Contractors	191	140	140

Work Experience (WEX) and Community Service (CS)

Work Experience WEX) These services provide unpaid, work experience in an actual work setting for TANF-LEP parents. The WEX is designed to improve the employability of parents not otherwise able to obtain employment without experience. Placement into the WEX offers hands-on experience in a supportive and monitored work environment. TANF-LEP parents practice positive employee behaviors and learn new job skills under the supervision and mentoring of their worksite supervisor and the contractor.

Community Service (CS). These services provide a structured, unpaid work activity in which TANF-LEP parents work for the direct benefit of the community under the support of public or non-profit organizations. CS is intended to improve the employability of parents not otherwise able to obtain employment or for those who need a countable work activity while they are waiting for another work activity to start.

This program did not start until April, 2007. Referrals to either WEX or CS were combined in the reported totals.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1
1	Employment Security Dept	3	3
	World Relief	1	0
Region 1 Total	2 Contractors	4	3
2	World Relief	0	0
Region 2 Total	1 Contractor	0	0
3	Refugee & Immigrant Services NW	13	3
	TRAC	0	0
Region 3 Total	2 Contractors	13	3
4	Puget Sound OIC	7	6
	Refugee Women's Alliance	17	13
	Refugee Federation Service Center	6	1
	TRAC		
Region 4 Total	4 Contractors	39	11
		69	31
5	Tacoma Community House	30	6
	TRAC	6	2
Region 5 Total	2 Contractors	36	8
6	Partners in Careers	3	1
Region 6 Total	1 Contractor	3	1

English as a Second Language (ESL) These services provide ESL instruction and tutoring that are blended with work or work-related activities. The expected outcome is increased competency in the parent's English speaking, reading, listening and writing abilities that will allow her/him to obtain and maintain employment. One level gain is countable in any one of the 4 subject areas (speaking, reading, listening or writing).

NOTE: In our client data reporting system (eJAS), the component code "ES" is used to refer to all employment providers for at least the first 10 days. For employment providers that offer ESL services as well, there is no way to distinguish those clients referred to English as a Second Language from those referred for just employment services under the ES code.

Region	Contractor Name	Referrals	# of Parents Completed at Least Pay Point #1	# of Parents Reaching Expected Outcome
1	Big Bend Com. College Com. Colleges of Spokane	29 125	22 109	23 80
Region 1 Total	2 Contractors	154	131	103
2	Columbia Basin Com College World Relief	66 44	68 33	21 9
Region 2 Total	2 Contractors	110	101	30
3	Bellingham Tech. College Refugee & Immigrant Services. NW Whatcom Com. College	21 252 10	13 113 3	24 158 6
Region 3 Total	3 Contractors	283	129	188
4	Highline Com. College Lake Washington Tech. College Refugee Women's Alliance Renton Tech. College Shoreline Com. College South Seattle Com. College World Relief	203 3 239 113 18 58 71	n/a 4 39 44 1 31 31	61 11 48 98 6 45 52
Region 4 Total	7 Contractors	705	150	321
5	My Service Mind Tacoma Community House	6 180	3 93	5 127
Region 5 Total	2 Contractors	186	96	132
6	Clark Community College Lutheran Community Services	159 23	86 32	45 30
Region 6 Total	2 Contractors	182	118	75

Customized ESL Tutoring. These services provide tutoring that is blended with work or work-related activities. The expected outcome is increased competency in the parent's English speaking, reading, listening and writing abilities that will allow her/him to obtain and maintain employment.

* DSHS does not have separate referral codes for ESL and Customized ESL tutoring. Therefore, it is not possible to report the number of referrals made to this service.

**This contractor uses a class model based on the number of hours per class. Therefore, this report lists the number of students attending class after completing assessment. Parents are referred to the class through their employment providers.

Region	Contractor Name	Referrals	# of Parents Completing at Least Pay Point #1	# of Hours the Parent(s) Participated in Tutoring
1	No Region 1 contractors provide this service			
2	Yakima Valley Community College**	*	111	4,300
Region 2 Total	1 Contractor		111	4,300
3	Bellingham Technical College	*	4	366
Region 3 Total	1 Contractor		4	366
4	Refugee Federation Service Center	*	59	2,012
	Seattle Central Community College		8	263
Region 4 Total	2 Contractors		67	2,275
5	My Service Mind		1	46
Region 5 Total	1 Contractor		1	46
6	No Region 6 Contractors provide this service			

DSHS RIA Contractors by DSHS Region

DSHS - Region 1	
Big Bend College	English as a Second Language
Community Colleges of Spokane	English as a Second Language
Employment Security Dept	Employment Services & WEX/Community Service
World Relief	Employment Services & WEX/Community Service
DSHS - Region 2	
Columbia Basin College	English as a Second Language
Employment Security Dept	Employment Services
World Relief	Employment Services, English as a Second Language, WEX/Community Service, and Refugee Special Employment Needs
Yakima Valley Community College	English as a Second Language

DSHS - Region 3	
Bellingham Technical College	English as a Second Language
Refugee & Immigrant Services Northwest	Employment Services, English as a Second Language, WEX/ Community Service and Refugee Special Employment Needs
TRAC Associates	Employment Services and WEX/Community Service
Whatcom Community College	English as a Second Language
DSHS - Region 4	
Highline Community College	English as a Second Language
Jewish Family Services	Employment Services and WEX/Community Service
Lake Washington Technical College	English as a Second Language
Puget Sound Opportunities Industrial Center	Employment Services & Specialized Skills Training and WEX/Community Service
Refugee Federation Service Center	Employment Services & Specialized Skills Training and WEX/Community Service
Refugee Women's Alliance	Employment Services & English as a Second Language and WEX/Community Service
Renton Technical College	English as a Second Language
Seattle Central Community College	English as a Second Language
Shoreline Community College	English as a Second Language
South Seattle Community College	English as a Second Language
World Relief	English as a Second Language
DSHS - Region 5	
My Service Mind	English as a Second Language
Tacoma Community House	Employment Services & English as a Second Language, Refugee Special Employment Needs and WEX/Community Service
TRAC Associates	Employment Services and WEX/Community Service
DSHS - Region 6	
Clark College	English as a Second Language
Lutheran Community Services Northwest	English as a Second Language
Partners in Careers	Employment Services, Refugee Special Employment Needs and WEX/Community Service
Refugee & Immigrant Service Center	Employment Services
TRAC	Employment Services

APPENDIX F: DSHS TRIBAL CONTRACTED SERVICES

Specialized services are provided to WorkFirst parents who are Tribal members and live on or near reservations or other recognized Native American community services areas. These services emphasize WorkFirst principles with cultural and heritage context.

Since the inception of WorkFirst, most Tribes in Washington State developed Tribal TANF programs that are inclusive, e.g., not contracted from DSHS. In Program Year 2007 only two Tribes contracted with DSHS for all or part of the program year: Lummi Nation and Upper Skagit. Both of these contractors are in DSHS Region 3. Each of these Tribes currently is developing plans and infrastructure to move toward direct provision of parent services through Tribal TANF.

Quarterly Tribal/CSD meetings are held in Region 3 to promote open communications between CSD regional staff, DEAP and tribal representatives for current programs and policy updates.

Lummi Nation and Upper Skagit Tribes contracted with DSHS to provide service in four general areas, listed below. It is the responsibility of the tribal contractor to determine the best array and sequencing of services based upon the individual circumstances of the WorkFirst family. The intended outcome of all WorkFirst contracted services is removing barriers and creating support for family self-sufficiency.

Job Preparation Services

These services provide WorkFirst parents with training and activities that prepare the individual for successful entry into the labor market. Such services include, but are not limited to

- Adult Basic Education (ABE)
- General Equivalency Diploma (GED)
- High School Completion/High School Re-entry
- Intensive In-Home Services
- Job Skills Training
- Learning Needs Services
- Motivation Workshops
- Pre-Work Experience Training
- Work Experience (short term, unpaid work and training at a non-profit site)
- Children with special needs services
- TANF Outreach
- Domestic Violence Advocacy Services
- Homelessness Prevention Services
- Counseling
- Pregnancy to Employment Services
- Transportation Services.

Job Placement Services

These services provide a combination of activities designed to assist WorkFirst parents to become employed 20 hours or more per week. Such services include, but are not limited to:

- Screening of each parent's employment and educational history
- Assessment of each parent's literacy levels and vocational aptitudes
- Job Search Workshop.

Job Success Coach Services

(This service was provided in the Upper Skagit Tribe contract only.) Job Success Coach Services assist a WorkFirst parent in making the transition from entry-level to higher paying employment, and address a parent's specific needs and employment goals. Such services may include, but are not limited to:

- Development of an individual, two-year job success plan
- Consultation by the Tribal Job Success Coach
- Counseling on the best strategies to use to achieve the parent's goals
- Career portfolio development.

Community Jobs Services

Community Jobs services provide for the development and management of local Community Jobs projects, transitional community-based job experiences and related support and training to WorkFirst parents who encountered extraordinary problems securing and maintaining employment.

Outcomes by Tribal Contract

TRIBE	# of Parents Served	# of Parents Who Entered Employment	# of Parents Who Exited TANF
Lummi Nation	97	25	48
Upper Skagit	85	35	46
TOTAL	182	60	94