



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 2006

Department of Social & Health Services
Economic Service Administration
Community Services Division
P.O. Box 45440
Olympia, WA 98504-5440
(360) 725-4888
Fax: (360) 413-3491

Department of Social and Health Services
Report to the Legislature

**WorkFirst Contract
Outcome Measures**

Table of Contents

Introduction and Overview.....2
Types of WorkFirst Contracted Services3
Performance-based Contracts 4
WorkFirst Service Descriptions4
DSHS WorkFirst Contractors by Region5
Refugee and Immigrant Assistance (RIA) Contracted Services 5
WorkFirst Tribal Contracted Services5

Appendices

- A. DSHS Service Delivery Regions
- B. WorkFirst Contracted Service Descriptions and Expected Outcomes
- C. DSHS WorkFirst Contractors by Region
- D. DSHS Refugee and Immigrant Assistance Contracted Services
- E. WorkFirst Tribal Contracted Services

WorkFirst Contract Outcome Measures

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, and local school districts.

DSHS also enters into interlocal agreements with the Employment Security Department (ESD), Department of Community, Trade and Economic Development (CTED), and State Board for Community and Technical Colleges (SBCTC). These WorkFirst partner agencies report contractor performance directly to the Office of Financial Management (OFM) and are not required to report contract activities to DSHS. Contracted activities for these partner agencies are not included in this report.

This annual report covers the period July 1, 2004 through June 30, 2005 (State Fiscal Year 2005) and has information on contractors who delivered WorkFirst services for DSHS, including its Refugee and Immigrant Assistance (RIA) unit within the Economic Services Administration.

Overview

With few exceptions, WorkFirst contracts are performance-based. This means that payments are made based on a participant'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 and termination of TANF benefits whenever feasible. Under performance-based contracting, contractors are not guaranteed either minimum or maximum referrals. No payment is made to contractors who do not achieve benchmarks (payment points) that have moved the participant closer to the goal of economic self-sufficiency.

Contracted services that are not performance-based are services for which 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 05, a total of 131 contractors provided WorkFirst services across the six service delivery regions of Washington State. A map of the six service 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
DSHS	22	11	13	9	10	30	95
RIA	4	4	4	12	3	5	32
Tribal	0	0	4	0	0	0	4
Total	26	15	21	21	13	35	131

Types of WorkFirst Contracted Services

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

1. **Barrier Removal Services.** These services are aimed at removing barriers to employment faced by WorkFirst families, and are primarily administered by DSHS. These services address the needs of participants who have not been successful in gaining employment due to such issues like family violence, substance abuse, homelessness, and lack of transportation.

The families that receive these services include those with multiple barriers requiring specialized intervention, including families with a history of sanction or resistance to full-time WorkFirst participation.

2. **Services for Persons with Limited English Proficiencies.** These specialized services are provided in a culturally sensitive manner to refugees and other WorkFirst participants with limited English proficiencies (LEP). The Refugee and Immigrant Assistance (RIA) unit manages these services. Key features of RIA WorkFirst contracts are:

- Employment services in the participant’s primary language
- Specialized skills training
- English as a Second Language (ESL) training

3. **Tribal Services.** In 2001, a WorkFirst Tribal Contracting Initiative was developed by the four WorkFirst partner agencies to improve access to culturally appropriate WorkFirst services by non-Tribal TANF Tribes, and simplify the contracting process.

Under this initiative, tribal agreements were established in SFY 05 with the Nooksack Tribe, Lummi Nation, Upper Skagit Tribe, and Tulalip Tribe for the following services:

- Job Preparation Services
- Job Placement Services
- Job Success Coaching
- Community Jobs

Performance-based Contracts

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 participant'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.

For example, contracts for in-home assessments by public health nurses from the Department of Health of WorkFirst parents with children with special needs have only one payment point. This service provides the parent with referrals to local resources, medical specialists and specialized child care, and connects them as needed to education and training. Assessment results are used by DSHS staff to assess the parent's ability to work, look for work or prepare for work. The resulting individualized plan is negotiated between the WorkFirst parent and DSHS WorkFirst Program Specialist and/or Case Manager.

An example of a contracted service with multiple pay points is job preparation activities. This service includes a specialized assessment, coaching, communication skills training, time management, and information on employer expectations to adults with little or no work history. A contractor is paid for each 30-hour module completed by participants. Job preparation service contracts include a pay point beyond the instructional phase for job entry and job retention.

WorkFirst Service Descriptions

Appendix B provides summary descriptions of contracted WorkFirst services and expected service outcomes.

DSHS WorkFirst Contractors by Region

Appendix C identifies DSHS WorkFirst contractors (excluding RIA and Tribal contractors) for SFY 05 by region and service provided.

DSHS RIA (Refugee and Immigrant Assistance) Contracted Services

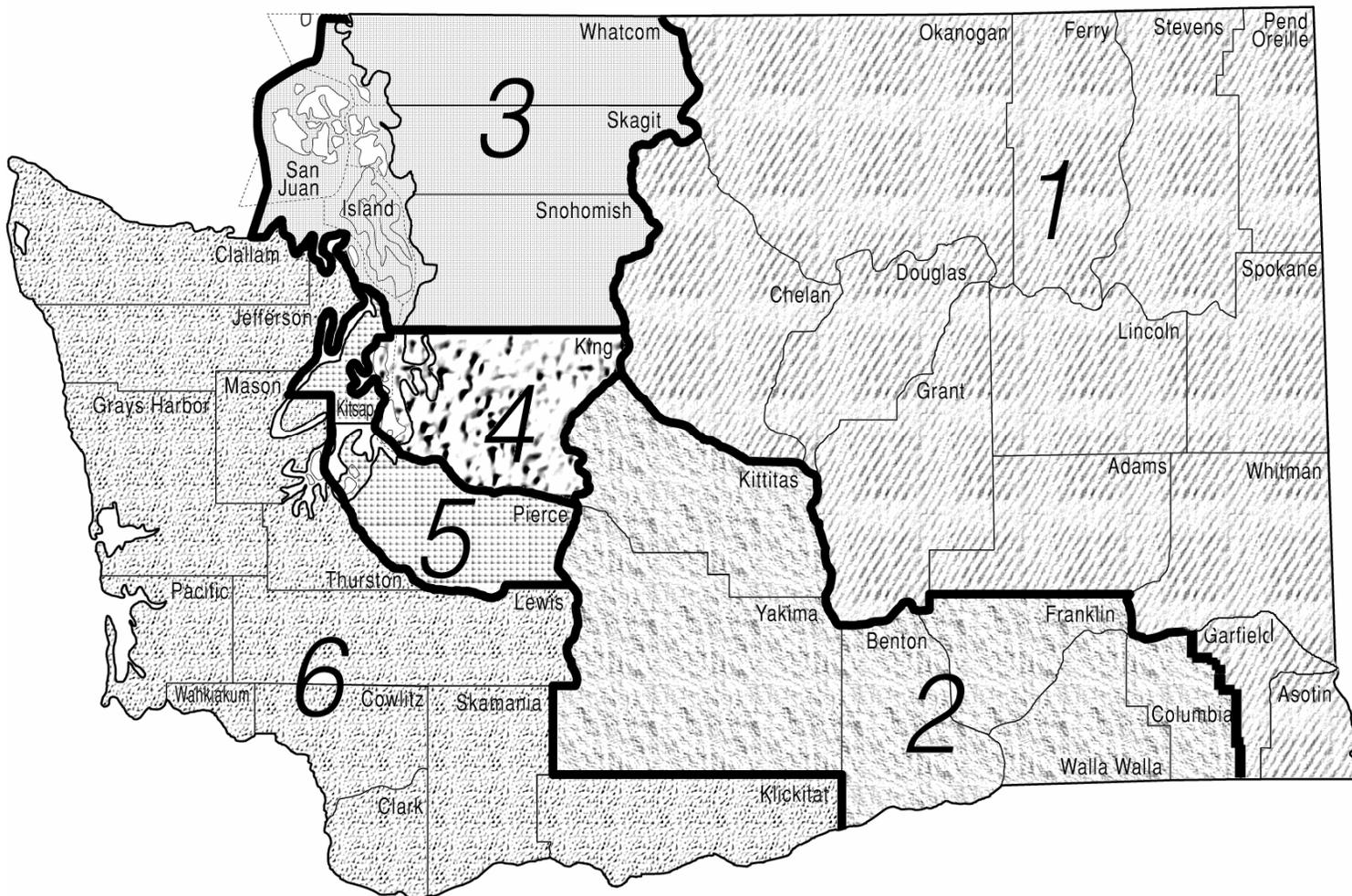
Appendix D identifies DSHS RIA contractors by region and service type provided in SFY 05. The appendix also identifies the number of WorkFirst participants served and number of participants who reached at least one point.

WorkFirst Tribal Contracted Services

Appendix E identifies Tribal contracts by Tribe, services provided and expected outcomes.

Appendix A
DSHS Service Delivery Regions

Washington State Department of Social and Health Services Regional Map



Appendix B

WorkFirst Contracted Services and Expected Outcomes

Domestic Violence Advocacy

Specially trained Domestic Violence Advocates are located on-site in DSHS Community Service Offices to work directly with participants 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 achieve a healthy and safe environment for themselves and their children. These contracts are reimbursed on an hourly rate.

Assessments for Children with Special Needs

Public Health Nurses from the Department of Health 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 the local Public Health Department for 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.

Intensive Work Preparation Services

Specially trained contractors provide WorkFirst participants with opportunities to learn the life skills needed to deal with everyday issues that may interfere with work or work preparation activities. These services are intended to immediately immerse parents in activities designed to help them stay engaged in activities and build the skills to progress towards employment. It allows parents the opportunity to acquire the basic skills necessary to more readily make the right job match into a quality job.

Parenting Skills Coupled with Job Readiness Skills

Through short term workshops and supported activities, participants learn skills necessary to be both successful parents and responsible workers. The expected outcome is that each participant 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 participants who lack basic reading, math and problem solving skills are referred for short term education. Participants referred to this intensive service have proven unsuccessful in similar services offered through community colleges. The expected outcome is short-term skill enhancement training that enhances a person's employability by providing specific skills that are marketable to employers.

Short-Term Trauma Counseling to Overcome Work/Home Issues

Individual or small group counseling is provided to participants for whom trauma (such as family violence) is a major barrier to employment. Participants 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 participants with special learning needs, mental health challenges or recent criminal history and are not successful in securing and maintaining employment. Participants receive one-on-one coaching, controlled work experience that focuses on behavior and communication, job placement and job retention services.

Child Care Search and Transition Services

Contractors assist families that include a child with special needs find safe, affordable, and reliable child care. 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 take a close look at matters that can interfere with a person's ability to look for work and help participants develop strategies to deal with them. Help with housing and money management assistance helps many people in crisis get sufficiently settled so that they may participate in employment services.

Driver's Re-Licensing Services

Participants who live in remote or rural areas, beyond the reach of regular public transportation, and have not been able to secure a valid Washington State driver's license due to outstanding fines receive one-on-one support aimed at helping them secure a valid driver's license and liability insurance. Participants must have a bona fide job offer to qualify for this service.

Self Employment Assessments

Participants 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 markets through short term involvement with specially trained contractors.

Specialized Transportation Planning and Aid

Uniquely skilled contractors provide instruction and vouchering to participants 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 utilize community resources that support both WorkFirst participants and their new employers provide job retention support. Participants are guided through the transition to employment by specialists who help with the day-to-day challenges of families and work with them to address money management, employer-employee relationships, communication and skills progression. Only participants considered the most vulnerable to maintaining long term unsubsidized employment receive job success coach services. The expected outcome of Job Success Coach Services is employment retention and career growth.

Community Jobs Services

Community Jobs provides a subsidized placement into community-based temporary employment where participants can develop work skills, practice appropriate work behaviors and develop current work experience. Contracted staff develop and monitor the participant's work experience, and provide issue resolution and coaching to both the participant and work site supervisors to assure a mutually successful outcome. The expected outcome of Community Jobs is the attainment of job skills and appropriate work attitudes and behaviors that make participants 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 participants needing this assistance, DSHS contracts for this service with WorkFirst tribal providers.

Appendix C

DSHS WorkFirst Contractors by Region and Service Provided (Excluding RIA and Tribal Contracts)

DSHS - Region 1	
Adams County Health	Assessments for Children with Special Needs
Chelan-Douglas Health	Assessments for Children with Special Needs
Grant County Health	Assessments for Children with Special Needs
Northwest Tri-County Health	Assessments for Children with Special Needs
Okanogan County Health	Assessments for Children with Special Needs
Spokane Regional Health	Assessments for Children with Special Needs
Whitman County Health	Assessments for Children with Special Needs
Asotin County Health	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 Resource Community Action	Intensive Work Preparation Skills
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

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
Rainier Case Management Services	Intensive Work Preparation Services

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
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
Northwest Regional Council	Specialized Transportation Planning and Aid

DSHS - Region 4	
King County Health Department	Assessments for Children with Special Needs
Childcare Resources and Referral	Child Care 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 (WWEE)	Intensive Work Preparation Services
Empowerment Institute	Intensive Work Preparation Services
HopeLink	Intensive Work Preparation Services

DSHS - Region 5	
Kitsap County Health District	Assessments for Children with Special Needs
Tacoma Pierce County Health Department	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 (WWEE)	Intensive Work Preparation Services
YWCA of Kitsap County	Domestic Violence Advocacy

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	Learning Disability or other Special Needs Placement Assistance
Olympic College	Intensive Work Preparation Services
Educational Service District 112	Child Care Search and Transition Services
Goodwill Industries	Intensive Work Preparation Services
Alternative Professional Counseling, Inc.	Domestic Violence Advocacy
Columbia River Mental Health Services	Intensive Work Preparation Services
Community Caring Project	Intensive Work Preparation Services
D'Aboy Career Horizons	Intensive Work Preparation Services
D'Aboy Career horizons	Driver's Re-Licensing 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
Independent Associates	Driver's Re-Licensing Services
Innovative Services NW	Intensive Work Preparation Services
Klickitat Skamania Development Council	Domestic Violence Advocacy
Klickitat Skamania Development Council	Driver's Re-Licensing Services
Klickitat Skamania Development Council	Homeless and/or Personal Money Management
Lower Columbia Community Action Council	Child Care Search and Transition Services
Nelson and Associates	Intensive Work Preparation Services
Olympic Community Action Programs	Driver's Re-Licensing Services
YWCA of Clark County	Domestic Violence Advocacy

Appendix D

DSHS RIA (Refugee and Immigrant Assistance) Contracted Services

Specialized services are provided to WorkFirst participants with limited English proficiencies (LEP) through contractors with the ability to teach the English language (both verbal and written skills), and are combined with employment services in the participant's primary language within a culturally sensitive environment. Complementary contracts provide specialized skills training for those participants who lack marketable skills useful in the local labor market.

DSHS Refugee and Immigrant Assistance (RIA) contracts for WorkFirst services in three general areas:

Employment Services

LEP Pathway services include employment assessment, job readiness and job search activities, skills training, job placement and job retention services. These culturally sensitive services are for refugees and other WorkFirst participants with limited English proficiencies, 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.

English as a Second Language (ESL)

This service provides ESL instruction that is blended with work or work-related activities. The expected outcome is increased competency in the participant'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 participants an opportunity to learn valuable job skills combined with intensive English instruction. Participants 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

Service Type	Number of participants referred	Number of participants reaching at least one pay point
English as a Second Language	1,395	1,112
Employment Services	2,240	1,052
Specialized Skills Training	148	148

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
World Relief	Employment Services
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
Yakima Valley Community College	English as a Second Language
DSHS – Region 3	
Bellingham Technical College	English as a Second Language
Refugee & Immigrant Forum of Snohomish	Employment Services & English as a Second Language
TRAC Associates	Employment Services
Whatcom Community College	English as a Second Language
DSHS – Region 4	
Highline Community College	English as a Second Language
Jewish Family Services	Employment Services
Lake Washington Technical College	English as a Second Language
Puget Sound Opportunities Industrial Center	Employment Services & Specialized Skills Training
Refugee Federation Service Center	Employment Services & Specialized Skills Training
Refugee Women’s Alliance	Employment Services & English as a Second Language
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
TRAC Associates	Employment Services
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
TRAC Associates	Employment Services
DSHS – Region 6	
Clark College	English as a Second Language
Lutheran Community Services Northwest	English as a Second Language
Nelson & Associates, LLC	Employment Services
Partners in Careers	Employment Services
Refugee & Immigrant Service Center	Employment Services

Appendix E

DSHS Tribal Contracted Services

Specialized services are available in some areas of the state to WorkFirst participants who are Tribal members and live on or near reservations or other recognized Native American community areas. These services emphasize WorkFirst principles with a cultural and heritage content.

For SFY 05, four Tribes contracted with DSHS to provide culturally appropriate WorkFirst services for all or part of the program year: Lummi Nation, Upper Skagit, Tulalip, and Nooksack. All four of these Tribes are in DSHS Region 3.

During SFY 05, these Tribes provided contracted services in four general areas:

Job Preparation Services

These services provide WorkFirst participants who are Tribal members with an individually developed work preparation plan that may include any combination of activities needed to achieve economic self-sufficiency. Common elements include Adult Basic Education/GED, job skills training, parenting and job readiness skills, counseling and domestic violence advocacy.

Job Placement Services

These services provide an individualized set of services designed to assist participants to obtain employment and eventual economic self-sufficiency. Common elements include screening and assessment for employment match, job search workshops and referrals to likely employment opportunities.

Community Jobs Services

These services provide for the development and management of local Community Jobs projects (subsidized wage placements for a fixed term to combine work and training). Participants who are unsuccessful in securing unsubsidized employment are offered community-based work experiences and related support training to develop work skills, positive work habits and experience.

Job Success Coach Services

These services assist participants in making the transition from entry-level to higher wages, and addresses a participant's specific needs and employment goals. Additional mentoring and support is provided to nurture continuing development of both work and personal skills essential to successful careers.

Outcomes by Tribal Contract

TRIBE	Number of participants served	Number of participants who entered employment	Number of participants who exited TANF <i>(including those who exited due to employment)</i>
Lummi Nation	93	15	21
Nooksack Tribe	9	1	9
Tulalip Tribes	88	19	34
Upper Skagit	101	31	61
TOTAL	291	66	125