



Report to the Legislature

**WORKFIRST CONTRACT  
OUTCOME MEASURES**

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

January 2007

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

## TABLE OF CONTENTS

### Page

1	WorkFirst Contracted Services Introduction and Overview
3	Types of WorkFirst Contracted Services
4	List of Appendixes
5	DSHS Geographical Regions (Appendix A)
6	Contracted WorkFirst Service Descriptions with Expected Outcomes (Appendix B)
9	WorkFirst Contractors by Region and Services Provided - Excluding Refugee & Immigrant Assistance and Tribal Contracts (Appendix C)
13	WorkFirst Contracted Service Outcomes by Region – Excluding Refugee & Immigrant Assistance and Tribal Contracts (Appendix D)
20	Refugee and Immigrant Assistance (RIA) Contracted Services by Region and Services Provided – Including Outcomes (Appendix E)
25	Tribal Contracted Services - Including Outcomes (Appendix F)

# WorkFirst Contract 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, 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), and monitors the performance expectations of these WorkFirst partner agencies. Contracted activities for the partner agencies are not included in this report.

This annual report covers the period July 1, 2005 through June 30, 2006 (State Fiscal Year 2006) 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 and termination of TANF benefits whenever feasible. 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 SFY06, a total of 139 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 tables show 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
<b>DSHS</b>	25	13	13	11	10	33	105
<b>RIA</b>	4	5	4	12	3	4	32
<b>Tribal</b>	0	0	2	0	0	0	2
<b>Total</b>	29	18	19	23	13	37	139

## 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 DSHS. 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 with multiple barriers requiring specialized intervention, families with a history of sanction or resistance 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 and in the parent's primary language
  - 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 SFY06 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
  - Job Success Coaching
  - Community Jobs (Upper Skagit Tribe only)

### Remuneration within 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 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 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 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 SFY06 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 06 by number of referrals accepted, and the service results achieved.

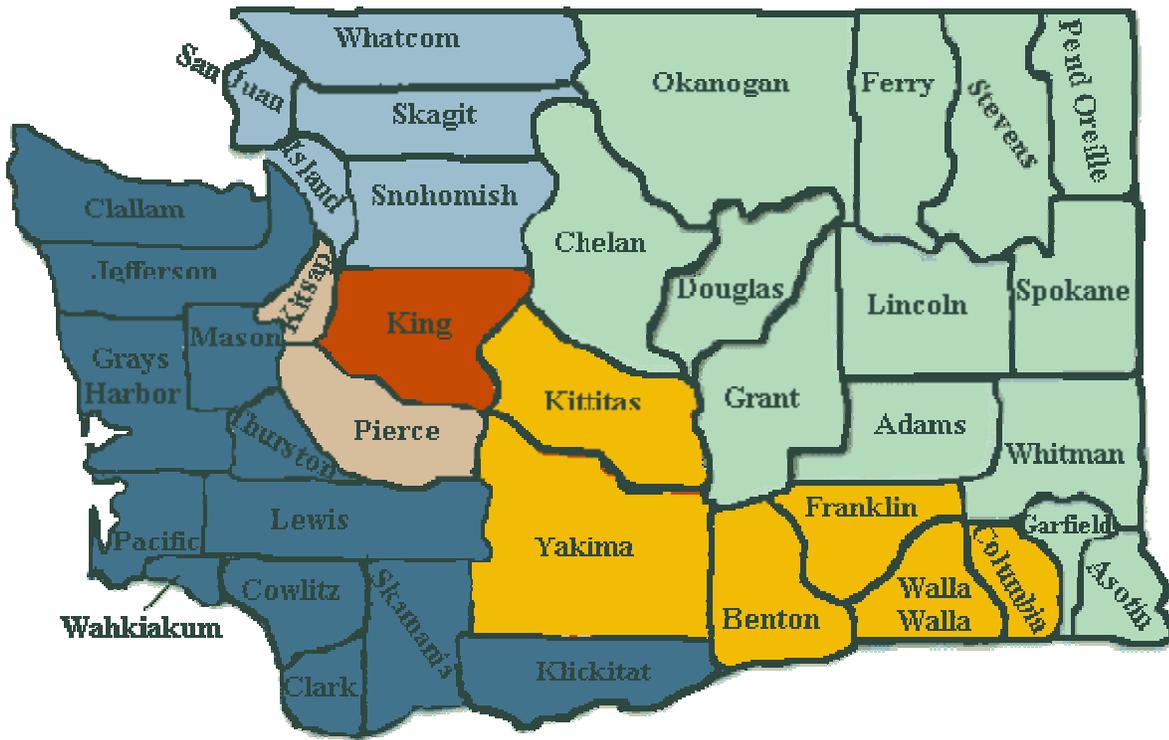
### E. RIA (Refugee & Immigrant Assistance) Contracted Services

*Appendix E* contains an overview of contracted services for SFY06, and contractors by region, service type, number of referrals accepted, and the service results achieved.

### F. WorkFirst Tribal Contracted Services

*Appendix F* contains an overview of contracted services for SFY06, 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 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.

### 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, 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 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.

### 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 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.

### **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 special learning needs, mental health challenges or recent criminal history and as a result have not been successful in securing or maintaining employment. 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 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.

### **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.

### **Driver's Re-Licensing Services**

Parents who live in remote or rural areas, beyond the reach of regular public transportation, and who have not been able to secure a valid Washington State driver's license due to outstanding fines receive one-on-one support to secure a valid driver's license and liability insurance. Parents must have a bona fide job offer in order to qualify for this service and be willing to commit to a payment schedule for fines and penalties.

### **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 SFY06 due to budget restrictions, this contracted service was used exclusively with WorkFirst parents in the Limited English Proficiency (LEP) track and WorkFirst parents served by Tribal contractors.

### Community Jobs Services

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 develop and monitor 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.

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

<b>DSHS - Region 1</b>	
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 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
Moses Lake School District	High School completion
Goodwill Industries	Childcare for special circumstances
Alternatives to Violence in the Palouse	Domestic Violence Advocacy

<b>DSHS - Region 2</b>	
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
Domestic Violence Services of Benton-Franklin Co	Domestic Violence Advocacy
Goodwill Industries of the Columbia	Parenting/Job Readiness Skills

<b>DSHS - Region 3</b>	
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
TRAC	Intensive Work Preparation Services

<b>DSHS - Region 4</b>	
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 (WWEE)	Intensive Work Preparation Services
TRAC	Intensive Job Readiness Services
Puget Sound Educational Service District	Intensive Work Preparation Services
Puget Sound Training Center	Industry-specific Job Skills

<b>DSHS - Region 5</b>	
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
Kitsap Community Resources	Engaging Sanctioned Clients

<b>DSHS - Region 6</b>	
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	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
D'Abov Career Horizons	Intensive Work Preparation Services
D'Abov 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	Childcare 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
Human Response Network	Domestic Violence Advocacy
Partners in Careers	Intensive Work Preparation Services
Turning Pointe	Domestic Violence Advocacy

**APPENDIX D: DSHS WORKFIRST CONTRACTED SERVICE OUTCOMES BY REGION**  
State Fiscal Year 2006

NOTE: Some of the contracts listed below were active only a portion of the reporting period of July 1, 2005 through June 30, 2006.

**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 the expected outcome
1	Adams Co Health	3	3	3
	Chelan-Douglas Co Health	3	3	3
	Grant County Health	2	2	2
	NE Tri-County Health	3	3	3
	Okanogan County Health	3	3	3
	Spokane Regional Health	100	100	100
	Whitman County Health	3	3	3
	Asotin County Health	2	2	2
<b>Region 1 Total</b>	8 Contractors	119	119	119
2	Benton-Franklin Co Health	29	29	29
	Kittitas Co Health	0	0	0
	Walla Walla Co Health	21	21	21
	Yakima Val Mem Hospital	31	31	31
<b>Region 2 Total</b>	4 Contractors	81	81	81
3	Snohomish Co Health	20	20	20
	Whatcom Co Health	18	18	18
	Island Co Health	4	4	4
<b>Region 3 Total</b>	3 Contractors	42	42	42
4	King County Health	180	180	180
<b>Region 4 Total</b>	1 Contractor	180	180	180
5	Kitsap County Health	15	15	15
	Pierce County Health	50	50	50
<b>Region 5</b>				

<b>Total</b>	2 Contractors	65	65	65
<b>6</b>	Wahkiakum County Health	2	2	2
	Clallam County Health	5	5	5
	Clark County Health	95	95	95
	Cowlitz County Health	17	17	17
	Grays Harbor Co Health	2	2	2
	Jefferson County Health	2	2	2
	Klickitat County Health	4	4	4
	Lewis County Health	5	5	5
	Mason County Health	3	3	3
	Pacific County Health	2	2	2
	Thurston Co Health	8	8	8
<b>Region 6 Total</b>	11 Contractors	145	145	145

**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
<b>1</b>	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.
<b>Region 1 Total</b>	8 Contractors	
<b>2</b>	Lower Valley Crisis & Support Center Advocates Against Family Violence YWCA of Yakima County	See note above.
<b>Region 2 Total</b>	3 Contractors	
<b>3</b>	Snohomish County Center for Battered Women Skagit Co DVSA Citizens Against Domestic Violence DVSA of Whatcom County	See note above.
<b>Region 3 Total</b>	4 Contractors	
<b>4</b>	YWCA of Seattle-King County DAWN Eastside Domestic Violence	See note above.
<b>Region 4 Total</b>		

	3 Contractors	
5 Region 5 Total	Proud African American Youth Society YWCA of Kitsap County	See note above.
	2 Contractors	
6 Region 6 Total	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.
	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 the expected outcome
1	Diversified Behavior Management Services	4	4	3
	Rainier Case Management	28	25	20
	Rural Resources Com Action	20	15	12
	4 Contractors	52	44	35
2	Blue Mt. Action Council	2	2	2
	Rainier Case Management	20	18	14
	Goodwill Industries	5	4	3
Region 2 Total	3 Contractors	27	24	19
3	NW Development Council	12	10	8
	TRAC Associates	48	33	26
	Work Now	25	18	11
Region 3 Total	3 Contractors	85	61	45
4	Creative Opportunities	35	30	15
	WWEE	30	20	16
	Puget Sound ESD	33	25	20
	TRAC	30	24	18
	Puget Sound Trng Center	9	6	3
	With Grace	85	81	81
Region 4 Total	6 Contractors	222	186	153
5	Kitsap Community Resources	0	0	0

<b>Region 5 Total</b>	WWE	8	6	6
<b>6</b>	2 Contractors	8	6	6
	Olympic College	30	25	15
	Columbia River MH Services	6	4	3
	Community Caring Project	0	0	0
	D'Abov Career Horizons	8	6	0
	Independent Associates	7	5	4
	Innovative Services	10	8	6
	Nelson and Associates	100	75	33
	Partners in Careers	12	9	6
<b>Region 6 Total</b>	8 Contractors	173	132	67

**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 the expected outcome
<b>1</b>	Spokane Child Abuse & Neglect Prevention Center	2	2	1
	Jerold Counseling	0	0	0
<b>Region 1 Total</b>	2 Contractors	2	2	0
<b>2</b>	Laurie Kanyer	11	9	6
	Jerold Consulting	13	9	7
<b>Region 2 Total</b>	2 Contractors	24	18	13
<b>3</b>	No contractors for this service in Region 3			
<b>4</b>	No contractors for this service in Region 4			
<b>5</b>	No contractors for this service in Region 5			
<b>6</b>	No contractors for this service in Region 6			

**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 the expected outcome
<b>1</b>	Career Path Services	18	15	8
	Moses Lake School District	6	4	2
<b>Region 1</b>				

<b>Total</b>	2 Contractors	24	19	10
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 the 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	600	533	400
4	No contractors for this service in Region 4			
5	Ramalina Steiner, MSW	9	7	5
	Catholic Community Services	75	63	40
	Lorie Wilke, MSW	8	6	4
<b>Region 5 Total</b>	<b>3 Contractors</b>	<b>92</b>	<b>76</b>	<b>49</b>
6	First Steps Family Support Center	2	2	2

**Learning Disability or Other Special Needs Placement Assistance:** Uniquely skilled contractors work with parents who have special learning needs, mental health challenges or recent criminal history and as a result have not been successful in securing or maintaining employment. 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 the expected outcome
1	No contractors for this service in Region 1			
2	No contractors for this service in Region 2			
3	TRAC	8	6	6
4	Community Psychiatric Clinic	12	9	6
5	No contractors for this service in			

	Region 5			
6	Pacific Mt. Work Force Consortium	10	5	4

**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 the expected outcome
1	Goodwill Industries	5	5	5
2	No contractors for this service in Region 2			
3	No Contractor for this service in Region 3			
4	Childcare Resource and Referral	321	310	250
5	No Contractor for this service in Region 5			
6	ESD 112	0	0	0

**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 the expected outcome
1	Spokane Neighborhood Action Programs	51	40	25
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			

**Driver's Re-Licensing Services:** Parents who live in remote or rural areas, beyond the reach of regular public transportation, and who have not been able to secure a valid Washington State driver's license due to outstanding fines receive one-on-one support to secure a valid driver's license and liability insurance. Parents must have a bona fide job offer in order to qualify for this service and be willing to commit to a payment schedule for fines and penalties.

Region	Contractor Name	Referrals	# of Parents completing at least Pay Point #1	# of Parents reaching the expected outcome
1	No contractors for this service in Region 1			

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	D'Abov Career Horizons Olympic Community Action Council Independent Associates Klickitat Skamania Development Council  5 Contractors	23	19	6

**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 the expected outcome
1	Spokane Neighborhood Action Programs	1	1	1
2	No contractors for this service in Region 2			
3	Venture Advisory	8	7	7
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.

## 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 in three 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.

**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.

Region	Contractor Name	Referrals	# of Parents completing at least Pay Point #1	# of Parents reaching the expected outcome
1	Employment Security Dept	119	119	61
	World Relief	36	36	34
	<b>Region 1 Total</b>	2 Contractors	155	95
2	Employment Security Dept	167	167	121
	World Relief	40	40	29
	<b>Region 2 Total</b>	2 Contractors	207	150
3	Refugee & Immigrant Services NW	357	357	135
	TRAC Associates	11	11	6
	<b>Region 3 Total</b>	2 Contractors	368	141
4	Jewish Family Services	133	133	133
	Puget Sound OIC	136	136	54
	Refugee Federation Service Center	366	366	126
	Refugee Women's Alliance	174	174	58
	TRAC Associates	294	294	160
	<b>Region 4 Total</b>	5 Contractors	1103	531
5	Tacoma Community House	137	137	87
	TRAC Associates	43	43	22
	<b>Region 5 Total</b>	2 Contractors	180	109
6	Nelson & Associates	6	6	0
	Partners In Careers	143	143	83
	Refugee & Immigrant Service Center	17	17	9
	<b>Region 6 Total</b>	3 Contractors	166	92

**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.

Region	Contractor Name	Referrals	# of Parents completing at least Pay Point #1	# of Parents reaching the expected outcome
4	Puget Sound OIC	146	146	146
	Refugee Federation Service Center	45	45	45
<b>Region 4 Total</b>	2 Contractors	191	191	191

**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 and writing abilities that will allow her/him to obtain and maintain employment.

Region	Contractor Name	Referrals	# of Parents completed at least Pay Point #1	# of Parents reaching the expected outcome
1	Big Bend Com. College Com. Colleges of Spokane	26	26	25
		96	96	96
<b>Region 1 Total</b>	2 Contractors	122	122	121
2	Columbia Basin Com College World Relief Yakima Valley Com College	58	58	19
		38	38	9
		144	144	41
<b>Region 2 Total</b>	3 Contractors	240	240	69
3	Bellingham Tech. College Refugee & Immigrant Srv. NW Whatcom Com. College	43	43	43
		222	222	222
		11	11	11
<b>Region 3 Total</b>	3 Contractors	276	276	276
4	Highline Com. College Lake Washington Tech. College Refugee Federation Service Ctr. Refugee Women's Alliance Renton Tech. College Seattle Central Com. College Shoreline Com. College South Seattle Com. College World Relief	69	69	69
		16	16	16
		30	30	30
		91	91	66
		179	179	179
		14	14	14
		11	11	11
		59	59	59
		76	76	76
<b>Region 4 Total</b>	9 Contractors	545	545	520
5	My Service Mind Tacoma Community House	18	18	18
		234	234	234
<b>Region 5 Total</b>	2 Contractors	252	252	252
6	Clark Com. College Lutheran Community Services	48	48	42
		32	32	30
<b>Region 6 Total</b>	2 Contractors	80	80	72

### DSHS RIA Contractors by DSHS Region

<b>DSHS - Region 1</b>	
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
<b>DSHS - Region 2</b>	
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
<b>DSHS - Region 3</b>	
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
<b>DSHS - Region 4</b>	
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
<b>DSHS - Region 5</b>	
My Service Mind	English as a Second Language
Tacoma Community House	Employment Services & English as a Second Language
TRAC Associates	Employment Services
<b>DSHS - Region 6</b>	
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 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 while providing services within a cultural and heritage context.

Since the start of WorkFirst, an increasing number of Tribes in Washington State have developed Tribal TANF programs to provide all TANF services directly, instead of under a contract with DSHS. Over the past few years, funds available to contract with tribes were reduced, and in Program Year 2006 only two Tribes contracted with DSHS for year: Lummi Nation and Upper Skagit Tribe. Both of these contractors are in DSHS Region 3. Each of these Tribes currently is moving toward direct provision of services to tribal families through starting a Tribal TANF Programs of their own.

Effective SFY06, the Employment Security Department has had to eliminate their share of funding for the Tribal WorkFirst Initiative due to budget reductions. This resulted in a 42% reduction in funding for overall WorkFirst Tribal contracts. As a result the DSHS/CSD Statements of Work for both the Lummi Nation and the Upper Skagit contracts were amended to assist tribes in managing services within reduced contract amounts.

Quarterly Tribal/CSD meetings are held in Region 3 on a regular basis 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
- 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's 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**

(This service was provided for carry-forward parents who previously started the service in the prior period in the Upper Skagit Tribe's contract only.) 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	87	21	64
Upper Skagit	98	40	50
TOTAL	185	61	114