

Business Plan

Hood River Career Center
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Introduction

At this time MCCOG and the Hood River Career Center are seeking developmental status in the re-certification of the One-Stop. The Hood River Career Center is expecting to move to new facilities over the course of the next 3 to 6 months. (July – September 2007).

This move will allow for the Center to finalize the outstanding re-certification elements not met in the developmental phase, and to qualify a fully certified One-Stop. It is expected that all outstanding elements will be resolved (IE: physical on-site presence of the Oregon Employment Department and Columbia Gorge Community College) by December 31, 2007, and the Career Center will then repetition the RWIB for a status change to that of a fully certified site. Anticipated completion date: March 31, 2008.

Through out this transition, all affiliate sites in The Dalles and Fossil will continue to function in coordination with the developmental/fully certified site in Hood River.

Business Profile

1. Center Name:
Hood River Career Center
1102 12th Street, Hood River, Oregon 97031
2. Consortium of Operators Lead Person Contact Information:
Contact: Martin K. Miller
1113 Kelly Avenue, The Dalles, Oregon 97058
541-298-4101, Fax: 541-298-2084, Email: martym@mccog.com
3. Hours and Days Open to Customers:
8:30 -12:00 AM & 1:00 – 5:00 PM, alternative hours by arrangement.
4. List of Partners On-Site: Mandatory Partners:
Workforce Investment Act Title 1B, Department of Human Services (ODVR, JOBS), Oregon Employment Department (Pending), Columbia Gorge Community College (Pending).

Defining the Business

1. **What community (ies) are served through the Hood River Career Center under this plan?**

As the Certified One-Stop in Region 9, the Hood River Career Center (Career Center) will serve as the hub for workforce services for Hood River, Gilliam, Sherman, Wasco and Wheeler counties. The Center primarily serves residents of Hood River County with two Affiliate sites in The Dalles and one in Fossil positioned to serve clients in those communities.

2. Other than regulatory requirements, what was the reason for the establishment of the Hood River Career Center as it currently exists?

The current configuration of One-Stops in Region 9 arose from the need to provide services across a large geographic region. Hood River was selected to be the Certified site due to the pending availability of a new facility able to accommodate multiple onsite partners. See #1 above.

3. How will the Hood River Career Center benefit the customer rather than the organizations?

This site brings together the broadest comprehensive range of services coupled with information and referral resources assuring the customer effective and appropriate services.

4. What is the Hood River Career Center vision and mission?

All Centers in Region have incorporated the Mission and Vision adopted by the Regional Board modified for their specific Center.

- a. Vision: Contribute to Oregon's vision of creating the best workforce in the nation and equal to any in the world, by delivering a highly skilled workforce within Region 9.
- b. Mission: The mission of the Hood River Career Center is to offer a full range of high quality services to both businesses and job seekers.

5. What is the Hood River Career Center primary business objective?

- a. Help businesses employ and retain skilled workers.
- b. Provide the emerging, transitional and incumbent workforce opportunities to enhance their employability.
- c. Support partners in providing effective services for employers and employees.

6. What is the concise definition of the Hood River Career Center core business as it relates to the local labor market?

Contribute to Oregon's vision of creating the best workforce in the nation and equal to any in the world by focusing federal, state and local resources on locally-determined needs through an effective One-Stop delivery system.

7. What is the Hood River Career Center center/site's relationship to other community service providers?

The Center maintains active relationships with other community service providers via communication networks established through the provision of services provided by each individual partner. For example, the Title 1 B provider, Mid-Columbia Council of Governments operates the Area Agency on Aging providing services to the region's senior population. This relationship fosters participation in Title V programs and communication about other workforce programs is shared via AAA's newsletter and other activities. Another recent example is the co-chairing by the Title 1 B provider with the local Housing Authority to put on a Housing Summit designed to increase awareness of this critical workforce issue. The Oregon Employment Department participates actively on The Dalles Chamber of Commerce creating a vast connection with local business and community groups. Numerous other examples exist and the consortium partners continually create and foster relationships with community service providers where beneficial to the Center mission and function.

Leadership

The one-stop operator or consortium of operators is vital to any Center's success. The leadership of management operationalizes the direction set by the RWIB, sets expectations and is responsible for assuring value for customers.

1. **List the management personnel within operator or consortium of operators. Explain the role of each including who will exercise primary leadership responsibilities.**
 - a. The Region 9 Workforce Investment Board, under their five-year plan, has opted to certify the operations of their one-stop system under a consortia arrangement pursuant to the Workforce Investment Act. The consortium consists of five partner organizations: Mid-Columbia Council of Governments (WIA 1B), Oregon Employment Department, Columbia Gorge Community College, Department of Human Services- Office of Vocational Rehabilitation Services, Department of Human Services, Children, Adults and Families.
 - b. This consortium has responsibility to assure the processes within the Career Center and the System as a whole reflect the intent of the Workforce Investment Act, the Region 9 Workforce Investment Board has agreed upon the partnership in the Memorandum of Understanding. The Region 9 Consortium of Operators Organizational Chart is shown below.

Partner Organizations/Representative	Representing
1. Mid-Columbia Council of Governments, Mr. Marty Miller, Workforce Development Director	Programs authorized under WIA Title I serving Adults &/or Dislocated Workers
	Programs authorized under WIA Title I serving Youth
	TANF/JOBS/FS E&T Principal Contractor
	Senior Community Service Employment Activities of Title V of the Older Americans Act of 1965
2. Employment Department, Mr. Ron Freeman, Office Manager	WIA Title I, Section 167 Migrant & Seasonal Farm worker programs
	WIA Section 121(b)(1)(B)(i) Veterans Workforce Programs
	Wagner Peyser Act-Employment Services
	Trade Act of 1974
	Veterans Employment Representative and Disabled Veterans Outreach Activities authorized by Chapter 41, Title 38, United State Code
	State Unemployment Compensation Activities
3. Columbia Gorge Community College, Mr. Dan Spatz, Executive Director of Resource Development	WIA Title II Adult Education & Literacy Programs
	Postsecondary Vocational Ed. Activities of the Carl Perkins Vocational & Applied Technology Act
4. Office of Vocational Rehabilitation Services, Department of Human Services, Children, Adults and Families, Mr. Roger Lemstrom, Field Office Manager	WIA Title IV
5. Department of Human Services, Children, Adults and Families, Ms. Susan Gabay, District 9 Self Sufficiency Program Manager	TANF Programs authorized by Title IV, Part A of the Social Security Act; Employment & Training & Work Programs of the Food Stamp Act, Sections 6(d)(4) and 6(o)

- c. The Career Center management team is comprised of the individuals listed above with Mr. Martin Miller, Workforce Development Director, Mid-Columbia Council of Governments, designated by the consortium as the lead contact for the consortium and Hood River Career Center One-Stop Operator. As such Mid-Columbia Council of Governments will maintain on-site management personnel at the Hood River Career Center. Affiliate sites will provide management from the partner entity that assumes responsibility for that site.
- d. It will be the responsibility of the management at the site to collaborate with other site partners (both one and off site) to assure coordination of all aspects of service

delivery, goals and information sharing. The specific responsibilities of the One-Stop Operator are listed below:

Duties	Responsible Party(ies)
Design of systems& coordination of services	MCCOG/Consortia (partners)
Manage Fiscal system for Center	MCCOG
Evaluate Performance & implement action to meet standards	MCCOG/Consortia (partners)
Evaluate customer needs/satisfaction to improve service strategies	MCCOG/Consortia (partners)
Plan and report responsibilities	MCCOG
Liaison with LWIB/RWIB and center	Consortia
Monitor provisions of the MOU	MCCOG/Consortia (partners)
Recruit additional members	Consortia
Define/provide means to meet common operational needs	Consortia
Facilitate sharing and maintenance of data	MCCOG
Define and communicate strategic objectives of LWIB/RWIB	Consortia/RWIB
Assess customer needs and recommend additional access points/centers	MCCOG/Consortia (partners)
Respond to community needs	Consortia
Facilitate groups/teams on common issues	Consortia

2. Please explain who will be in charge when management is offsite.

The Hood River Career center will at all times have an operator on-site management presence, either through a management individual(s) or designee.

3. How is the vision and direction set by the RWIB communicated to the staff, and what specifically does the management do to ensure that its values are being implemented throughout the Center?

All of the mandated partners involved in the On-Stop are also members of the RWIB, accordingly Board values are communicated through the partners to all impacted personal, either by individual management or a collaborative management approach. It is the responsibility of each manager to ensure RWIB values are reflected in the service delivery model of that site.

4. How is the effectiveness of the management measured?

The consortium has developed feedback tools to measure the effectiveness of management, both from the customers and the partners' prospective. These tools ask for feedback on the responsiveness of the leaders to issues and concerns, the improvement of

the services offered as measured by surveys and interviews, and the overall effectiveness of the leadership being given. These tools are:

- Agenda items solicited at monthly Partners' meetings to address feedback and solutions. Partners' agree to open and honest discussions
- Feedback survey from customers on service at the Center and from the system may reinforce leadership success or highlight areas of needed improvement.
- Staff feedback is solicited and followed up by management on at least a bi-weekly basis in all-staff and individual meetings.

5. Describe how the management defines and strengthens itself regarding customers, the environment, financial risks organizational capacity and partners' capacity?

The consortium establishes its strategic direction in the following ways:

- Participate actively Partners meeting and seek input regarding operational priorities. This will help us better understand our customers and partners.
- Meet individually on a quarterly basis with Partners to better understand their processes, philosophy, and motivations to gain a full understanding of partner needs.
- Meet monthly or, on an as needed basis, with the Regional Workforce Investment Board to ensure that operations align with board policy
- Seek input from all staff at monthly Center staff meetings to get their views related to these topics.
- Utilize Partner work teams to help develop strategies to improve processes or to create new processes. E.g.; Performance measurements, business services, core services for job seekers/business customers, workshops
- On-site supervisory meetings monthly to review processes, training issues, etc.
- Seek out best practices from other areas in the state and country

6. Summarize how the management will operationalize the LWIBs strategic plan?

The consortium takes direction from the RWIB and LWIB (The Oregon Consortium/Oregon Workforce Alliance (TOC/OWA)). Goals and objectives adopted by TOC/OWA have been adopted by the RWIB. These goals are:

1. Ensure Oregon employers have a skilled workforce for competitive success in the global market.
2. Prepare an agile, innovative workforce with skills to succeed in the knowledge-based economy.
3. Build a flexible, unified workforce education & training system that consistently meets or exceeds the needs of Oregon's workers & businesses.

TOC/OWA also developed strategies to meet these goals and the RWIB will be conducting a strategic planning session to build locally driven strategies in support of the goals listed above. This strategic planning is intended to analyze regional needs and trends and in conjunction with the RWIB and consortium partners consider strategies. The consortium will then operationalize those strategies to make the overall system stronger.

Currently the consortium is working on the following goals and objectives in order to improve the system and operations of the Career Center:

- Assure the system is being utilized by all partners to enhance connectivity and seamless entry by customers. Initiate a consistent assessment process to facilitate customer access to partner agencies and programs.
- Assess the need for additional workshops (better variety for customers) i.e., financial aid, earned tax credits, work values, working in a difficult job
- Provide an increased number of opportunities for businesses to use the one stop center including employer recruitment opportunities.
- Continue implementing and establishing business services available at the Career Center to include a single point of contact (enhance business services and build relationships for better service utilizing industry targeted account representatives.) This will enhance the seamless goal for the business customers.
- Continue to cross-inform and cross-train staff throughout the system paying particular attention to areas of need identified by staff.
- Provide continued accessibility to all customers by expanding upon the information available at the one-stop and partner sites, providing materials and services in multiple formats as appropriate and reasonable (electronic, physical accessibility, multi-language written materials, providing interpreters, etc.).
- Design and implement a common system orientation at the one-stop center and partner locations. The orientation could be any or all of the following; video; written materials; power point; or in person.
- Work toward standardizing interagency processes, where appropriate and reasonable

7. Describe how leadership uses customer data?

The consortium uses regional economic data and customer data obtained from the Career Center in assessing processes and services offered and their need for improvement.

- Traffic is being counted to determine staffing requirements and customers served
- Customers registered are reviewed to determine which services need to be expanded or decreased.
- Customer feedback is gathered to determine customer service and which services or procedures need corrective action. This feedback is communicated to the entire Center and consortium as appropriate.
- Partner data, received from staff meetings and other feedback is used in the decision making process.
- Business activity data is gathered and reviewed with the RWIB for alignment with board priorities.
- Shortages in regional industries such as healthcare, renewable energy, etc.
- Economic factors such as layoffs or company relocations.

Relationships & Roles

1. On-Site Center Partners and Roles

Partner	Role in Management and/or Organization of Center
Mandatory Partners: WIA 1B Provider (which includes JOBS and ODVR Representation).	Primary contact and lead, in collaboration with the other partners; providing oversight, coordination, monitoring, information sharing, direction and service delivery.
Oregon Employment Department (pending).	Collaborative partnership in providing oversight, coordination, monitoring, information sharing, direction and service delivery.
Columbia Gorge Community College (pending).	Collaborative partnership in providing oversight, coordination, monitoring, information sharing, direction and service delivery.
Other Non-mandatory Partners: SCSEP (Title V – Senior Community Service Employment); Area Agency on Aging; Oregon Youth Conservation Corps (OYCC); Child Care Connections; Community Mediation; Transportation	Collaborative partnership in providing oversight, coordination, monitoring, information sharing, direction and service delivery.

2. Off-Site Center Partners and Roles

Partner	Role in Management and/or Organization of Center
Regional and State Economic Development	Provide programs specific information, resources and services for customer needs.
Department of Human Services: TANF, Senior Services, Childrens Services	Provide programs specific information, resources and services for customer needs.
Social Security	Provide programs specific information, resources and services for customer needs.
Regional Labor Market Analyst	Provide programs specific information, resources and services for customer needs.
Small Business Development Center	Provide programs specific information, resources and services for customer needs.

3. Describe how “seamless” service delivery is accomplished among on and off site partners.

- a. Cross-training and collaboration among partners are two essential elements for creating a ‘seamless’ service delivery model. Customer and staff feedback to all partners provide the basis for the partners to identify needs and implement responses to those needs.
- b. Representatives from each of the partners meet regularly to discuss the One-Stop systems needs, strengths and areas needing improvement. Cross-training of staff on all of the other partners services keeps everyone informed of the range of services available and who is responsible for their delivery. Cross-training also provides staff with personal contact information, which improves referral abilities.

4. What process is in place for partners to determine and reach consensus on joint goals?

The monthly standing partners meeting (and ad hoc meetings) is the primary opportunity to develop consensus on the goals, objects and action plans the One-Stop system will work toward. The RWIB Director is a participant in these partner meetings and carries the objectives of the Board to the partners as well.

Customer and Market Focus

This section examines how your Center determines the expectations, requirements and needs of customers and markets.

1. Customer demographics and special populations

Note: Unless noted otherwise statistics are for Region 9

Customer Category	Demographics
Under-employed; unemployed; economically disadvantaged; at risk youth, adults and dislocated workers	Unemployed ranges from 3.8%-6.6%; Drop out rate ranges from 10.8%-22.9%; Poverty Status ranges from 9.1%-15.6%
Veterans	Veterans and recently returning veterans, ranging from 12.6%-21.7%
LEP (Limited English Proficiency)	Spanish speakers represent nearly 50% of Hood River High School student population. Regionally LEP is an increasing demographic, ranging from 1.8%-25% of the population.
Seniors & persons with disabilities	Disable individuals range from 16.4%-18.9% of the regional population. Seniors with disabilities range from 32.6%-42.9%

Source: U.S. Census Bureau, Census 2000

2. Please describe the region's overarching initiatives/objectives for providing services to job seekers?

- a. The response should demonstrate those efforts (targeted) to the needs of the general job seeker customer base, and specifically at targeted job seeker constituencies as well (UI claimants, Veterans, LEP participants, the Disabled, Offenders, Low Income etc.).

1. The Career Center provides services to customers based on individual needs and choices. The general job seeker can select any or all core services or if eligible enter into intensive or training. Procedures are in place to quickly assess the customer's needs to insure they receive appropriate services. The Career Center staff encourages and accommodates referrals for core services from partner agencies.

2. To assist Veteran's OED representatives are available at numerous locations throughout the region. Additionally, an OED veteran's representative will have a scheduled availability time at the Career Center.

2. Outreach and coordination with ODVR is available at the Career Center. Accessibility equipment is available for services to those individuals (core and registered) who have special needs.

3. The Career Center (WIA 1B and community partners) is currently conducting a needs assessment of employers and workers with Limited English Proficiency (LEP) issues. The needs assessment will provide the blueprint for determining the most appropriate approaches the One-Stop system will implement to improve the level and range of services to this population. Part of the ability to provide improved services to LEP individuals is the availability of bi-lingual/bi-cultural staff and a language line, along with written materials in Spanish.

4. Specific targeted outreach efforts will be conducted in tandem with the current efforts to deliver services to the under-employed; unemployed; economically disadvantaged; at risk-youth, adults and dislocated workers in our region.

5. Service delivery for Seniors is conducted in cooperation with the Area Agency on Aging and DHS Senior programs, and will be maintained and expanded as appropriate.

b. The response should clearly explain the basis of the area's job seeker strategies/service design, the anticipated service and performance goals and the expected benefit to the regional economy.

- For Program Year 2006-07, Title 1B served a total of 752 clients with universal/core services. Of these 250 were also JOBS clients.
- During this program year, 292 people were registered into WIA programs, with all of them receiving intensive services and 113 training services.
- With the significant funding reductions experienced by the partners (WIA 1B -47%) since 2000, challenges to maintaining the quality and quantity of services available through the One-Stop system have been met effectively by the remaining staff. Given current funding levels we anticipate maintaining last year's service and performance goals.
- Any further funding reductions at this point will have a direct impact on the consortia's ability to provide the mandated services as detailed in the Workforce Investment Act. The One-Stop system has been so weakened in its ability to provide those mandated services that any further financial losses will be the collapse of the current system.

2. Complete information will allow the One-Stop system to meet or exceed the performance targets (as established by the new Common Performance Measures, all partners will operate under), which include customer satisfaction, for both workers and employers.

c. What is the current satisfaction rate and historical satisfaction rate, if available?

Last program year WIA Title 1B achieved a 85.70% participant satisfaction rate and a 74.40% employer satisfaction rate. The current year's annual rate will be finalized following June 30, 2007.

3. **Please describe the region's overarching initiatives/objectives for providing services to employers?**
- a. **The response should describe how the planned focus will apply not only to business customers in general, but to any sectors/clusters of the business community based on their projected significance in promoting economic stability and development in the regional area.**

Working with State and local economic development entities, the Workforce Response team and the RWIB, the One-Stop system will place considerable emphasis on the needs of individual employers and the clusters strategy approach to regional employer needs. Targeted services to specific employers and groups of employers with common issues will allow the system to focus its efforts in reaching as many as possible with the resources available. Both individual and group (clusters) of employers represent the broad spectrum of employment opportunities we can see supporting our rural region.

- b. **The response should clearly explain the basis of the area's employer strategies/service design, the anticipated service and performance goals and the expected benefit to the regional economy.**
- a. Employers need the most current and accurate information that is available to help them make informed decisions about their employment and training futures. Additionally, they need current and complete information about training and services available. It is the responsibility of the One-Stop system to provide this information.
- b. We currently provide businesses with recruitment services, financial incentives for business, information regarding unemployment insurance, referral to job openings, training and education information and referral, job development, NAFTA/Trade Act information and eligibility for dislocated workers. For 2006, there were 1309 job placements and 1720 job listings, the goals for 2007 are 1400 job placements and 1800 job listings.
- c. The Career Center (WIA 1B and community partners) is currently conducting a needs assessment of employers and workers with Limited English Proficiency (LEP) issues. The needs assessment will provide the blueprint for determining the most appropriate approaches the One-Stop system will implement to improve the level and range of services to this population. Part of the ability to provide improved services to LEP individuals is the availability of bi-lingual/bi-cultural staff and a language line, along with written materials in Spanish.
- d. Businesses in the community are primarily accessing the system for recruitment needs. The partners will work on ways to expand this number and increase the awareness of the full range of business services available through the Career Center.

2. Complete information will allow the One-Stop system to meet or exceed the performance targets (as established by the new Common Performance Measures, all partners will operate under), which include customer satisfaction, for both workers and employers.

c. What is the current satisfaction rate and historical satisfaction rate, if available?

1. See #2.c.1 above.

4. How do you create value and ensure continued relevance of your service offerings for your customers (both job seeker and employer)?

By implementing a continuous improvement model and good customer feedback through use of the following tools:

- Surveys available at the Career Center
- Website communication (iMatch)
- Interviews by the staff providing services
- Interaction by the staff and management with the customers
- Interaction at community events such as job fairs and presentations
- Partners input at standing meetings
- Input from partners and private sector at RWIB meetings

5. Describe any targeted program outreach efforts for businesses and jobseekers. How were these specific targets determined?

- Specific targets for outreach efforts are driven by labor market information regarding openings and the stated qualifications of job seekers. Efforts are made to target the current gap in skills versus employer needs.
- Shortages in regional industries such as healthcare, renewable energy have resulted in new training programs.
- An annual Hood River Job Fair will be continued to bring together businesses and job seekers.

Information Gathering and Decision Making

This section examines the Center's information gathering, analysis and uses of data.

After reviewing Appendix A - System Indicators and Appendix B - Critical Success Factors, determine what to benchmark, define the measures, develop data collection methodology, and collect data (see figure 1 benchmarking roadmap below).

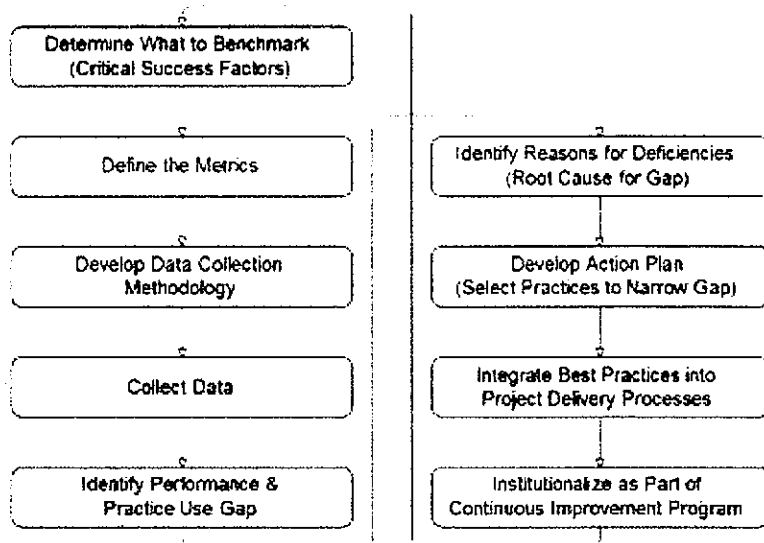


Figure 1 Benchmarking Roadmap

1. **What benchmarks and measures did you select and why did you select them? Note: Customer satisfaction (employer and jobseekers) is a required measurement.**

The following benchmarks and measures have been tentatively adopted by the R9WIB and consortium partners:

- a. Customer satisfaction.
 - b. Operate an innovative, adaptive, and customer driven system through continuous improvement
 - c. Provide services to customers based upon individual needs and choices
 - d. Provide services that are competitive and valued
 - e. Focus on outcomes that are measurable and results oriented
 - f. Respond to changing labor market conditions, customer profiles, and program regulations
 - g. Develop/maintain working partnerships with other community and state organizations
1. **How will you gather the information against the benchmarks and measures? Describe the type of information collected, when, who often and the measurement tools used?**
 - a. Customer satisfaction is measured by an independent third party entity contracting with TOC/OWA. A random selection of participants (terminated) and employers are contacted and their satisfaction comments are documented. This is done monthly throughout the program year and is reflective of each region and reported monthly on monthly performance reports. Additionally, an individual participant customer satisfaction survey will be mailed

with an SASE to each One-Stop participant. The returned surveys will be reviewed by the One-Stop partners and findings will be address through the continuous improvement process.

b. Aspects of the other goals will be measured by the Entered Employment Rate, Job Retention Rate, Earning Improvement Rate, Employment and Credential Rate, Diploma or Equivalent Rate, Skill Attainment Rate of completers in demand occupations. This will be measured at program termination by the service provider and reported monthly for inclusion in each regions performance reports generated by TOC. The performance outcomes towards the goals will be reviewed by the One-Stop partners and findings will be addressed through the continuous improvement process. As the Common Performance Measures become fully implemented across all partners in WIA, this measurement and standardization will allow for broader comparison among partners.

2. Explain how the information against the benchmark and measures will be used to improve services to customers?

a. As noted in #2 above, all customer feedback and performance information will be reviewed and the continuous improvement process will be applied in that review. Areas of needed improvement will be review for approaches in improvement, as will areas of high performance which will provide information for approaches to improve other, less-performing areas.

3. Describe how all levels of staff will be involved in continuous quality improvement process and how improvement data will be used from the desk level to the policy level?

a. The continuous improvement model includes participation of all people involved in service delivery. As such everyone from the greeter to the CEO are members of that team and are active participants in application of the model.

Human Talent

This section examines how your one-stop center motivates and enables staff to develop and utilize their full potential. Additionally this section reviews the center's efforts to build and maintain a work environment conducive to performance excellence.

1. How does your Center organize and manage work to promote interagency cooperation, problem-solving and innovation?

The consortium promotes interagency cooperation, problem-solving and innovation through the following:

- Sharing of information on respective programs' via cross-training.
- Participation in Partners meeting and seeking of input regarding operational priorities. This helps us better understand our customers and partners.

- Meeting individually on a quarterly basis with Partners to better understand their processes, philosophy, and motivations to gain a full understanding of partner needs.
- Partners and staff meet to discuss continuous improvement strategies especially in light of customer feedback and performance measurements.
- Meeting monthly or, on an as needed basis, with the Regional Workforce Investment Board to ensure that operations align with board policy
- Seeking input from all staff at monthly Center staff meetings to get their views related to these topics.
- Utilizing Partner work teams to help develop strategies to improve processes or to create new processes. E.g.; Performance measurements, business services, core services for job seekers/business customers, workshops
- On-site supervisory meetings monthly to review processes, training issues, etc.
- Seeking out best practices from other areas in the state and country

2. How is it decided what training is needed to assist staff in achieving Center goals? Are there new or ongoing training needs identified and an interagency plan for implementation in place?

- a. Training needs are identified via staff input, new or emerging areas of emphasis in program design and/or program requirements associated with areas of needed improvement or vulnerability such as in compliance monitoring and civil rights concerns. The customer is often a major source of information concerning training areas.
- b. The partners meet monthly (or more often as appropriate). Among items of discussion are training needs. Through the MOU, the partners are working cooperatively to respond to those needs. Often one partner may have access to a particular training, and will through their system make that training available to all the partners.
- c. Procedures are developed to assure new staff coming into the system are trained adequately and consistently. This will continue.

3. How does the staff evaluation system support improved performance?

- a. The local WIA 1B staff evaluation system contains a goals section that is worked out with each employee and their supervisor. Goals and action plans are established individually and that support of high system performance. Additionally respective managers meet with their staff and all staff to discuss current performance and to identify ways to increase that performance.
- b. Each of the One-Stop partners have similar evaluative systems that are designed to be reactive to performance issues.

- c. Performance is a factor of information provided by monthly performance reports, which are reviewed with staff.

4. How do you recognize and reward staff?

- a. In addition to the standard salary and step increases and positive evaluations, staff are acknowledged among their peers for notable efforts and achievements. Staff share client's success stories with the program. Often staff form teams to accomplish new goals that are presented.
- b. Staff participate in the Long Range Strategic Planning process and contribute their input to making the On-Stop program better.
- c. The consortium leadership has ultimate responsibility for decisions on operating the Career Center; however all staff are trained and empowered to think and respond to the customers needs. This is accomplished by the following methods:
 - Regular solicitation of staff feedback through individual, staff, center staff and consortium meeting.
 - Encouraging decision making by staff by supporting ideas and delegating projects.
 - Commitment to professional staff development.

5. What additional ways can the one-stop operator or consortium of operators maximize staff resources available to the Center?

- a. There are many ways to maximize staff resources, but they all pretty much involve the input and ideas of those staff. Customer and performance feedback serve as the starting point for staff input to the continuous improvement model.

6. Describe how ethics is promoted through out the Center. How does staff know these ethical expectations?

- a. Informally, ethical service is the foundation on which the One-Stop service model operates.
- b. Compliance with all the associated, rules, regulations, directives and service strategies require review of these areas with all staff as part of the on-going continuous improvement model.
- c. Formally, a specific training package has been provided to staff on fraud detection and ethics.

- d. Ethical standards are continuously reinforced with staff through peer support and reinforcement from and through the management structure. Ethics include:
- Results oriented
 - Openness to innovation
 - Customer focused
 - Accountability
 - Honesty
 - Flexibility
 - Customer Choice
 - Respect for customers, co-workers and partners
 - Commitment to business and individual customer satisfaction
 - Dedication to serving universal population

Process Management

This section examines the key aspects of how your Center effectively manages processes including customer focus, product/service delivery and internal support.

- 1. Describe the communication mechanisms, including technology, used to communicate between agencies and workers about customers, services and practice.**
 - a. One on one, small group, large group, telephone, website, radio, newspaper, fax, email, text messages, surface mail, inter and intra office mail are all (but possibly not limited to) the potential communication mechanisms used to communicate and to manage processes.
 - b. Career Center communication centers itself around what is most appropriate for the situation and the particular needs or interests of the customer, both internally and externally to the Career Center.

- 2. Identify and describe the universal services available and the processes used to ensure access by customers. What new services have been added since initial certification and why. Also describe those services that may no longer be provided or are provided differently since the initial certification.**
 - a. Universal services available: Any individual has access to the One-Stop system and to core related services. Information about job vacancies, career options, student financial aid, relevant employment trends and instruction on how to conduct a job search, write a resume, or interview with an employer is available to any job seeker in the U.S., or to anyone who wants to advance his or her career.
 - b. Universal services are available primarily through computer-based applications and small or large group settings depending upon the specific need at the time. Staff are available to assist in the information and referral aspects of the One-Stop as well as the provision of the universal services component.

c. Core services are: 1B eligibility determination; outreach, intake, worker profiling and orientation to program information; initial assessment of skill levels, aptitudes, abilities and supportive service needs; job search and placement assistance and career counseling; employment statistics for the local, regional and national labor market; job vacancy listing in such labor market areas; information on job skills necessary to obtain the listed jobs; local demand occupations and earnings and skill requirements for such occupations; performance information and program cost on: Eligible Training providers, youth services, adult education, post secondary activities and vocational education activities, and providers of vocational rehabilitation activities; local area performance; availability of supportive services and referral as appropriate; information on filing UI claims and referral; assistance in establishing eligibility for welfare-to-work activities, availability of financial aid and follow-up services for one year.

3. Identify and describe the services beyond universal that are available and the processes used to ensure access by customers.

- a. In respect to WIA 1B, services beyond universal (core), are available if it is determined that the core services are insufficient to meet the needs of the customer. At that time, the customer's eligibility for further services is determined through the eligibility process. If an individual is program eligible and enrolled, Intensive and Training Services are available, following a progressive process.
- b. Intensive services include but are not limited to: out-of-area job search, literacy activities, work readiness, relocation, internships and work experience all based on an individual employment plan.
- c. Training services include but may not be limited to: occupation skills training or retraining to prove for the skills necessary to enter or reenter the labor market in a career path that leads to a family wage job and self-sufficiency.
- d. All services are outlined in an individual employment plan worked out with the participant, and supported and monitored for progress on an on-going basis by individual case managers.

4. Describe the processes and tools used to ensure customers are provided access to partners' programs and other community programs.

The primary methodology and tool for ensuring customers have access to partners and other community programs is through cross-training of staff on all partner services. Additional informational material from all of the partners and others is available as a further resource.

5. Describe the process by which customers are provided accurate, timely consumer reports information to assist them in making choices among service and training providers.

Consumer information is maintained by all of the partners in various capacities. Each partner is responsible for keeping their respective information current and time sensitive. All of the partners are aware of the numerous approaches to access the partner's customer information.

Business Results

The business results section examines your Center's performance and improvement in key business areas. This section is where you will document results from the elements in the previous sections in a numerical or graphical format.

1. Describe what outcomes are measured and how. Provide a chart or table of those outcomes, including any historical data available since the initial certification.
- a. Performance Outcomes WIA 1B Program year 2006

Adult		
Category	Actual	Plan
Entered Employment	83.8%	63.2%
Retention	64.3%	64.0%
Earnings Change	\$2,741	\$2,000
Employment & Credential	62.1%	48%

Dislocated Worker		
Category	Actual	Plan
Entered Employment	88.1%	68.8%
Retention	83.3%	70.4%
Earnings Change (\$)	-\$4,235	-\$1,560
Earnings Change (%)	77.4%	89.6%
Employment & Credential	62.0%	52.0%%

Youth		
Category	Actual	Plan
Employment/Education	51.1%	61.0%
Degree/Certificate	35.5%	43.5%
Numeracy/Literacy	Not Reported	Not Reported

Older Youth		
Category	Actual	Plan
Entered Employment	83.3%	60.0%
Retention	66.7%	65.6%
Earnings Change (\$)	\$2,578	\$2,720
Credential	45.5%	40.0%

Younger Youth		
Category	Actual	Plan
Skill Attainment	87.3%	68.8%
Diploma or Equivalent	62.5%	58.4%
Retention Rate	60.0%	52.0%

2. Please describe any economic, legislative, funding, policy or organizational influences since the initial certification and how the system responded to it. Describe any anticipated influences and plans for dealing with them.

- a. With the significant funding reductions experienced by the partners (WIA 1B - 47%) since 2000, challenges to maintaining the quality and quantity of services available through the One-Stop system have been met effectively by the remaining staff.
- b. Any further funding reductions at this point will have a direct impact on the partners ability to provide the mandated services as detailed in the Workforce Investment Act. The One-Stop system has been so weakened in its ability to provide those mandated services that any further financial losses will be the collapse of the system as we know it.
- c. Strong and vocal support from the public, elected officials and other supporters needs to be heard by Washington, D.C., so that domestic programs such as this are kept whole.

3. What does customer (job seeker and business) feedback say about their expectations and changing needs?

As the economy improves, the customers coming into the One-Stop system are increasingly in need of skill training and retraining. In light of the decline of funding, this particular service is one of the discretionary services that can be offered locally, and those resources are pretty much non-existent unless leveraged from other sources.