

OIC OF WASHINGTON



STRATEGIC PLAN 2022 - 2025

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CHIEF EXECUTIVE OFFICER'S MESSAGE

Opportunities Industrialization Center (OIC) of Washington is celebrating its 50th year as a leading social equity and anti-poverty agency in Upper Yakima, Grant and Adams counties and other agriculture significant counties across Washington. OIC offers a variety of services, resources, programs, outreach, and advocacy efforts to eliminate the causes and conditions of racism and poverty across our service areas.

OIC reflects on the significant impacts made on communities and families since the agency's inception; however, there is still much work to be done. This strategic plan is a commitment to critically assessing our efforts and processes, so we can refresh our priorities and invigorate our path to accept and implement innovative concepts and solutions. As we update systems to adjust to societal changes, our hope is to continue being THE trusted social equity and anti-poverty agency in the communities we serve. By working toward our mission of helping in the elimination of unemployment, poverty, illiteracy, and racism so all people will live with greater human dignity.

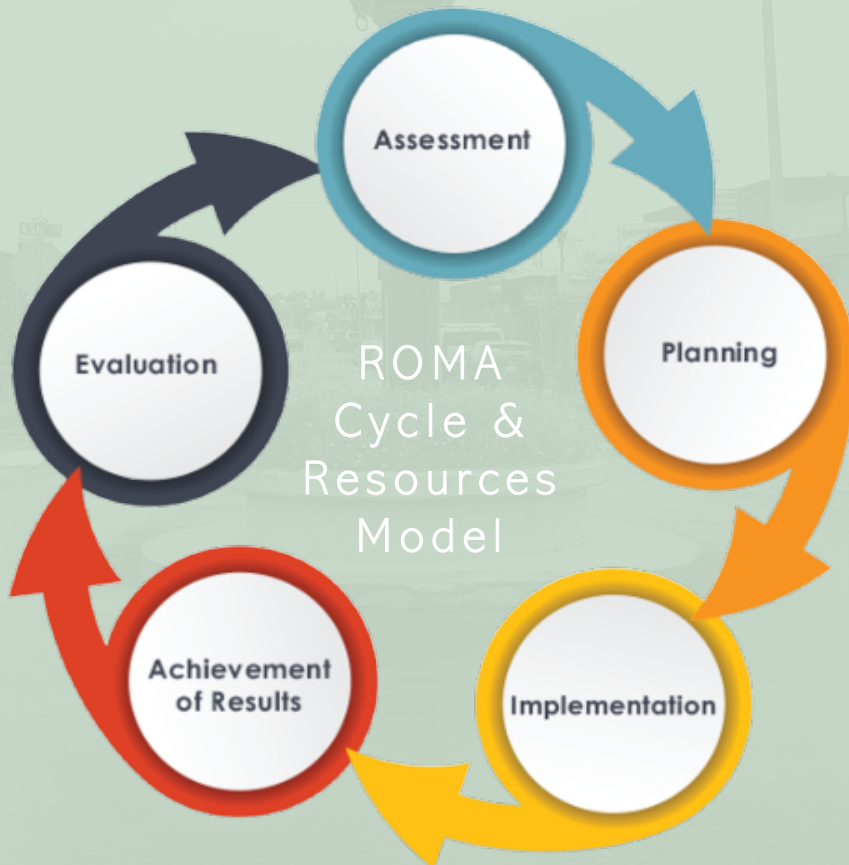
As OIC strives to address the challenges and barriers of racism and poverty in our community, we have taken a deep look within, at all levels. As leading team, we are committed to fostering a human-centric environment of **respect, trust, development, and accountability**. It is OIC's duty to set the tone for the rest of the agency, so we ALL can leverage our unique strengths and talents to meet the needs of our community. OIC will continue to value our passionate and dedicated staff and the excellent service they provide daily. In addition, we will build upon our expansive network of partners including OIC of America Affiliated Network, Washington State Community Action Partnership, and local community agencies to advance our mission.

During the strategic planning process, we have engaged our grantors, partners, stakeholders and most importantly, the individuals and families we seek to serve. The strategic planning process allowed us to listen to their concerns, establish common goals and service needs, and identify effective interventions and service improvements. Furthermore, this plan will guide our work over the next 3 years. This strategic plan is a "living tool" and will be evaluated and updated regularly.

I appreciate the opportunity to lead OIC of Washington into its 51st year and hope we can collectively build upon the foundation and vision that Rev. Dr. Leon Sullivan, Mr. Henry and Mrs. Wilma Beauchamp, Ms. Esther Huey, Mr. Steve Mitchell, and countless others have set forth.

INTRODUCTION

The Economic Opportunity Act of 1964 created Community Action Agencies as a strategy to impact its mission to eliminate poverty and to foster opportunity for individuals, families, and communities to achieve economic security. Community Services Block Grant (CSBG) funds are federal dollars that are allocated to each designated community action program through a state-based distribution system. The overall purpose of this act was to eliminate the causes and results of poverty in the United States. The 2022-2025 OIC of Washington (OIC) strategic plan is a “living tool” developed to help guide and assist the agency in fulfilling its mission and achieve its vision. The strategic plan is an evolving process that continues through the year and as conditions change, objectives will be adjusted to achieve long-term goals. It provides OIC with a three-year roadmap for supports, services and organizational development. A key contributor to this strategic plan resulted from information compiled in the agency’s Community Needs Assessment (CNA) which was completed in September 2021. The CNA is a report that identifies the needs, strengths and current realities affecting Yakima, Grant, and Adams Counties.



AGENCY PROFILE

Vision Statement – Improving the world by empowering people.

Mission Statement – The Mission is to help in the elimination of unemployment, poverty, illiteracy, and racism so all people can live with greater human dignity.

Value Statement – All people deserve respect, dignity, opportunity, education, and upward mobility to become self-sufficient.

OIC is a federally-designated Community Action Agency headquartered in Yakima County, Washington. Yakima County is situated in south central Washington State. In total, OIC programs or activities touch the lives of residents in 15 counties, including Yakima, Grant, Adams, Benton, Franklin, Walla Walla, Okanogan, Chelan, Kittitas, Whatcom, Douglas, Skagit, Klickitat, Skamania, and Clark. The primary service area covered in the Community Needs Assessment include Yakima County, Adams County, and Grant County. OIC was incorporated in 1971 as a private 501(c)(3) nonprofit community action agency to provide job training, educational and social services to the unemployed and underemployed in Central Washington. The purpose of each of OIC's service is to help disadvantaged people overcome barriers to success as productive, self-sufficient residents of their communities. OIC provides a variety of programs in four divisions:

Education and Career Services – High School Equivalency preparation and completion, tutoring, job training and upskilling, soft skills development, work experience, microenterprise development

Nutrition and Health Services – food assistance, food distribution, hygiene distribution

Housing and Financial Services – home buyer counseling, energy assistance, rental assistance, utility assistance, mortgage assistance, home repair loans, weatherization, support services

Community Services – senior support services, youth after school programming, family development programs, community events and activities, equity and social justice initiatives offered through the Henry Beauchamp Community Center

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FULL TIME EMPLOYEES

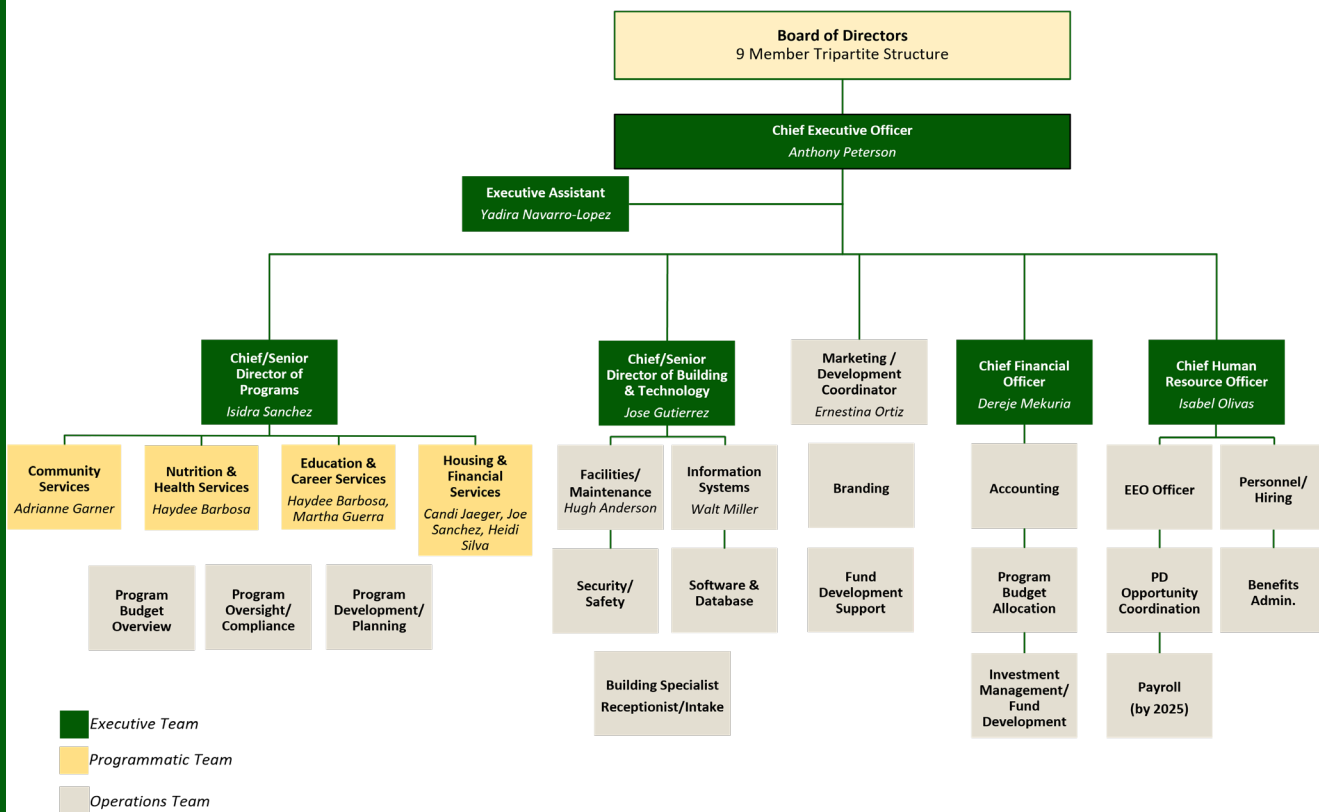


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COUNTIES SERVED



ORGANIZATIONAL STRUCTURE



LEADERSHIP

OIC is governed by a Board of Directors composed of tripartite representation by elected officials, community members and low-income neighborhoods. OIC's governing board is structured in compliance with the CSBG Act: at least one-third democratically selected representatives of the low-income community; one-third local elected officials (or their representatives); and the remaining membership from major groups and interests in the community. OIC's board is well represented for race, ethnicity, geography, culture, and gender. During regular board meetings, directors examine program performance, results of internal and external program monitoring and financial standing, among other activities. OIC's executive management team consists of the Chief Executive Officer (Interim) Anthony Peterson, Chief Financial Officer Dereje Mekuria, Chief Human Resources Officer, Isabel Olivas, Sr Director/Chief of Programs, Sr. Director/ Chief of Building and Technology Services.

STRATEGIC APPROACH: PLANNING PROCESS

Opportunities Industrialization Center (OIC) partnered with Northwest Community Action Center (NCAC), a division of Yakima Valley Farmworker Clinic to initiate the strategic planning process for the 2022 three-year plan. A joint community needs assessment (CNA) was conducted for Yakima, Grant, and Adams counties were evaluated over the same period to gain a better understating of the state of poverty in these counties. In addition, key data trends of demographics, poverty, housing, education attainment, and employment were collected and reported to comprise the 2021 CNA. Once finalized, the CNA informed the strategic planning process.

An intentional strategic planning process was conducted between October 2021 and January 2022. Board of Directors and Senior leadership met weekly to discuss and learn the community action organizational standards and ROMA next generational standards. We participated in the following:

- Review agency historical information, a Community Needs Assessment data;
- Conduct a SWOT Analysis;
- Develop the agency-wide logic model;
- Establish the 2022 Strategic Plan

Organizational Standards

Since the establishment of the Organizational Standards, the Center of Excellence [Center of Excellence Developed CSBG Organizational Standards: \(Private and Public Separated\) | National CAP \(communityactionpartnership.com\)](#) has continued to adapt and evolve through collaboration with network partners. Ongoing training and technical assistance are provided to support the implementation of the Standards across the network. As a part of this work, the Center of Excellence has produced several publications and toolkits offering guidance on each of the nine categories of the Organizational Standards, as well as complementary materials designed to equip agencies with the ability to both meet and exceed the Organizational Standards. As a CSBG recipient, this strategic plan exceeds expectations of Community Services Block Grant (CSBG) Organizational Standards of Performance for Strategic Planning for members of the Community Action Network by incorporating the following:

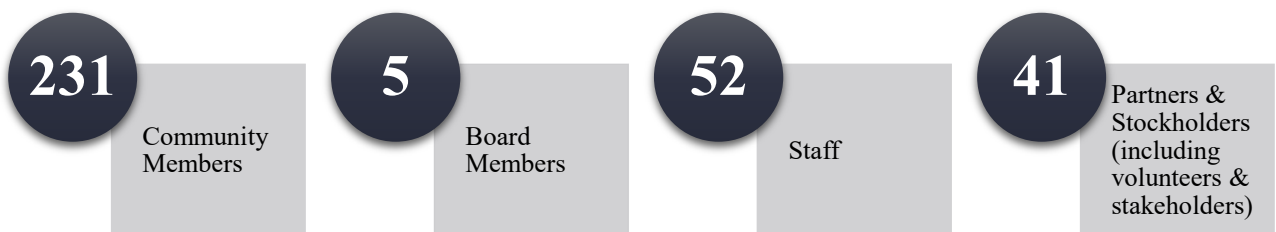
- An approved strategic plan addressing family, agency and/or the community;
- Assessing performance toward meeting goals;
- A structure and process to analyze client satisfaction and recommend changes to strategic plan goals, programs, and services based on results; and
- A mechanism to help implement and evaluate the progress on strategic goals.

Community Needs Assessment (CNA)

The community needs assessment (CNA) was completed and approved by the OIC Board on October 20, 2021 [community needs assessment.pdf \(yvoic.org\)](https://www.yvoic.org/community-needs-assessment.pdf). The CNA addresses requirements established in the organizational standards and is conducted to inform and guide program development and service delivery. In addition to including required data specific to poverty and needs in the service area, the CNA fulfills the requirement for incorporating customer input and reporting customer satisfaction data. OIC participates in the CNA process to:

1. Support an overall focus on client, community, and organizational change.
2. Stay informed of trends and issues facing the eligible families and communities served.
3. Aid in strategic planning, including evaluating the success of OIC in achieving its mission.
4. Enable OIC to prioritize areas of concern and develop strategies tailored to address them.
5. Set the stage for enhanced community collaboration and partnerships.
6. Ensure OIC and its partners avoid duplication of services.
7. Meet requirements of funding sources.

OIC identified the Community Needs Assessment service area and data collection priorities which included, needs by sector (poverty, nutrition, housing, income and employment, education, and special populations), population change, and community input. Added to this was an analysis of capacity by reviewing client satisfaction and service provider perceptions. The United States Census American Community Survey 2019 5-year estimate online tool was used to gather data along with other data sources. Board members, staff, community members and partners and stakeholders provided input via the survey process.



Surveys were sent to the Board, staff, clients, and community partners and stakeholders. The Board of Directors and clients had access to paper as well as online surveys, in English and Spanish. Data compilation, analysis and report writing followed the ROMA cycle, was compliant with CSBG policy, tied to National Performance Indicators, identified high areas of needs, and gaps in resources. Data analysis was presented to OIC leaders for prioritizing and a draft of the Community Needs Assessment Report was presented to the Board for approval prior to publication.

Key Findings

The CNA had the following Key Agency Findings:

Lack of
knowledge
of Agency
Mission,
Programs, &
Services

Lack of
Mental
Health
Services

Lack of
Service
Efficiency &
Systems

Lack of
Education &
Career
Services for
youth &
adults

Board of Directors, Staff, Partner Survey Results: Perceived Needs of the Community

Top Three Needs:

- Youth Programs
- Mental Health Services
- Adult Education & Literacy

Top 3 Services/Programs not meeting the demand:

- Mental Health Services
- Safety & Crime Prevention
- Safe & Affordable Housing

SWOT Analysis Process

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis process was used by the agency Board of Directors and Leadership to identify external factors that influence the agency's ability to achieve intended outcomes. Additionally, it is used by the agency to create methods to address the identified factors.

Strengths - OIC has been a trusted multi-service agency for over 50 years. OIC is an agile agency with four broad divisions enabling it to build and integrate programs and systems seamlessly. OIC has a diverse BOD, leadership, staff, and volunteer base allowing for the implementation of different approaches and solutions to addressing poverty in underrepresented areas in Yakima, Grant and Adams counties. There is recognition of outdated systems and processes, and the agency has been actively working to update them (databases, communication systems, etc.). The agency budget has steadily grown with thriving investments. The agency's accounting and compliance measures are regarded by funders, partners, and grantors. Clients have indicated OIC programs have changed their lives for the better and have connected clients to other programs in the community. OIC has maintained long-term leaseholders including multiple government contracts such as the Social Security Yakima Area Field Office and the Yakima Veteran's Administration Clinic.

Weaknesses – OIC’s image is largely based on the funding source program (i.e NFJP, YouthBuild, Energy Assistance Program) rather than services/programs offered (i.e., Career Training, GED Programs, Utility Assistance). Programs generally work in silos. OIC is over 95% funded by government funding and contracts. OIC is not meeting several CSBG / OIC Bylaw requirements. OIC’s leadership is not recognized in the community. Many of OIC systems (software, communication tools, and processes) are antiquated. Clients have indicated significant barriers to service including program times, communication, and phone system issues. Facilities are dated with some being underutilized and lease agreements substantially below market rent.

Opportunities – OIC’s business sectors are expanding with many future opportunities for funding and success (i.e., rental, mortgage, veterans, training, youth, and children's programs, etc.). Local government is committed to creating affordable housing opportunities and the agency has expressed interest in expanding its partnerships. We have the capacity to develop administrative departments such as Building and Technology Services, Marketing and Development, and Career Training Systems. We can build upon OIC’s brand to raise unrestricted funding allowing for innovation and less reliance on government grants and contracts.

Threats – Growing developments in technology may change our market beyond our ability to adapt. We may lose a major funding source due to the increased competition in our service sectors. Agency competitors may have a stronger presence/ representation in our target service areas. Leadership and staff may be resistant to change, and we are left behind. Pursuing and receiving funding too abruptly/soon may overwhelm the system. Clients and partners may not have the skills to adjust to our technology and systems.

The results from the CNA and SWOT analysis were used to develop this iteration of the Strategic Plan. As a living document, the strategic plan focuses on performance management by adopting a ROMA balanced scorecard to act on goals, monitor the implementation of projects, programs, and services, and evaluate the impact to make continuous improvements.

STRATEGIC FRAMEWORK

The Agency Mission, Vision, and Values Statement were assessed and determined adequate to meet the growing needs of the community. During the 2019 Strategic Planning Process, all three were revised to reflect the culture of the agency. However, after critically assessing the three divisions, Educational Services, Employment and Training Services and Emergency Services, it was determined there was a need to broaden the scope of the divisions to better communicate the services offered. In 2020, the three divisions expanded to four to include **Education and Career Services, Nutrition and Health Services, Housing and Financial Services, and Community Services**. Service priority is given to services and partner agencies addressing barriers to economic security and the evolving needs caused by the negative impacts of the global COVID-19 Pandemic. OIC will fund programming designed to build a financial security framework for our community and those which enhance existing efforts or develop services where none currently exist.

Goals and Strategies

The strategic goals outlined in this strategic plan are consistent and align with the Community Services Block Grant (CSBG) Act and the six broad anti-poverty national goals developed by the Community Services Network. These Results Oriented Management and Accountability – Next Generation (ROMA-NG) Goals provide a framework for continuous growth and improvement for community action agencies across the nation, touching on all levels of need: Family, Agency, and Community.

The six national goals include two family, two community, and two agency level goals which are listed below:



OIC Board and leadership developed Five Goals to strategically move the agency towards achieving its vision and mission. These goals will be attained by using the **2022-2025 OIC Strategic Plan Logic Model** below. The logic model template was adapted from the Center for Applied Management Practices, Inc. and CSBG – ROMA Best Practices. Data will be collected at time of encounter with quarterly check-ins on progress/ barriers. In accordance with ROMA-NG, Organizational Standards and OIC's best practices, progress towards achieving the goals in the strategic plan (logic model) will be formally presented and reviewed with the Board annually. The Board will be informed of and involved in the completion and or modification of the plan.

STRATEGIC GOAL 1:

Maintain and Increase Client Self-Sufficiency with Existing and New Services

Addressing the three identified problems:

- A lack of program integration and wraparound services.
- A lack of efficiency to co-enroll families and communities in internal and external services.
- A lack of ability to accurately collect, analyze, and report data for formative and summative evaluation.

Service/Activities (Interventions)

1. Fully implement the four programmatic divisional program areas of Education and Career Services, Housing and Financial Services, Community Services and Nutrition and Health Service to improve customer service experience.
2. Strategically engage community partners to reduce duplication of efforts and streamline services for community members.
3. Build the program-wide/client-centric database and fully test, train, and implement the system. Hire/assign a software technician to manage and support the implementation of the software system.

OUTCOME (BENEFITS)

Sufficient leadership and staff to oversee programs and the systems that support them with integrated delivery. Fully implement the four programmatic divisions.

An increase in the number of families and communities enrolled in multiple programs/services empowering them to become or maintain self-sufficiency.

All programs utilize the database for client/participant services and referrals. Fully implement the four programmatic divisions.

Indicators (Performance)

- Of the 20,000 anticipated number of individuals served per year, 50% or more will receive more than one OIC service as measured annually at the end of the fiscal year (September 30).
- Of the 20,000 anticipated number of individuals served per year, 25% or more will be co-enrolled in a non-OIC service as measured annually at the end of the fiscal year (September 30).
- 1/1 Program database software system is fully implemented across all four OIC programs divisions by June 2022.
- 1/1 Software Tech hired to manage and support the database software by June 2022.

Measurement Tools (Accountability)

Client enrollment data from databases, spreadsheets, correspondences, and invoices. Job Description and recruitment material distribution and advertising. Interview/Hire documentation. Database training and implementation records.

Progress Tracker

The database systems are in the training and building phase.

STRATEGIC

GOAL 2:

Brand and Promote Agency Services

OUTCOME (BENEFITS)

Agency brand and information are consistent, articulated, accessible, and communicated effectively.

All staff of the agency know our programs, goals, and can communicate them effectively.

Addressing the two identified problems:

- Lack of internal agency understanding of the agency (history, current programs, & future).
- The inability to effectively and cohesively communicate our agency's mission/purpose and the comprehensive work that we do in the designated target service areas (Grant, Adams, & Upper Yakima counties) and the other agriculture significant areas (NFJP Grant Program funded service area).

Service/Activities (Interventions)

1. Educate, share, and promote the history, current and future of the agency to all staff through comprehensive new staff orientations, training, and ongoing informational sessions.
2. Assign/hire one staff to develop the Marketing and Development Department.
3. Develop consistent communication of a shared vision and message of OIC's role in the social service landscape of Yakima, Grant, and Adams counties and other service areas.

Indicators (Performance)

- 100% of OIC staff know the mission, vision, and value statement within the first month of employment or after Strategic Plan implementation in 2022 (for existing staff).
- OIC's Mission, Vision, and Values Statement are documented in all OIC occupied office spaces, common areas, and electronic communication systems (consistent/color) within six months of Strategic Plan Implementation.
- OIC vehicles have an updated OIC of Washington logo that is visible to the community by June 2022.
- OIC's 9 functioning Physical Building Spaces (owned and leased) display a cohesive OIC color pallet and logo information by January 2024.

Measurement Tools (Accountability)

Information posted on office and building physical locations; information visible on web-based platforms; orientation information; email signatures; discussions; all-staff and department staff meeting; and agency-wide surveys.

Progress Tracker

STRATEGIC

GOAL 3:

Diversify, Expand and Increase Agency Revenue Sources

Addressing the two identified problems:

- Over 90% dependent of state/federal contracts
- Programs offered do not meet the community's demand due to the eligibility restrictions required by funders.

Service/Activities (Interventions)

1. Develop and implement a plan to engage private and corporate donors.
2. Recruit and engage ten potential donors across the three major service territories.
3. Develop an annual fundraising campaign to raise unrestricted funds for literacy, youth, and/or career training programs.
4. Market and communicate OIC's reputation of being accountable, transparent, and fiscally responsible.
5. Develop resource/program income opportunities through affordable/low-cost workforce and skills training programs.
6. Engage philanthropic market to increase capacity and address service gaps.
7. Direct potential funders to conveniently donate through our website.

Indicators (Performance)

- 1 Private Donor Engagement Plan was implemented by July 2022.
- 10 (5/5 Yakima, 3/3 Grant and 2/2 Adams) private donors were cultivated by January 2023.
- 1/1 annual funding/capital campaign was implemented by July 2022.
- 1/1 community fundraiser (Golf Tournament/ Dinner) was conducted in April of 2024.
- 2/2 programs were developed and implemented requiring low-to-no eligibility criteria by April 2025.

Measurement Tools (Accountability)

Donor recruitment/ cultivation letters/ correspondences; Meeting Agendas Commitment documentation; Funding logs/income reports; Online Donation Page records.

Progress Tracker

Donor Policy and Procedure is created/updated by the CEO and CFO and communicated to the agency. Cultivation letters templates developed and distributed. All records are stored with Marketing and Development Department. Marketing and Development Department will work with Sr/Chief Directors.

OUTCOME (BENEFITS)

Agency revenues and resources are diversified at 75% state/federal contracts and 25% private funding/program income by 2025.

An increase in services offered to families and communities thereby reducing poverty at a greater rate.

Expanded services in priority service areas to meet the needs identified in the CNA including Safe Affordable Housing, Career Training and Employment and Education and Adult Literacy.

Revenue generated from programs is neutral where possible

STRATEGIC GOAL 4:

Physical Asset Assessment and Updates

OUTCOME (BENEFITS)

Coordination and integration of facilities and information technology services.

The agency 5-Year Capital Improvement Plan will be finalized and implemented.

The agency is compliant with destruction policies.

The agency has more space for active storage and office spaces.

All agency major assets, hardware, equipment, tools and vehicles are accounted for and regularly maintained.

The agency's assets are updated and is prepared to make significant structural modifications to meet evolving community and agency demands.

Addressing the four identified problems:

- Facilities and Buildings are inadequate for the size of our staff/program.
- Facilities and Buildings need substantial repairs/rehab.
- General fleet and program vehicles are outdated/inoperable.
- Hardware, equipment, supplies, and expired files are not adequately stored and accounted for.

Service/Activities (Interventions)

1. Initiate an inventory of all the agency's major assets, hardware, equipment, tools and vehicles.
2. Continue to work with BORA Architecture to finish facility planning and assessment and complete the 5-Year Capital Improvement Plan.
3. Initiate Capital Improvement Plan and work
4. Sale, recycle, or destroy unused waste items according to agency policies

Indicators (Performance)

- 1/1 Inventory of the agency's major assets, hardware, equipment, tools and vehicles will be initiated in October 2022 through September 2023
- 1/1 5-Year Capital Improvement Plan will be finalized by January 2023 and subsequently implemented
- 100% of unused/waste/items to be destroyed will be properly disposed of by December 2023 and ongoing thereafter.

Measurement Tools (Accountability)

Job Description and recruitment material distribution and advertising. Interview/Hire documentation. Finalized Facility Studies and Capital Improvement Plan. Materials/Equipment and Document Inventory/Destruction Plan and List. Physical assets updates.

Progress Tracker

Appropriate leadership is working with their staff to develop and implement the process using the required tracking and procedures. All assets are identified and accounted for. The condition of the assets will be assessed summer 2022.

STRATEGIC GOAL 5:

Develop and Expand the Agency Leadership Presence in the Community

Addressing the three identified problems:

- Lack of agency and program leadership presence in the target service areas
- Lack of engagement with community partner agency and program leadership
- Lack of Board of Director representation

Service/Activities (Interventions)

1. Equip, encourage, and empower agency staff to serve on a board or committee that is related to their job function.
2. Develop a guideline/procedure for board/committee participation.
3. Strategically engage community partners to reduce duplication of efforts and streamline services for community members.
4. Support BOD with recruiting two community leaders/members to serve on the board.

Indicators (Performance)

- 25% of staff participate on a board/committee by December 2023.
- 1/1 guideline/procedure for board/committee participation was developed by April 2022.
- 2/2 qualified and good fit individuals in our target service area were recruited and serve on the OIC Board of Directors by October 2022.

Measurement Tools (Accountability)

Guideline/procedure development and signed acknowledgement from all staff. Board/Committee applications/letter of approval for participation. Survey data of board participation.

Progress Tracker

CEO and HR will work on board/committee guidelines and procedures. Acknowledgements are kept in employees' file. Board/Committee listing is shared amongst leadership by supervisor or HR. Board/Committee participation is discussed with supervisor and involvement is public information. Board recruitment packets have been developed.

OUTCOME (BENEFITS)

Over 25% staff participating on community boards/committee

Increased coordination of agency, community, and family anti-poverty reduction efforts

Uniformed guidance for participating on a board/committee

Full and active Board of Directors.

ACKNOWLEDGEMENTS

- OIC of Washington
- OIC of Washington Staff
- OIC of Washington Clients
- Soap Lake Food Bank
- Yakima Valley Community College
- Othello High School
- Grant County
- Lind-Ritzville Cooperative Schools
- Guild Mortgage Company
- Big Bend Community College
- Sunnyside School District
- Asian Pacific Islander Coalition Yakima County
- Yakima Schools Foundation
- Mount Adams School District
- Richart Family Inc
- The Lighthouse
- HAHC
- City of Mattawa
- Blaine and Preciosa Tamaki Foundation
- Salvation Army Yakima
- Town of Coulee
- People for People
- United Healthcare
- City of Moses Lake
- Yakima Valley Community Foundation
- Homeless Network of Yakima County
- Yakima County Juvenile Court
- Yakima Valley Partners Habitat for Humanity
- Merit Resource Services
- Moses Lake High School
- Washington State University
- SkillSource
- Small Business Development Center
- DSHS-CSO
- PacifiCorp
- City of Othello
- EPIC
- Housing Authority of the City of Othello
- Othello Foodbank



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