

**One-Stop Workforce Partnership  
of  
Central Washington**

# **One-Stop System**

**Business Plan**

**SUBMITTED  
BY  
REGIONAL PARTNERSHIP  
SDA IX**

**June 26, 1998**

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## INTRODUCTION

A strong agricultural base is common to the economies of the three central Washington Counties with a compliment of manufacturing, and retail industries. Ethnic minorities represent 40 percent of the SDA's population, with Hispanics the largest single ethnic group approaching 30% of the SDA total, followed by Native American at 3.8%, Asian at 1.6% and Black just under 1%.

Unemployment remains at a disparate higher rate over the state average. In 1997, the Washington State Employment Security Department reported an average state unemployment rate of 5% (not seasonally adjusted). That same year, the unemployment figure for SDA IX remained significantly higher with unemployment rates of about 10%.

The distinct economic, demographic, and employment needs of the SDA have created a need for new and innovative approaches to meeting local workforce needs. Our current labor exchange system is simply outdated, and the lack of a comprehensive workforce training system is falling short of meeting local business demands for qualified workers in an ever increasingly technical workplace. The local dynamics that have evolved from continued globalization of the economy, combined with greater expectations of public entities, has required a comprehensive response to local workforce needs.

To meet these new challenges, the Partners of the One-Stop Workforce Partnership of Central Washington have embraced the challenge of working in concert to improve workforce development in Central Washington. The Partnership has begun the process of leveraging resources and synergizing organizations to improve the delivery of education, training and employment services in Yakima, Kittitas, and Klickitat Counties.

As a blueprint for change, the One-Stop System of Central Washington's Business Plan is a living document for the development of a local workforce development system. Universality, Customer Choice & Focus, Integration, and Accountability are the guiding principles for our local System intended to be equally responsive to both job seekers and the business community.

The plan for change is built upon four cornerstones. These include:

- managing cooperation among key organizations responsible for workforce training and education;
- leveraging local resources to maximize public services;
- using technology as a means to increase efficiency, and promote communication among the service providers;
- and gaining true commitment by partners to customer service with measurable performance outcomes.

The Partnership's development strategy has been one of inclusiveness. Recognizing systematic change requires participation from all relevant sectors. Participation from the broadest range of organizations has been solicited from outside the core requirement. An Oversight Committee made-up of members from key partner organizations (see MOA, Appendix A), leads the effort in local One-Stop system development. A broader group of general partners and the interested community members comprises the general membership. General membership meetings are held monthly and serve as a forum for sharing information and gathering input.

## **BACKGROUND**

Service Delivery Area (SDA) IX encompasses three rural, counties; Kittitas, Yakima, and Klickitat comprised of isolated communities separated by heavily forested mountain passes and vast stretches of arid desert. The economy of this SDA is dominated by seasonal agriculture and associated upstream and downstream industry as is reflected in an unemployment rate which is double the state average. The population of its counties is diverse and includes a large number of recent immigrants from Mexico who have not only limited English proficiency but also limited native language literacy.

The SDA's vast land area and rural geography, strong agricultural economy, and its diverse labor force, present many challenges to the development of a One-Stop workforce system. To meet the needs of local employers and job seekers alike, the One-Stop Partnership of Central Washington solicited participation of people from twelve (12) separate partner organizations. These organizations represent business, economic

development associations, labor, state and local government, postsecondary education, and community based organizations.

In the development of this plan, the partnership organized three separate SDA-wide committees, each charged with distinct responsibilities necessary for One-Stop system development. The Integrated Technology Committee is comprised of partnership staff with knowledge and interest in technology. The committee's primary responsibility is to evaluate and resolve information and technology needs of the One-Stop. Because the One-Stop Career System represents a new way of delivering workforce training, an Ownership Committee was assembled to address the areas of employer outreach and developing in-service training activities for partner agency staff. The Oversight Committee comprised of leadership representatives from key partnership organizations is responsible for reviewing committee recommendations and making final decisions on policy and budget.

The Oversight Committee has also assumed the responsibility for developing the business plan on behalf of the entire partnership as well as for monitoring its implementation. The committee has designated the Tri-Valley Private Industry Council/Yakima County Department of Employment and Training as the fiscal agent and administrative entity for the partnership's anticipated implementation grant.

Because SDA IX is diverse in many ways, four regional implementation groups were established to assure local concerns are addressed throughout the development of the plan and in the implementation project. The geographic areas include Kittitas County, Upper Yakima County, Lower Yakima County, and Klickitat County; as well as lead agencies for each of these.

All Partnership committees and groups utilize a consensus model in developing recommendations and/or making decisions on behalf of the Partnership. All recommendations and decisions are disseminated to the general membership group meetings which are held on a monthly basis. To ensure true community input and the

development of a local system, a draft of the Central Washington Partnership plan has been disseminated to the general community for review and comment.

Thus, the One-Stop Workforce Partnership of Central Washington has established a structure to assure effective planning, equitable public input, and a plan for successful implementation. The Partnership's committee and groups will assure continuity throughout the system development process, as well as adherence to the guiding principles of Universality, Customer Choice and Focus, Integration, and Accountability.

## **VISION**

The One-Stop Workforce Partnership of Central Washington will assure the Universality of services by:

- Meeting Customer/Consumer Needs
- Utilizing Integrated Technology Systems
- Providing Universally Accessible (also for special needs) and easily Recognizable Services
- Sharing Resources and Current, Updated Information
- Emphasizing Co-Ownership and Interdependency Between Partners
- Using Quality Improvement Strategies to Meet Outcome Based Goals
- Offering Access by Each Partner Organization to Identified Levels of Core Services

The One-Stop System will use and leverage technology (personal and workstation computers, Internet and Intranet, information systems and other technological resources) combined with our customers' needs and expectations, to promote and enhance our vision, mission and goals.

## **MISSION**

To provide an effective, comprehensive, and fully integrated delivery system of services for successful employment. To *Partner* together business, economic development, employment, training, education, labor, and social services to share responsibility for universal access and workforce development. To share resources in order to increase

service delivery capacity and efficiency, and provide access to information and services across organizational lines.

## I. UNIVERSALITY

**GOAL:** By June 30, 2000, to serve ALL customers (business and job seekers) by providing access to a full menu of programs and services in a variety of customer-driven ways.

**Objective 1:** Core services to be available through all Career Development Centers, Affiliated sites, and Self-Service sites by June 30, 2000.

### A. Objective 2, Response A

The partnership's leadership is aware of and responsive to its SDA's rural setting, agricultural economics, and local distinctions (see Background section of plan). This has led to the development of a locally driven process for each proposed CDC. This process includes identifying customers, understanding their needs, and incorporating that information into the designing of each CDC and their linked AFS and SSs.

The partnership also understands the need to better serve all customers, which includes the SDA's targeted populations and will ensure these populations are served appropriately and adequately. In part, the service delivery mode criteria for AFS and SS, as well as the standards outlined in our plan will factor in determining their location and number. Marketing to and attracting targeted populations as well as others will be addressed through this process. These criteria and standards will assure our AFS have all required One-Stop core services and one core program and SSs have linkage (e.g. electronic and other methods) to core programs and services.

Below provides some specifics for each proposed CDC

Upper Yakima County (City of Yakima)	CDC lead organization (ESD) has oversight of process. Process will evaluate feasibility, populations to be served and methods (i.e., youth to be served on site or through AFS?). Also number and location of linked AFS and SS
Lower Yakima County (Sunnyside)	CDC lead organization (ESD) has oversight of process. Process will evaluate feasibility, populations to be served and methods (i.e., MSFW or youth on site or through AFS?). Also number and location of linked AFS and SS
Kittitas County (Ellensburg)	CDC lead organization (PFP) has oversight of process. Process will evaluate feasibility, populations to be served and methods (i.e., AFS or SS in Cle Elum, Easton, or Roslyn?). Also number and location of linked AFS and SS
Klickitat County (White Salmon)	CDC lead organization (ESD) has oversight of process. Process will evaluate feasibility, populations to be served and methods (i.e., methods to address dislocated workers and "at risk" youth in rural area?). Also number and location of linked AFS and SS

The One-Stop Workforce Partnership has proposed developing four full Career Development Centers (CDC) throughout the Service Delivery Area IX. The placement of CDC facilities is based on key population areas, workforce training needs of the local communities, current staff collocation arrangement and access issues for job seekers and business.

To ensure local area needs are addressed, proposed area partners have accepted lead roles in the development of each site. Each proposed CDC would provide the required services and programs as described in **Appendix B** of this plan. Proposed CDC sites and lead agencies are:

Upper Yakima County (City of Yakima)	Yakima Job Service Center
Klickitat County (White Salmon)	Columbia Gorge Job Service Center
Lower Yakima County (Sunnyside)	Sunnyside Job Service Center
Kittitas County (Ellensburg)	People for People, Employment Security, Yakima Valley Opportunities Industrialization Center (OIC), County Commissioner, and Yakima Valley Community College

Six criteria will be considered in the development of CDCs:

1. Profile of customers and number expected to be served
2. Identified services to be provided and number of staff to collocate
3. Organization’s space (square footage) needs and basic facility design
4. Shared space (i.e., computer lab, classrooms, resource rooms)
5. Equipment
6. Cost sharing opportunities

The Washington State Employment Security Department (ESD) is a vital and active participant in our One-Stop System development. As the Washington State Employment Security Department implements “Call Centers,” its Job Service offices in the Service Delivery Mode Development Process will ensure the service is addressed through in-depth information and assistance provided by staff, written materials, and through electronic information available at each Career Development Center, Affiliate, and Self-Service site.

<b>Milestones</b>	<b>Dates</b>
Partnership approval of four (4) Career Development Centers	July 1, 1998
Identification of Career Development Center Site – Klickitat	July 1, 1998
Identification of Career Development Center Site – Kittitas	July 1, 1998
Identification of Career Development Center Site -- Upper Yakima	August 1, 1998
Identification of Career Development Center Site -- Lower Yakima	July 1, 1998
Identification of co-located services for each CDC	October 1, 1998
Agency agreement for co-located services for each CDC – Klickitat	October 1, 1998
Agency agreement for co-located services for each CDC – Kittitas	October 1, 1998
Agency agreement for co-located services for each CDC – Upper Yakima	November 1, 1998
Agency agreement for co-located services for each CDC – Lower Yakima	February 1, 1999
Building renovation, improvements, remodeling – Klickitat	July 1, 1999
Building renovation, improvements, remodeling – Kittitas	July 1, 1999
Building renovation, improvements, remodeling – Upper Yakima	November 1, 1999
Building renovation, improvements, remodeling –Lower Yakima	July 1, 1999
Career Development Center fully operational – Klickitat	July 1, 2000
Career Development Center fully operational – Kittitas	July 1, 2000
Career Development Center fully operational – Upper Yakima	March 1, 2000
Career Development Center fully operational – Lower Yakima	July 1, 2000

**B.** The Partnership has designated local agencies as the leads in developing Career Development Centers, Affiliate, and Self-Service sites in their prospective geographic area. To maintain uniformity and quality of each Affiliate site, the Partnership will

develop minimum standards of service in the One-Stop system to promote **Universality** and **Customer Choice & Focus** within the system. These standards will be developed around the following areas:

- **Image/Universal Appeal** -- this characterized by the physical external and internal lay-out of facilities. Each facility will be marked with signs that are consistent from facility to facility, and the internal lay-out will be configured in a manner that is user friendly, accessible, and promotes the movement of customers for effective service.
- **Quality** (exceptional service to customers) -- minimum standards of quality will be determined by the One-Stop Workforce Partnership Central Washington through the local CQI plan.
- **Connectivity** -- minimum hardware that conform with state and local technology requirements and the minimum software needed for information exchange and client services.
- **Shared vision** -- a common focus that will guide the delivery of services as identified and adopted by the Central Washington Partnership.
- **Commitment** -- a willingness through cooperative agreements to share resources and to actively participate in the full development of the local system.
- **Sustainability** -- commitment beyond the implementation period to sustain the system through cost sharing, in-kind services and joint projects.
- **Commitment to CQI** -- commitment by agreement to participate by incorporating CQI principles in services and participation in partnership sponsored CQI training.
- **Minimum levels of Service** -- agreement of partnership agencies to deliver required services according to the One-Stop partnership plan, sharing of information on a regular and ongoing basis.

C. Service Delivery Area IX is comprised of a number of rural communities spread about a large geographical area. Large geographical distances, combined with small populations, create an economic challenge in the delivery of workforce programs to these areas. To address these issues, the One-Stop partnership will develop Self Service sites that will provide information and, in most cases, access to a wide array of service available in the Service Delivery Area.

**Career Development Center** lead organizations will identify and plan for Self-Service sites in their respective geographic area using the following criteria and process.

1. Self-Service sites will be identified and selected based on:
  - Large geographical distances that limit participation in workforce programs.
  - Populations of the area that are of sufficient size (to be determined).
  - Availability of public buildings for the location of Personal Computers or KIOSK.
2. At a minimum, Self-Service sites will be equipped with Personal Computers or KIOSK configured with Internet access and addresses to local workforce web pages and/or written materials that provide information about programs and how services can be accessed. In some instances, staff of the One-Stop partnership will plan for itinerant services for special programs such as summer youth or substantial business lay-offs.
3. Where possible, Self-Service sites will be located in public libraries, school districts, or other public buildings. Where public buildings are unavailable, the partnership will develop relationships with private organizations and will look for high usage buildings such as stores or community buildings.

<b>Milestones</b>	<b>Dates</b>
Identification of communities for Self-Service Sites.	February 1, 1999
Services identified for Self-Service Sites	February 1, 1999
Agreements in place for Self-Service Sites.	April 1, 1999
Full implementation of Self-Service Sites.	July 1, 2000

**Objective 2:** One-Stop is the trusted choice of general and targeted populations.

A. The Partnership, through its agreement (see Partnership), has identified target populations. However, due to data limitations and definitional differences between how partners identify targeted populations, the percentages in the table below are based on assumptions and methods (described below) that are subject to change with the implementation of the plan.

Provided below are percentages and projected numbers to be served by the year 2000. Because of the inability of current tracking or monitoring systems and the uncertainty of future referral patterns, access efforts, and utilization of customers, these projected figures are speculative. The partnership will anticipate definitive guidance from the state on methodology and technology that will support standardized and accurate tracking system.

Objective 2, Response A (continued)

<b>Targeted Population</b>	<b>Percentages *Census of 259,200</b>	<b>Number Projected to be served by 2000</b>
Dislocated Workers	1.4%	725
Veterans	9.6%	2500
Migrant and Seasonal Workers	9.3%	2500
Disadvantage Adults	10.5%	2700
Disadvantage Youth	3.3%	850
Disabled	.69%	650
Older Workers	3.5%	100
TANF Recipients	7180 cases	?

\*From WA State Annual Demographic Information 1997

**PROCESS/ METHOD/ or SOURCE:**

**Dislocated Workers-**

Based on ESD, PIC and YVCC experience (1803 served) and assuming those served represents only fifty percent (50%) of the population.

**Veterans-**

Based on SDA's Annual Demographic Information 1997.

**Migrant and Seasonal Workers-**

Based on the Annual Average Agricultural Employment Estimate (Labor Force and Employment in WA State 1998). It is assumed that a significant percentage of the MSFWs are employed in the agriculture industry.

**Disadvantaged Youth-**

PIC's Job Training Plan for PY 1998-99.

**Disadvantaged Adult-**

PIC's Job Training Plan for PY 1998-99.

**Disabled-**

Based on the experience of Regional DVR representative and SDA's Annual Demographic Information 1997.

**Older Workers-**

PIC's Job Training Plan for PY 1998-99.

**TANF Recipients-**

LMEA, Employment Security Department by Frank Cole of Cole Enterprise.

**Job Seekers-**

Based on ESD's experience and an estimate of 31,400 of claimants for the SDA, adding an additional five percent (5%) for those served by other work force providers, and assuming this represents fifty percent (50%) of the total number of Job Seekers.

**Businesses-**

Based on 9,231 employers registered with ESD (SDA's Annual Demographic Information 1997) and reported business contacts (1,417) by partners.

<b>Targeted Populations</b>	<b>Percentage</b> <i>*Census of 259,200</i>
Dislocated Workers	1.4%
Veterans	9.6%
Migrant and Seasonal Workers	9.3%
Disadvantaged Adult	10.5%
Disadvantaged Youth	3.3%
Disabled	.69%
Older Workers	3.5%
TANF Recipients	7180 cases

*\*From WA State Annual Demographic Information 1997*

Job Seekers	25.4%
Business	15.3%

- A. An estimated 40,000 customers (60% of the total number of customers identified above) are to be served in the One-Stop System by the year 2000. This figure is derived from an analysis of current data and experience. However, the current data does not allow for a precise accounting of targeted or non-targeted (general population) populations adequately to identify individuals accessing multiple services or programs, or job seekers who are currently employed to calculate a precise projection of those to be served. The estimate loosely represents 28% of the identified labor force or approximately 15% of the SDA's census population.

Below is a projected distribution of customer by service. Though actual experience may differ, the estimate is based on current experience.

**Estimates of Customers by type of Service:**

<b>Self-Service</b>	<b>One-on-One</b>	<b>Group</b>
24,000	10,000	6,000

C. The One-Stop Workforce Partnership Central Washington pulls together the broadest range of employment, training and education services throughout SDA IX. To provide services that meet community need, strategies will be developed based on local demographics. The partnership will ensure that services to the general population and targeted groups (55 and older, Migrant Seasonal Farm Workers, in-school and out-of-school Youth, etc.) will be delivered equitably through the inclusion of the following service providers.

<b>Organizations</b>	<b>Program/Services</b>	<b>Population Served</b>
Employment Security	Employment Services	General, Veterans, Dislocated Workers, UI Recipients, Business, Migrant Seasonal Farmworkers, NAFTA-TAA/TRA, TANF Recipients
Tri-Valley Private Industry Council JTPA Contractors-Opportunities Industry Center, People For People, Yakima Farmworkers Clinic, Columbia Gorge JSC	Employment and Training  JTPA-Title II and III, Federal WTW, School-to-Work	Disadvantaged in-school youth, out-of-school youth, adult and Older Worker. Dislocated Workers All Students Long term TANF Recipients
Washington State Division of Vocational Rehabilitation	Disability Programs	People with disabilities
Yakima Valley Community College*	Post Secondary Education Developmental Education	General
Department of Social and Health Services/ DVR-CSD	Employment Services, Financial, Medical and Food Stamp, and Rehabilitation Services	TANF Non TANF Recipients Individuals with Disabilities
WA State Migrant Council	JTPA Title II,402	Migrant Seasonal Farm Worker

\*West side of Klickitat County (White Salmon, etc) is served by Clark College out of Vancouver, WA.

#### D. Objective 2, Response C

Below are additional milestones to this section of the plan. Please note, the Oversight Committee continues to identify incremental steps or additional milestones which reflects the "living document" effect of the business plan.

<b>Milestones</b>	<b>Dates</b>
WHEAT	September 1, 1998
Compare Partners reporting systems	December 1, 1998
Survey of Customers	<b>July 1, 1999</b>

Customer Tracking system (anticipate state guidance and leadership)	July 1, 2000
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## II. CUSTOMER CHOICE & FOCUS

**GOAL:** All services provided by June 30, 2000, **will be** based on customer choice designed with a customer focus.

**Objective 1:** Options for accessing services at each location.

A. The One-Stop Workforce Partnership has localized the process in determining the needs for each service delivery mode. This process allows for local input regarding their local customers (business community and job seekers). The partnership will begin implementing the following access options upon receipt of the implementation grant however, it is expected that full implementation of all options will not be complete until the year 2000.

Access Options	CDC	Affiliate	Self-Service
Written Information (brochures & fact sheets)	X	X	X
Personal Computer	X	X	X
Phone Information Services	X	X	X
Internet/ Intranet	X	X	X
On-Site Resource Library/ Lab	X	Optional	Optional
Individual & Group Support	X	Optional	N/A

The availability of these Access Options will be based on our service delivery process, customer choices identified, and available resources. All proposed CDCs, once designated as CDCs, will provide all options.

Objective 1, Response A

To assure services are driven by assessment, the partnership is evaluating various tools to support this goal. One tool under consideration is OASYS, which will assist both the customer and provider in selecting an appropriate goal path. Other tools include

W.H.E.A.T ("We'll Help Educate and Train") will assist the user in identifying education and training programs and providers for support and assistance. The partnership also anticipates the use of MetSys as a tool to accomplish many assessment efforts.

The development of a "consumer report" for customers to evaluate provider performance is not anticipated in the near future. As noted in the business plan's Accountability section, many differences exist between partners in how data is tracked and measured. In order for a "consumer report" to be effective and reliable, standards must exist that can be applied and measured between all partners providing the same or similar services. It is clear the state and federal policy makers must take a strong lead in this area before the partnership can begin to develop such a report. However, the partnership is assessing its partner's reporting system as an effort to support data sharing and capturing (e.g. common intake).

Milestones	Dates
Initiate Customer Focus Groups	February 1, 1999
CDC-Upper Yakima	April 1, 2000

**Objective 2:** Feedback sought and utilized.

**A.** The Partnership is committed to the CQI philosophy and the creation of a culture emphasizing customer satisfaction and outcome-based performance. This commitment is reflected in our Accountability goal and its objectives. To ensure the One-Stop System is responsive to the needs of the population it serves, feedback will be obtained at three stages -- at the beginning, at the middle, and at conclusion of services. At each stage of feedback, the partnership will assess user friendliness, quality of services, and effectiveness. The methods for collecting customer feedback will include:

1. Customer satisfaction questionnaires.
2. Grievance or complaint procedures available at each One-Stop site.
3. Follow-up surveys both written and by telephone.

**B.** The Partnership understands the need for timely customer feedback and its importance to continuous improvement. Customer feedback will be used to:

- expand or concentrate access options, points of service, or resources
- improve delivery of core services and programs and referral

- identify service gaps and develop strategies to eliminate or resolve issues
  
- improve the "feel" of service sites and "satisfaction" of services received by customers.

Our Accountability goal and its objectives will address this important process.

Milestones	Dates
Develop Feedback Survey for Website	January 1, 2000
Develop Feedback Survey for CDC/AS	July 1, 2000
Develop Feedback Survey for SS	July 1, 2000

**Objective 3:** Some of the customers to be served by the One-Stop system are youth, particularly those who are out-of-school. It is expected that the One-Stop systems will be a resource to all youth considering their future employment.

**A.** The Partnership's Service Delivery Mode Development Process will identify area specific youth needs. Within the One-Stop system, out-of-school youth will have access to a wide range of information and will receive services about career information, educational opportunities, career planning, and local job opportunities. Emphasis for out-of-school youth will be placed on academic achievement, employability enhancement, and job placement. Services to out-of-school youth will be delivered within a School-to-Work framework.

Objective 3, Response A

There are many ongoing and future efforts to increase the number of connections the partnership has with the K-12 system. The partnership has a developing relationship with the leadership from ESD 105. JTPA youth contract providers are represented in the partnership, and have an close relationship with K-12. This is augmented with our partners from the community college and vocational-technical schools, and the PICs connection with School to Work, and the School to Work Board. Additional efforts include meeting with K-12 officials to explain the opportunities and resources available to their students through One-Stop. A specific plan will be developed to address the diverse needs of a rural K-12 system.

The plan's CDC development process will consider access points (AS) for youth at schools and other locations.

Develop a K-12 Plan	September 1, 1998
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**B.** The Partnership includes representation from the K-20 system and others who have an interest and provide services to youth. The Tri-Valley Private Industry Council is currently the recipient of a federal Urban/Rural School-to-Work grant, Yakima Valley Community College administers Tech Prep; and the Greater Yakima Chamber of Commerce is a partner in the Business Education Partnership (a consortium of local businesses and area educators). The partnership will use these organizations and programs, and seek to connect with others to build a broader connection with all local school districts and post-secondary institutions.

The Partnership plan to integrate K-12 system with the One-Stop system will include dialogue at various levels of administrative leadership or workgroup (i.e., Superintendents and Principals) in the K-12 system. The plan will outline and detail the range of services (e.g. career information, work-based learning opportunity development, assistance with modification to curricula, etc.) where the One-Stop can promote School-to-Work within the local school districts and post-secondary education.

The One-Stop system will also serve as a bridge between the K-12 system and the business community by providing Labor Market Information and information about initiatives with incentives for School-to-Work, WorkFirst, and Welfare-to-Work. The Internet and other automated programs will be made available that provide information tailored for the K-12 system. Additionally, teachers and other educational staff will have access to career information and job training opportunities via the One-Stop system.

<b>Milestones</b>	<b>Dates</b>
Develop School-to-Work Link to OS Website	April 1, 1999
K-12 Needs Assessment	May 1, 1999
Identification of Youth Specific Services	August 1, 1999

Formal Contact with District Administration	September 1, 1998
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### III. INTEGRATION

**GOAL:** By June 30, 2000, to align services and programs to create a One-Stop system approachable by and accessible to all customers.

**Objective 1:** Seamless delivery of core services.

#### A. Objective 1, Response A

The partnership understands the importance of seeing the One-Stop system through the customers' eyes. The partnership has asked customers what they want and will continue to do so. One clear and distinct need is for well-trained and knowledgeable staff who are customer oriented. This trained staff will reduce customer frustration and disappointment, and increase a sense of reliability (trust) and success. Having a knowledgeable and customer oriented staff is essential to the success of One-Stop and critical to creating a "seamless" appearance to customers. The partnership's training plan will provide additional detail and specifics.

A fundamental operating principle for the One-Stop Workforce Partnership of Central Washington system is the seamless delivery of services that is responsive to customer need. While core service will be accessible by collocation at Career Development Centers and Affiliate sites, it is equally important that information is available in an understandable form and staff are specifically assigned and effectively interact with the public. As a strategy, the partnership will structure core services in the following ways:

1. Access to core services will be made available through the three modes of system delivery (CDC, Affiliate sites and Self-Service). This will entail information about available services provided by One-Stop staff, in written form (with English and Spanish versions) and electronically via Internet web pages.

2. Key staff will be identified to serve as first contact customer representatives who will be trained to provide service information and who will focus on customer needs. They will be adequately cross trained with sufficient information to understand basic program eligibility, available resources, and customer services techniques.
3. Key staff will be apprised of program changes on a regular and ongoing basis.
4. Key staff will be provided with contact information of service providers to discuss specific customer objectives and needs.

<b>Milestones</b>	<b>Dates</b>
Website Operational	October 1, 1998
Front-line Staff Training	June 1, 2000
Collocation of CDC Staff	June 1, 2000
Collocation of AFS Staff	June 1, 2000

**Objective 2:** Seamless delivery of core programs.

**A.** To dissolve visible program lines and maximize the use of public dollars, partnership organizations will reorganize programs to leverage resources and provide equitable services to all residents of the service area. The strategy for program change will include:

- Development of an electronic vehicle for the timely flow and sharing of program information among partnership organizations.
- Development of a system for customer information sharing and facilitated referral from organization to organization.
- Joint projects (cost sharing where possible) among partnership organizations that respond to specific needs of the community (e.g. joint training programs).
- Training of front line staff on customer relations' skills.

- Partnership’s commitment to the development and maintenance of operational teams to support the implementation of the One-Stop System business plan.

Milestones	Dates
IS Adopted Through Website	September 1, 1999
Staff Training	June 1, 2000

**Objective 3:** Measuring customer satisfaction via CQI.

A. The Partnership will develop and implement a Continuous Quality Improvement (CQI) approach to improve performance at every level of the One-Stop Career Development System. Consistent with initiatives set by the US Department of Labor and the Washington State Employment Security Department, the local model will embrace the seven basic concepts for quality that include:

- Leadership
- Strategic planning
- Customer focus and satisfaction
- Information and analysis (self-assessment and benchmarking)
- Human resource and management development
- Process management and improvement results

The linchpin to an effective CQI design is the ability to accurately measure customer satisfaction. Managers, staff, and stakeholders must have objective and ongoing feedback from users of the system if services are to continually be re-shaped to meet the immediate and future needs of the customer. The partnership will develop a CQI committee comprised of stakeholders and incorporate a customer feedback process that:

1. Objectively measures services that are relevant to workforce outcomes and performance objectives.
2. Provides clear information necessary for changes to expand or improve delivery of core services, referral, contract and access options, and/or points of service.
3. Identifies service gaps.

4. Provides information that will lead to the improvement of the "feel" of service sites and "satisfaction" of services received by customers.
5. Utilizes existing CQI models and tools that have already or will be developed by the Department of Labor and the Washington State Employment Security Department.
6. Provides for customer input and feedback at key points of service and a system for implementing process change.

A. Activities and resources will be integrated (but not limited to):

1. **Basic information services** -- information regarding program services, eligibility requirements, documentation and information required, services and benefits available, and expectations of the programs.
2. **Facilitated Referral** -- referral by One-Stop Career System staff to program or organizations with the resources and capacity to serve the individual. Referrals will include:
  - Contact with the agency to notify them of the referral and the customer need and to schedule an appointment, when required.
  - Transmittal of all releasable information available to avoid redundancy in information collection and to facilitate application or access to services.
  - Communication back to the referring organization or individual of the referral result.
3. **Cost Sharing** -- cost sharing of resources to maximize the use of the public dollar in the areas of child care, transportation, and other support services.
4. **Employer information** -- job listings and job referrals, and employer contact information to coordinate employer job and training development efforts by the staff of the partnership.
5. **Labor market information** -- sharing of local labor market data collected through local surveys or studies by various partnership organizations.
6. **Partnership Projects** -- joint projects by partnerships of the local One-Stop Career System whereby resources and service populations can be combined to

leverage training dollars (e.g. Job Search Workshops, remedial/ESL classes and skill training programs).

7. **Common Intake and Assessment** -- the collection of information by a method and in a format that is usable by the greatest number of partnership organizations for purpose of program eligibility and assessment of training needs, job placement, activities, etc.

<b>Milestones</b>	<b>Dates</b>
Common Intake Developed	February 1, 2000
Job/Talent Bank Developed on Website	February 1, 2000
Formation of CQI Committee	February 1, 2000

**Objective 4:** Technology as a major tool in service delivery.

**A.** Given the rapid and ongoing changes occurring in the workforce arena, the partnership recognizes that the ability to receive and communicate information is critical for a One-Stop System to succeed. In today's highly technological society, this will require up-to-date communication systems, hardware, and software.

In the spring of 1997, the Partnership assessed its technology needs. This assessment will serve as the source document for continued development and refinement of a local technology infrastructure. The strategy for technology development will include:

- A wide area network that allows the transfer of workforce program information regarding the program eligibility and availability of resources
- Electronic Mail
- Worker assessment information
- Customer referral information (customer assessment and needs)
- Labor Market Information
- Job banking utilities
- Partnership representation on the State's inter-agency technology group
- Determination of Personal Computer (KIOSK) sites in rural parts of the SDA

- Reassessment of partner hardware, software, and support needs
- Technology learning labs

Milestones	Dates
All Partners Connected to Internet	February 1, 1999
Website Job Bank	February 1, 2000

#### IV. ACCOUNTABILITY

**GOAL:** By June 30, 2000, the One-Stop System Workforce Partnership of Central Washington will develop a system to implement outcome-based performance measurements consistent with state guidelines.

**Objective 1:** Collecting and reporting information to determine outcomes.

**A.** Differences in One-Stop Workforce Partnership Partners' reporting systems, reporting requirements, and standards require the Partnership to approach outcome determination and reporting in two phases:

1. **Phase I.** The Partnership will identify current reporting requirements, reporting elements, and standards (related to "performance standard" or outcomes determined by the EPC-see **Table on pg. 26**).
2. **Phase II.** The Partnership, in accordance with EPC and state guidance, will develop a method to determine and report One-Stop system outcomes.

Due to the differences in reporting standards (JTPA DOL standards, State of Washington, and accreditation standards for Vocational Technical School), the Partnership will need state guidance in determining its outcome base-line and state direction in reporting its One-Stop System's performance.

**B.** The Partnership will determine an appropriate system for the collection and reporting of outcomes (see Response A). Additionally, the Partnership will assess available management systems such as DSI and MetSYS and/or others for their appropriateness and feasibility for information sharing and data collection. Again, state policy, guidance,

and leadership is anticipated in developing a standard reporting system and systems integration.

The Partnership will assume ownership of the One-Stop system's outcomes once a feasible system measurement exists, and reporting system developed, which the Partnership can support philosophically, administratively, and technologically.

Milestone	Dates
Develop Reporting System	January 1, 2000

**Objective 2:** Implementation of a common intake system.

**A.** The Partnership is exploring various means of employing core or common data elements in conjunction with those elements identified by the state (see **Appendix B**). The data elements would be shared between Partners via an integrated Information System (IS). Such a system would reduce error, enhance customer service and facilitate efficiency and speed of service. However, as the Partnership explores and considers the feasibility and costs of IS and MIS, it awaits essential input from the state.

Objective 2, Response A

The use of MetSys to support the data sharing consistent with state identified data elements are anticipated. It will support the development of a common intake system and serve as the technological backbone for the One-Stop system.

Milestones	Dates
Develop Common Intake for use through Internet	September 1, 1999
Implementation of MIS	February 1, 2000

**Objective 3:** Adoption and utilization of a CQI System.

**A.** The Partnership will identify and adopt a CQI model for the One-Stop System. This model will have a structure to implement a quality strategic plan. Models under

consideration include, but are not limited to the State of Washington’s Quest 2000, Department of Labor’s Simply Better, or Enterprise. The plan will support measuring and reporting outcomes and surveying customers for satisfaction. The data and information will be used to support improvements to the system.

Objective 3, Response A

The partnership is committed to creating a system that is quality driven. The high front-end costs for CQI and the uncertainty that the state will mandate a specific model or program requires the partnership to act prudently. Three models have been identified. The state's determination to endorse a model or provide flexibility would greatly improve the partnership's ability to implement CQI.

The plan's CQI milestone assumes the state will provide some guidance in the near future. Additional milestone(s) would be added to support development of CQI and its implementation date.

Milestones	Dates
Develop CQI IAW State Guidance	February 1, 1999

**Objective 4:** It is the intent of the One-Stop System to improve the quality and quantity of services.

**A.** Differences in One-Stop Workforce Partnership Partners' reporting systems, reporting requirements, and standards require the Partnership to approach outcome determination and reporting in two phases:

1. **Phase I.** The Partnership will identify current reporting requirements, reporting elements and standards.
2. **Phase II.** The Partnership, in accordance with state guidance, develop a method to determine and report One-Stop system outcomes (related to "performance standard" or outcomes determined by the EPC).

Due to the differences in reporting standards (JTPA DOL standards, State of Washington and accreditation standards for Vocational Technical School), the Partnership will rely

heavily on the state for guidance in determining base-line method for Partners in a One-Stop system.

Objective 4, Response A

<b>Milestones</b>	<b>Dates</b>
Identify current reporting requirements, reporting elements and standards	December 1, 1998
Compare Reporting System	December 1, 1998
Develop Reporting Method IAW State Guidelines	February 1, 2000

**V. PARTNERSHIP**

**Objective 1:** Create an organization that defines the partners' role, Fiscal Agent, and an Administrative Entity.

**A.** In accordance with the One-Stop Business Plan Requirement, the One-Stop Workforce Partnership has completed the following:

- Completed the MOA (see MOA, **Appendix A**)
- Participation of the required Partners (see Partner list **Appendix D**)
- Presence of required Programs (see Program Matrix, **Appendix E**)
- Identification of a Fiscal Agent (see Fiscal Agent, **Appendix F**)
- Identification of an Administrative Entity (see Administrative Entity, **Appendix G**)
- Appropriate structure (see MOA, **Appendix A**)

<b>Milestones</b>	<b>Dates</b>
Develop Formal by-laws	December 1, 1998

**Objective 2:** Develop and submit training plans by September 30, 1998.

A. With the One-Stop planning grant received from Washington State in the spring of 1997, a special committee comprised of front line staff (Internal Ownership) was created by the partnership. A primary charge of this committee was to assess and develop a training workshop for front line partnership staff. As a result, over 200 staff from a wide range of partnership and associated agencies received training on basic One-Stop principles and solicited input for system development. Subsequently, follow-up training was provided to select line staff by the One-Stop Professional Task Force. The training focused on basic concepts and strategies for One-Stop development.

As workforce professionals, the partnership believes that training is critical in the successful development and implementation of a local One-Stop system. To address this need, the One-Stop Internal Ownership Committee of the partnership will be activated and given the responsibility to develop One-Stop system training plan utilizing the following parameters.

1. A comprehensive assessment of training needs will be performed for all staff working within the One-Stop Workforce Partnership of Central Washington.
  2. The assessment will focus on training areas that are deemed pertinent and necessary to successful implementation. At a minimum, the content areas will include:
    - Continuous Quality Improvement
    - The use of technology
    - Customer Service Skills
    - Cross training of staff across programs
- 
1. In the development of a plan, the committee will:
    - Look at existing resources and training opportunities within the local community.
    - Devise training programs that benefit the greatest number of staff, and minimize the use of local and One-Stop Implementation grant resources.
    - Develop cost effective training strategies.
    - Develop training that connects and compliments plans developed by the Washington State One-Stop Professional Task Force. Where possible and cost effective, the partnership will link with training opportunities provided by other state partnerships.

1. Plans will be based, in part, on information gained from local One-Stop seminar which identified some staff attributes (approachable, friendly, and multi-lingual) and training needs (cross training, Ones-Stop System and community resource training).

<b>Milestones</b>	<b>Dates</b>
Training Need Assessment	September 1, 1998
Training Plan Completed	October 1, 1998

**Objective 3:** Address the need for One-Stop System support beyond June 30, 2000.

**A.** The majority of funds under the implementation grant will be used for a one time start up cost needed to connect partnership organizations through technology, building accommodations for collocation, and other costs associated with the development of the system to the year 2000. Once full transition is complete (by June 30, 2000), the partnership expects that mostly regular operational cost (rents, supplies, communications, etc.) will be required to maintain operations. The partnership expects the One-Stop system will be sustained after June 30, 2000, through federal and state formula funding received by partners participating in the system. The partnership also recognizes that it may need to consider special programs to meet special needs of the community. To address these issues as they arise, the partnership will make application for special need grants available through federal and state funding sources.

<b>Milestone</b>	<b>Dates</b>
Financial Agreement by Partners	January 1, 2000

**B.** In addition to the fiscal sustainability of One-Stop, the One-Stop Workforce Partnership has long recognized the importance of those workforce partners providing services or administering programs not included in the mandated programs or services for One-Stop, and their importance to supporting and sustaining an integrated workforce delivery system. These providers are listed the Partner List (**Appendix D**) as Resource Partners.

## VI. BUDGET

### CENTRAL WASHINGTON ONE-STOP MASTER BUDGET

	Year 1: 7/98 - 6/99	Year 2: 7/99 - 6/00
<b>Goal I: Universality</b>		
Salary & Benefits	\$ 16,000	\$ 27,234
Travel	0	2,500
Equipment	25,085	38,900
Supplies	35,564	16,276
Contracts	300	0
Other	31,720	10,500
<b>Total</b>	<b>108,669</b>	<b>95,410</b>
<b>Goal II: Customer Choice</b>		
Salary & Benefits	12,000	22,695
Travel	0	2,500
Equipment	32,500	63,800
Supplies	25,536	14,860
Contracts	300	0
Other	19,970	7,500
<b>Total</b>	<b>90,305</b>	<b>111,355</b>
<b>Goal III: Integration</b>		
Salary & Benefits	12,000	22,695
Travel	0	2,500
Equipment	25,927	53,900
Supplies	16,714	2,360
Contracts	75	0
Other	28,970	9,750
<b>Total</b>	<b>83,686</b>	<b>91,205</b>
<b>Goal IV: Accountability</b>		
Salary & Benefits	0	10,893
Travel	0	2,000
Equipment	10,913	17,400
Supplies	6,685	944
Contracts	75	0
Other	1,720	3,750
<b>Total</b>	<b>19,393</b>	<b>34,987</b>
<b>Regional Partnership</b>		
Salary & Benefits	17,951	7,262
Travel	15,409	500
Equipment	0	0
Supplies	0	0
Contracts	0	0
Other	38,810	0
<b>Total</b>	<b>72,170</b>	<b>7,762</b>
<b>Total Summary Budget</b>		
Salary & Benefits	57,951	90,779
Travel	15,409	10,000
Equipment	94,425	174,000
Supplies	84,498	34,440
Contracts	750	0
Other	121,190	31,500
<b>Total</b>	<b>\$ 374,223</b>	<b>\$ 340,719</b>

## APPENDIX A

# Memorandum of Agreement

We the undersigned are the partners in the Central Washington One-Stop Regional Partnership.

We are committed to working together through June 30, 2000 to implement the Washington One-Stop Career Center System in our One-Stop Regional Partnership, which covers the following counties: Yakima, Kittitas, and Klickitat.

We are committed to working with the Washington State Executive Policy Council (EPC) and its administrative arm, the Washington State Employment Security Department, to improve service delivery to job seekers and employers.

The State vision includes a statewide 'common look and feel'. We will work collaboratively with the state to determine what that 'look and feel' will be. Our contacts for the state interagency work group on Marketing and Communication are Kathryn Gardinier and Renee Biles.

We have organized our partnership as follows:

An Oversight Committee is made up of the required core partners (those with resources to share and dedicate to the implementation process) which include:

- Private Industry Council
- Employment Security
- Yakima Valley Community College
- Yakima Valley OIC
- Yakima Valley Farm Workers Clinic
- People For People
- DSHS
- Washington State Migrant Council
- Yakima County Development Association (Economic Development)
- Perry Technical Institute (Also Chamber of Commerce Representative)
- Klickitat County Representative
- Labor

The Oversight Committee makes the decisions and establishes policy, and will redesign the structure as needed as the partnership develops and implementation plans proceed. This committee is co-chaired by Rene Biles, Program Manager, People for People, and Mark Mochel, Area Administrator, Yakima Job Service Center.

The General One-Stop membership consists of many organizations, some who have a vested interest and some who are there for information. This General membership group gives input for planning, discusses issues, and reaches consensus for recommendation to the Oversight Committee.

Two Sub-Committees have been developed: the Technology Committee and the Ownership Committee that has branched into an Employer Outreach group and Internal ownership group. These committees will remain in place as long as there is the need, or may be re-structured as the partnership evolves.

General meetings are held monthly on the second Tuesday of each month. Oversight Meetings are held monthly on the second Monday of each month. Additional Oversight meetings are held as needed, such as during this planning stage, with meetings bi-weekly or more.

Our One-Stop Regional Partnership is open to new partners who wish to bring their interests and resources to the development of the partnership.

We have invited our Local Elected Officials to participate in our One-Stop Regional Partnership and their contact is Patrick Baldoz, Director Yakima County Department of Employment and Training (Private Industry Council).

We accept the responsibilities of the One-Stop Regional Partnership as identified in the EPC Governance Policy. These Responsibilities include:

*The One-Stop Regional Partnership will be responsible for creating and maintaining our partnership, organizing service delivery, determining regional administrative entity/fiscal agent, producing outcomes, aligning regional strategic planning, staff training, relationships to local governments, financial*

*oversight, establishing and validating full-service career development centers,  
and providing quality services.*

We have jointly determined that our Fiscal Agent for the Implementation Funds AND our Administrative Entity for the Implementation grant will be:

The Tri-Valley Private Industry Council/Yakima County Department of Employment and Training

120 S. 3<sup>rd</sup> Street Suite 200-A

Yakima, WA. 98901 (509) 574-1950 Fax: (509) 574-1951

e-mail [kathryng@co.yakima.wa.us](mailto:kathryng@co.yakima.wa.us)

## **APPENDIX B**

### **Core Services**

**Initial Assessment-** education levels, past work, employment goals/interest, past training, family circumstances e.g., childcare issues.

**Job Counseling-** imparting information about careers, job opportunities, required education and employment skill, and LMI.

**Job Referral and Placement-** matching employer specifications to worker skills and abilities, efficient method of referral.

**Employer Services-** local wage and benefits, recruitment and screening of applicants, Tax, HR assistance e.g., ADA, EEO requirements, Tax incentives.

**Information and Referral-** education, training, employment services in the local community or in the state.

**Training and Re-Training Information-** special groups e.g., Migrant, Disabled, system of contacts, knowledge of basic eligibility and fund availability.

**Labor Market Information-** demand and growth occupations, employment rates, earnings, etc.

**Internet Access-** ability to access Job Banks on the net, transfer information among providers.

**Unemployment Insurance-** ability to register UI claims, and to resolve questions.

**Translation Services-** availability of translators to communicate in languages- for people with limited English speaking ability or with communication barriers e.g., disability.

## **Core Programs**

### **JTPA:**

**Title IIA-** Services to disadvantaged Adults and Older Workers

**Title IIC-** Disadvantaged Youth

**Title III-** Service to Dislocated Workers

**Early Intervention**

**Rapid Response**

**Title V-** (in progress to identify representative)

### **Veterans' Employment Programs**

### **Access to Unemployment Insurance**

### **Migrant Farmworker Services**

### **Labor Exchange**

### **Claimant Placement Program**

### **NAFTA/Trade Assistance Act**

### **WorkFirst Employment Services**

### **Worker Retraining**

### **Post Secondary Vocational-Technical Programs**

### **Vocational Rehabilitation**

### **Welfare to Work**

## **APPENDIX C**

### **Common Data Elements**

**Name**

**Date of Birth (First, Middle Initial, Last)**

**SSN**

**Gender**

**Limited English Status**

**Mailing Address**

**9 digit Zip Code**

**Phone Number**

**Disability status**

**Prior Education**

**Parental Education**

**Race**

**How long in Washington State**

**Date of Application**

**Category (s) applied for**

**Category (s) found eligible**

**Intake location**

**Start and end dates for Programs/ Components**

**Completion**

**Certification**

## **APPENDIX D**

### **Partner List**

The following are the signatures and titles of the highest official of each of the partners in the One-Stop Regional Partnership, signifying their acceptance:

**Partner List (Continued)**

The following are the signatures and titles of the highest official of each of the partners in the One-Stop Regional Partnership, signifying their acceptance:

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**Lazaro B. Sanchez, Cascade East Region Director, Employment Security Department**

## **PARTNERS LIST**

<b>Partner</b>	Tri-Valley Private Industry Council
<b>Address</b>	120 South 3 <sup>rd</sup> Street Yakima, WA. 98901
<b>Contact person</b>	Patrick Baldoz, Director Alternate/Tamara Bosler, Program Manager
<b>Revenue sources</b>	Administrative Entity for JTPA Titles II-A Adult, II-A Older Worker, Title II-C Youth, Title II-A 8%, Title II-B Summer Youth, Title III Dislocated Worker Program funds – JTPA Title III Dislocated Worker Yakima County, NRG (US West, Stokely USA) for Yakima County Capacity Building - Federal School-to-Work Mid Yakima County
<b>Target populations</b>	At-risk Youth (in-school and out of school), Economically Disadvantaged Adults with barriers to employment, Older Workers and Dislocated Workers. Also target local diverse population including TANF recipients, Single mothers, and persons of Ethnic Minority.
<b>Specialization</b>	Federal DOL Job Training Programs
<b>Special Interest</b>	Job Training (assessment to placement)

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<b>Partner</b>	Columbia Gorge Job Service Center
<b>Address</b>	PO Box 2169 White Salmon, WA. 98672
<b>Contact Person</b>	Thomas G. Kennedy
<b>Revenue Sources</b>	Wagner Peyser, JTPA, WorkFirst, other contracts
<b>Target Populations</b>	Unemployed, Job Seekers, Welfare Recipients
<b>Specialization</b>	Employment and Training
<b>Special Interest</b>	Workforce Training and Job Placement

## **PARTNERS LIST**

**Partner** Perry Technical Institute

**Address** 2011 W. Washington Ave. Yakima, WA. 98903

**Contact Person** J. Tuman

**Revenue Sources** Private, Title IV, Workforce Training \$

**Target Populations** Community members age 18 - 65

**Specialization** Technical Training

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**Partner** Yakima Valley OIC

**Address** 815 Fruitvale Blvd. Yakima, WA. 98902

**Contact Person** Henry Beauchamp, Mary Jane Vujovic

**Revenue Sources** JTPA Titles IIB, IIC, IIE, School to Work Urban/Rural Program

**Target Populations** Economically disadvantaged in-and out-of-school youth residing in Kittitas and Yakima Counties

**Specialization** Provision of education and employment training services in a school-to-work framework to youth from diverse backgrounds who have dropped out of school, or at risk of dropping out of school.

**Special Interest** Meeting need of youth who require sustained intervention to develop lasting and successful attachment to the world of work.

## **PARTNERS LIST**

<b>Partner</b>	Employment Security Department, Yakima JSC
<b>Address</b>	306 Division
<b>Contact Person</b>	Mark Mochel
<b>Revenue Sources</b>	Wagner/Peysler, Unemployment Insurance, LMI, Migrant Farmworker Outreach, Vets, NAFTA/TRA, WorkFirst, Rapid Response, WA. Service Corps, Tax Office
<b>Target Populations</b>	Public at Large – worker/job seekers, and Business Community
<b>Specialization</b>	Job Placement and business services
<b>Special Interest</b>	Workforce Development, Business Tax information and education

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<b>Partner</b>	Employment Security Department, Sunnyside JSC
<b>Address</b>	800 E. Custer
<b>Contact Person</b>	Pete Saenz
<b>Revenue Sources</b>	Wagner/Peysler, Unemployment Insurance, LMI, Migrant Farmworker Outreach, Vets, NAFTA/TRA, WorkFirst, Rapid Response, WA. Service Corps, Tax Office
<b>Target Populations</b>	Public at Large – worker/job seekers and Business Community
<b>Specialization</b>	Job Placement and business services
<b>Special Interest</b>	Workforce Development, Business Tax information and education

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## **PARTNERS LIST**

**Partner** Yakima Valley Farm Workers Clinic

**Address** PO Box 831 Toppenish, WA. 98948

**Contact Person** Madelyn Carlson

**Revenue Sources** JTPA Titles IIB, IIC, CDBG/CSBG, DSHS, Readiness to Learn, OSPI

**Target Populations** K-12, TANF recipients

**Specialization** Employment and Education Assistance K-12

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**Partner** Yakima Valley Community College

**Address** PO Box 22520 Yakima, WA. 98907-2520

**Contact Person** Mary Kowalsky

**Revenue Sources** State Board for Community and Technical Colleges, DSHS, School to Work.

**Target Populations** Community members – Post-Secondary Education

**Specialization** Education and Training – Developmental, Vocational, Academic, Transfer.

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**Partner** Yakima County Development Association (New Vision)

**Address** PO Box 1387 Yakima, WA. 98907

**Contact Person** Michael Tracy

**Revenue Sources** Private Business (75%), Public entities; Cities, state (25%)

**Target Populations** Industry, Community

**Specialization** Economic Development and Business Assistance

## **PARTNERS LIST**

**Partner** People For People

**Address** PO Box 1665 Yakima, WA 98907

**Contact Person** Renee Biles

**Revenue Sources** JTPA (II-A Adult, Older Worker, Dislocated Worker)

**Target Populations** Adults – economically disadvantaged

**Specialization** Employment and Training and Transportation

**Special Interest** Workforce Development

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**Partner** Department of Social and Health Services  
Community Services Division

**Address** 1002 N. 16<sup>th</sup> Avenue Yakima, WA. 98909

**Contact Person** Stella Vasquez/John Olivas

**Revenue Sources** Federal and State funding

**Target Populations** TANF/NON-TANF and WorkFirst participants

**Specialization** Welfare Program Administration

**Special Interest** Financial, Medical, Food Stamps and WorkFirst

## **PARTNERS LIST**

**Partner** Washington State Migrant Council

**Address** Sunnyside JTPA Office  
105-B S. 6<sup>th</sup> St.  
Sunnyside, WA. 98944  
(509) 837-5443

Yakima JTPA Office  
303 East D. St. Suite 2  
Yakima, WA. 98901  
(509) 574-8519

**Contact Person** Robert Ozuna, State JTPA 402 Director  
Todd Dixon, Training Coordinator  
Gloria Mendoza, Yakima and Sunnyside Area Manager

**Revenue Sources** U.S. Department of Labor, JTPA – IV, Sec. 402  
U.S. Department of Education, Rehabilitation Services Administration

**Target Populations** 1) Migrant and Seasonal Farmworkers  
2) Individuals with Disabilities

**Specialization** Serving Farmworkers, limited English, and people with Disabilities. We also specialize in CDL Truck Driver Training

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**Partner** PND Council of Carpenters/ Labor

**Address** 507 South 3<sup>rd</sup> Street Yakima, WA 98901

**Contact Person** William Harrison

**Revenue Sources** Membership Dues

**Target Populations** Labor

**Specialization** Represent Organized Labor

**Special Interests** Training & Education and School To Work

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**PARTNERS LIST**

**Partner** Yakima Chamber of Commerce  
**Address** 10 N. 9<sup>th</sup> St. Yakima, WA. 98901  
**Contact Person** J Tuman, President Elect  
**Revenue Sources** Membership Dues and Service Revenues  
**Target Populations** Greater Yakima Valley Businesses  
**Specialization** Business Development  
\*\*\*\*\*

**RESOURCE PARTNERS**

- AARP/Senior Employment
- Catholic Family and Child Services/Child Care Resource and Referral
- Central Washington Comprehensive Mental Health
- Ellensburg Business Development Authority
- Fort Simcoe Job Corps
- Goodwill Industries
- Heritage College
- Providence Health Systems
- Provident Services
- Rural Enterprise Community
- Sunnyside, Inc.
- Tree Top
- Women and Minorities Enterprise Program
- Yakima County Aging and Long Term Care
- Yakima County Coalition for the Homeless

**APPENDIX E**

**Program Matrix**

<b>Partner</b>	<b>Title II</b>	<b>Title III</b>	<b>Rapid Response</b>	<b>LMI</b>	<b>Title IV</b>	<b>Veterans</b>	<b>UI</b>	<b>Worker Profile</b>	<b>CPP</b>
Business New Vision			X						
Employment Security Division (ESD)			X	X		X	X	X	X
Dept. Social Heath Services (DSHS) /CSD Dept. Vocational Rehabilitation (DVR)									
Labor (Carpenters Union)									
WA State Migrant Council (WSMC)	X				X				
Opportunities Industry Center (OIC)	X								
Private Industry Council (PIC)	X	X	X						
People for People	X	X							
Perry Technical College (PTC)					X	X			
Yakima Valley FarmWorkers Clinic (YVFW)	X								
Yakima Valley Community College (YVCC)			X						

<b>Partner Continued</b>	<b>Work-First</b>	<b>Worker Retraining</b>	<b>Post-Sec Voc-Tech</b>	<b>Welfare to Work</b>	<b>Basic Ed</b>	<b>ESL</b>	<b>NAFTA/TAA</b>	<b>*Title V</b>
New Vision (Bus)								
ESD	X	X					X	
DSHS/DVR-CSD	X	X						
Labor		X						
MC								
OIC	X			X	X	X		
PIC		X		X				
PFP				X				
PTC			X					
YVFW	X			X				
YVCC	X	X	X		X	X		

## **APPENDIX F**

### **Fiscal Agent**

As fiscal agent, the Tri-Valley Private Industry Council/Yakima County Department of Employment and Training (DET) will ensure that all expenditures are allowable and charged to the proper cost category. Sub ledgers are maintained at the level of detail required by the JTPA Act and Washington State Provisions, and are reconciled to the general ledger. The general ledger System is automated. All expenses are coded in compliance with BARS and are updated when vouchers are processed. The accounting System complies with Generally Accepted Accounting Principles (GAAP).

Accounting and control requirements for fund disbursement are met at three levels. The contract budgets are designed in compliance with the cost categories, DET staff reviews billings for compliance with contracts or agreements; and ledgers are set up according to the Act and Provisions. Vouchers are approved and authorized by the DET staff, reviewed by the Department of Grant's Management for processing, and then forwarded to the Auditor's office for the issuance of checks.

Cash requests are based on actual and accrued expenses. All cash receipts are deposited with the County Treasurer. All billings are prepared and processed on Yakima County vouchers through the Auditor's office in compliance with the Auditor's procedures. Vouchers are approved by the Director and maintained on file, with the appropriate backup documentation, in the Auditor's office.

The fiscal System of the Administrative Entity provides adequate internal control and safeguards over records and assets. Specific procedures provide for maintenance of documentation to support expenditures and adequate segregation of fiscal duties to ensure an independent check on performance and clearly defined authorization for payment procedure. An internal audit is conducted yearly by the Washington State Examiner's Office.

## **APPENDIX G**

### **Administrative Entity**

The Tri-Valley Private Industry Council/Yakima County Department of Employment and Training has been a responsible recipient of Department of Labor, Department of Education and other federal and state funds for over 20 years. The SDA is configured, as a consortium comprised of a three county area that includes Yakima, Kittitas and Klickitat Counties. Yakima County has served as the fiscal agent and programs are overseen jointly by the Private Industry Council and County Commissioners. The Tri-Valley PIC will actively pursue collaborative partnerships with business, labor, state agencies, educational organizations and community-based organizations, and other relevant organizations to develop an integrated delivery System that promotes universal access, service integration, customer choice, and accountability. The Grant Recipient for the Tri-Valley Consortium will be:

**Yakima County  
2nd and B Streets  
Yakima, Washington 98901**

The Administrative Entity for the Tri-Valley Consortium will be:

**Yakima County Department of Employment and Training  
120 South 3<sup>rd</sup> Street  
Yakima, Washington 98901  
Contact Person: Patrick Baldoz, Director  
(509) 574-1950**

## **APPENDIX H**