

**Owens Valley Career Development Center  
Economic Development Initiative Strategic Framework (EDISF)  
Action Plan**



**Acknowledgement:**

Manahuu! On behalf of the Owens Valley Board of Trustees (OVBT) and the Owens Valley Career Development Center (OVCDC), I would like to thank the hard work and dedication of the OVCDC staff who were selected to serve on the respective workgroups, East and West, to task the development of the Economic Development Initiative Strategic Framework (EDISF) Action Plan. The workgroups engaged the initial focus discussions, conducting a SWOT analysis, conducting a gap analysis, prioritizing the important issues and combining the document into the action plan as presented. The following are members of the workgroups:

<b>East EDISF Workgroup</b>	<b>West EDISF Workgroup</b>
1) Lynn Gannon, TANF Deputy Director, Co-Leader	1) Ryan Howard, TANF Deputy Director, Co-Leader
2) Gina Jones, Career Ed. Director, Co-Leader	2) David Falls, TANF Deputy Director, Co-Leader
3) Dolly Manuelito, Tuniwa Nobi Family Literacy	3) Sandra Hammond, Family Literacy
4) Marti Hunter, Tuniwa Nobi Family Literacy	4) Adam Perez, Family Literacy
5) Joanie Hanson, Career Ed. Career Counselor	5) Alisia Davila, Hanford Site Manager
6) Kathy Anderson, Career Ed. Job Placement Coordinator	6) Antonio Salazar, Tule River Site Manager
7) Heidi Hart, Bishop Site Manager	7) Michelle Jara-Rangel, Bakersfield Case Counselor
8) Sookaaki Charley, Big Pine Site Manager	8) Ruby Bracker, Fresno Case Counselor
9) Nancy Madina, Bishop Case Counselor	9) Audrey Osborne, Fresno Employment Coordinator
10) Renee Garcia, Ridgecrest Case Counselor	10) Sherri Macias, Porterville Employment Coordinator
11) Inyo/Mono Employment Coordinator	12) Richard Mace, Visalia Employment Coordinator

In conclusion, I want to thank Glenn Basconcillo, Interim TANF Director, in assisting and co-facilitating the planning process; Nell Booth, Administrative Assistant, Big Pine OVCDC, who assisted in recording the meetings and compiling the information and transcribing the information for the East EDISF workgroup; Tisha Vera, Administrative Assistant, Bakersfield OVCDC, who assisted the West EDISF workgroup in recording and transcribing the information. I also thank Sheila Thornton and Kim McNulty from Coachella Valley Economic Partnership (CVEP) for facilitating and conducting an important work session on the Career Pathways program. Overall, I thank all the staff for their support in assisting the EDISF activities. More importantly, thanks to the OVBT members that participated in the work sessions. The workgroups have done a tremendous job and look forward to begin the implementation of the action plan. Thank you.

*Alexander Yazza, OVCDC Executive Director*

*April 07, 2014*

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**GOAL 1: ADULT EMPLOYMENT AND TRAINING**

**GOAL STATEMENT: PROVIDE SERVICES TO INCREASE SUSTAINABLE EMPLOYMENT OPPORTUNITIES LEADING TO SELF-SUFFICIENCY THROUGH ENTREPRENEURSHIP, CULTURAL AWARENESS, EDUCATION, VOCATIONAL TRAINING AND CAREER EXPLORATION AND DEVELOPMENT.**

Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
1. Assess the skills and barriers to client success, via employment assessments tools.	<ol style="list-style-type: none"> <li>1. Identify available employment assessment tools for use with all adult clients.</li> <li>2. Select a core array of assessment tools to be utilized.</li> <li>3. Develop policy and procedure for implementation of assessments.</li> <li>4. Train staff on assessment tools and newly revised policies and procedures.</li> <li>5. Orient/educate clients on new assessment tools.</li> </ol>	<ol style="list-style-type: none"> <li>1. Selection of employment assessment tools</li> <li>2. Development and approval of policy/procedures for assessment tools</li> <li>3. All staff are trained in proper policies, procedures and assessment tool(s)</li> <li>4. Implement assessments with all TANF clients</li> <li>5. Clients assigned to appropriate activities in a timely manner.</li> </ol>	Case Counselors Career Counselors Employment Coordinators Job Placement Coordinators Deputy Directors Family Literacy Coordinators Adult Ed. Instructors	7/01/14	10/01/14	Re-evaluate the effectiveness of the assessment tools.  All mandatory participants will be assessed using new tools.
2. Provide vocational, educational and entrepreneurial	<ol style="list-style-type: none"> <li>1. Research and compile data on client interest related</li> </ol>	<ol style="list-style-type: none"> <li>1. Research conducted identifying interest in</li> </ol>	Employment Coordinators	7/01/14	6/30/16	Update and/or add to the

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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
<p>training programs and opportunities.</p>	<p>to their vocational and employment goals.</p> <ol style="list-style-type: none"> <li>2. Compile the data from client job interest assessments.</li> <li>3. Research available community training resources in identified employment areas based on trends and client interest.</li> <li>4. Assess internal training capabilities and utilize internal staff as instructors as identified.</li> <li>5. Develop policy and procedures related to providing vocational, educational and entrepreneurial trainings.</li> <li>6. Identify external collaborators to provide services on site.</li> </ol>	<p>vocational and employment goals.</p> <ol style="list-style-type: none"> <li>2. Data compiled via assessments.</li> <li>3. Community resources identified and utilized.</li> <li>4. Internal training resources identified and utilized.</li> <li>5. Development of policies and procedures.</li> <li>6. External collaborators identified and utilized.</li> <li>7. Staff trained and utilized for continuity.</li> <li>8. Communication plan implemented.</li> <li>9. Implement services/programs.</li> <li>10. Increased placement of clients in services.</li> </ol>	<p>Job Placement Coordinators</p> <p>Adult Ed. Instructors</p> <p>Site Managers</p> <p>Deputy Directors</p> <p>Career Education Program</p> <p>Potential use of college/ grad students from local area colleges/ universities</p>			<p>annual fiscal year report.</p> <p>Maintain and update catalog of course offerings.</p> <p>Increase service delivery and enhance program development.</p>

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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
	7. Train staff in identified areas for continuity of training program.  8. Communicate programs to clients and community.					

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**GOAL 2: YOUTH EMPOWERMENT**

**GOAL STATEMENT: DEVELOP AND IMPLEMENT YOUTH PROGRAMS WHICH WILL PROVIDE EDUCATION, ADVOCACY, CAREER DEVELOPMENT, CULTURAL AWARENESS, LEADERSHIP, AND EMPLOYMENT OPPORTUNITIES UTILIZING THE CAREER PATHWAYS MODEL.**

Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
1. Assess youth needs, cultural knowledge, skills and barriers for success, via assessments and surveys.	1. Creation of Youth Needs Assessment Tools. 2. Obtain youth demographic data by site including ages, drop-out rates, and barriers, academic, vocational and employment goals. 3. Design cultural knowledge assessment. 4. Design life skill assessment. 5. Develop policy, procedures, training on assessment. 6. Orient youth on new assessment use	1. Youth assessment chosen and utilized. 2. Obtain results/data by site. 3. Cultural assessment chosen and use as cultural knowledge baseline. 4. Assessment chosen and baseline determined. 5. Policy, procedures, training developed and implemented. 6. Orientation/communication of designed and implemented.	Program Directors Nüömü Yadoha Language Program Tuniwa Nobi Family Literacy Program Career Education Program	7/01/14	6/30/15	Re-evaluate the effectiveness of the assessment tools.

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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
<p>2. Design and implement programs to meet the needs of the youth.</p>	<ol style="list-style-type: none"> <li>1. From assessment data, identify youth programs.</li> <li>2. Identify the stakeholders.</li> <li>3. Integrate cultural component in program.</li> <li>4. Design youth basic life skills program.</li> <li>5. Strengthen existing youth leadership programs (youth councils, NASA clubs, etc.)</li> <li>6. Research available community training resources in identified areas based on assessment results.</li> <li>7. Identify, research and integrate best practice models in service delivery system.</li> <li>8. Assess internal training capabilities and utilize internal staff as instructors as identified.</li> <li>9. Develop policy and procedures related to</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased youth ownership and leadership in all youth programs &amp; youth councils.</li> <li>2. Stakeholders identified and engaged.</li> <li>3. Cultural component integrated in services.</li> <li>4. Basic life skills program implemented.</li> <li>5. Youth leadership programs are enhanced and increased.</li> <li>6. Community instructors used as trainers.</li> <li>7. Best practice models integrated into system.</li> <li>8. Internal staff used as trainers as identified.</li> <li>9. Policies and procedures approved and implemented.</li> </ol>	<p>Program Directors</p> <p>Nüümü Yadoha Language Program</p> <p>Tuniwa Nobi Family Literacy Program</p> <p>Career Education Program</p>	<p>7/01/14</p>	<p>6/30/15</p>	<p>Youth empowerment services implemented and evaluated for modifications annually.</p>

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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
	<p>providing youth empowerment services trainings.</p> <p>10. Identify external collaborators to provide services on site.</p> <p>11. Train staff in identified areas for continuity of training program.</p> <p>12. Communicate programs to youth, clients and community.</p>	<p>10. External collaborators used in services.</p> <p>11. Staff training initiated in services identified.</p> <p>12. Communication of services via multi-media and traditional mediums implemented.</p>				
<p>3. Develop and implement an OVCDC Career Pathways program</p>	<p>1. Research existing programs in Career Pathways.</p> <p>2. Collect Statistical Educational data.</p> <p>3. Analyze and evaluate data.</p> <p>4. Utilize the Data to project future program and services.</p> <p>5. Identify how many youth – projections.</p>	<p>1. Determine the feasibility of the implementation for the development of the pathways program.</p> <p>2. Educational data collected.</p> <p>3. Data analyzed and use in program design.</p> <p>4. Data analysis used for selection of program sites.</p>	<p>Program Directors</p> <p>TANF Program</p> <p>Career Education Program</p>	<p>7/01/14</p>	<p>6/30/15</p>	<p>Evaluate first year program.</p> <p>Determine additional pathway programs to initiate at what site in phase 2.</p>

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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
	<p>6. Identify how many youth are already involved in a career pathway or related program.</p> <p>7. Engage all educational stakeholders with or without a career pathways program for their support and/or direct involvement.</p> <p>8. Pilot - Inyo County career pathways as the first phase of project, with expansion to other counties in next phases.</p> <p>9. Develop parent education program to ensure their engagement with child and knowledge of risk factors.</p> <p>10. Develop policies, procedures, training and communication plan for staff.</p> <p>11. Develop communication plan for community.</p> <p>12. Develop program tracking system (crystal report,</p>	<p>5. Youth data identified.</p> <p>6. Youth participants identified.</p> <p>7. Educational stakeholders engaged, support, and involved.</p> <p>8. Inyo County pilot implemented and evaluated for second phase expansion.</p> <p>9. Parent education program developed.</p> <p>10. Policies, procedures, training, internal communication plan developed.</p> <p>11. Community communication plan completed.</p> <p>12. Tracking system developed.</p>				



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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
	identify data elements, peer reviews).	13. Implementation of at least one career pathways program.				
4. Create a Young Adult Transitional WEX program for ages 20-25	<ol style="list-style-type: none"> <li>1. Research/analyze.</li> <li>2. Obtain the data on universe of participants by site.</li> <li>3. Identify site specific placement sites.</li> <li>4. Review existing policies, procedures, forms for possible revision.</li> <li>5. Develop staff training for program.</li> <li>6. Develop communication plan for program.</li> <li>7. Develop program tracking system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Research/analysis completed to initiate program.</li> <li>2. Data obtained.</li> <li>3. Site placements identified.</li> <li>4. Policies, procedures, forms revised as needed.</li> <li>5. Training module developed.</li> <li>6. Communication plan developed.</li> <li>7. Tracking system developed.</li> <li>8. Young adult WEX program implemented.</li> </ol>	Program Directors	7/01/14	6/30/15	Evaluate first year program.

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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
<p>5. Research and analysis on mandatory parenting classes for Cash Aid and Prevention families</p>	<ol style="list-style-type: none"> <li>1. Creation of a focus group for development of parenting education component.</li> <li>2. Development of uniformed parenting education curriculum.</li> <li>3. Expand parenting classes/services in existing services/programs.</li> <li>4. Meet with Policy workgroup regarding mandating parenting classes; research and analyze policy requiring parenting classes for all adults including timed out parents and non-needy caretaker relatives for committee and OVBT approval.</li> <li>5. Training on newly revised policies and procedures if approved.</li> <li>6. Implementation of mandatory parenting education program agency wide.</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus group created.</li> <li>2. Parenting curriculum identified/developed.</li> <li>3. Expanded parenting classes integrated with existing services and programs.</li> <li>4. Policy workgroup engaged in analysis.</li> <li>5. Training performed.</li> <li>6. Creation and implementation of parenting education component.</li> </ol>	<p>Program Directors</p>	<p>7/01/14</p>	<p>6/30/15</p>	<p>Reassess parenting education component annually including the need for mandatory classes.</p>

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**GOAL 3: CULTURAL AWARENESS**

**GOAL STATEMENT: PROMOTE SELF-EMPOWERMENT THROUGH TRIBAL AND STAKEHOLDER PARTNERSHIPS BY SUPPORTING REVITALIZATION AND PRESERVATION OF TRIBAL CUSTOMS, LANGUAGE AND HISTORY.**

Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
1. Identify & collect historical tribal information to disseminate in local communities.	<ol style="list-style-type: none"> <li>Gather tribal history for local tribal communities.</li> <li>Identify individuals that have knowledge of local history, language, storytelling, legends, ceremonies &amp; cultural craftsmanship.</li> <li>Include Language staff in strategy.</li> <li>Collaborate with the newly created Language Immersion Task Force.</li> </ol>	<ol style="list-style-type: none"> <li>Each community would have a collection of local history.</li> <li>Each community would have a list of individuals with local knowledge that is documented.</li> <li>Language staff included in strategy team.</li> </ol>	Program Directors Site Managers Nüümü Yadoha Language Program	7/1/14	6/30/15	Educate and influence stakeholders and educate on local tribal history.  Credentialed teachers in schools.
2. Develop increased community awareness of local tribes.	<ol style="list-style-type: none"> <li>Exploring option for renaming TANF and/or OVDC to be culturally appropriate, including a "renaming ceremony."</li> <li>Initiate Historical Trauma education &amp; its effects; have</li> </ol>	<ol style="list-style-type: none"> <li>OVDC renamed with culturally appropriate name.</li> <li>Historical trauma education program developed and families used as instructors.</li> </ol>	Program Directors Site Managers Nüümü Yadoha Language Program	7/1/14	6/30/15	

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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
	<p>family members “share their stories.”</p> <p>3. Develop and implement native Regional language &amp; history curriculum into each grade level.</p> <p>4. Develop and implement cultural exchange programs.</p> <p>5. Increase community awareness of cultural events through strategic marketing.</p>	<p>3. Local schools incorporate language, Native history &amp; culture into curriculum.</p> <p>4. Develop cultural exchange similar to Meeks Bay.</p> <p>5. Develop marketing plan.</p>				
<p>3. Enhance cultural awareness training Programs.</p>	<p>1. Enhanced cultural awareness training Programs in new employee orientation.</p> <p>2. Engage clients as a key stakeholder in cultural education strategy.</p>	<p>1. Orientation includes cultural awareness training at all sites; Questions developed in new hire interview panels.</p> <p>2. Client are participants in cultural training programs.</p>	<p>Program Directors</p> <p>Site Managers</p> <p>Nüümü Yadoha Language Program</p>	<p>7/1/14</p>	<p>6/30/15</p>	

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**GOAL 4: PARTNERSHIPS**

**GOAL STATEMENT: CLIENTS WILL HAVE WIDE ARRAY OF EMPLOYMENT AND EDUCATIONAL OPPORTUNITIES THROUGH COLLABORATIVE PARTNERSHIPS.**

Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
1. Identify collaborative partners for youth and adults.	<ol style="list-style-type: none"> <li>1. Complete a site-by-site survey of current educational and employment partnerships.                             <ol style="list-style-type: none"> <li>a. Who? How? When?</li> <li>b. Collaborative vs. referral</li> </ol> </li> <li>2. Identify new potential partnerships (employers, Tribal development corporations, unions.....)</li> </ol>	<ol style="list-style-type: none"> <li>1. Creation of active list of regional collaborative partners.</li> <li>2. New partners engaged and identified</li> </ol>	Program Directors	7/01/14	6/30/15	Update collaborative partners/referral resource booklet annually.
2. Develop a plan for how we will utilize collaborative partners.	<ol style="list-style-type: none"> <li>1. Identify categories of collaborative partners.</li> <li>2. Initiate engagement with partners.</li> <li>3. Create a matrix of collaborative partners; how these resources can be utilized.</li> <li>4. Develop MOU's or formalize relationships with partners as necessary.</li> </ol>	<ol style="list-style-type: none"> <li>1. Partners identified.</li> <li>2. Engagement initiated.</li> <li>3. Development of the matrix of collaborative partners.</li> <li>4. Formalized relationships via MOU's</li> </ol>	Program Directors	7/1/14	6/30/15	Update matrix of collaborative partners annually.  Evaluate partnership annually (renew MOU or relationship).

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	<p>5. Policies and procedures regarding MOU's or, referrals and data collection and revise as necessary.</p>	<p>implemented as necessary.</p> <p>5. Policies, procedures, and systems in place.</p>				
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**GOAL 5: FUNDING**

**GOAL STATEMENT: DIVERSIFY FUNDING TO INCREASE, IMPROVE AND ENHANCE SERVICES.**

Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
1. Increase performance measures internally to ensure continued TANF Funding	<ol style="list-style-type: none"> <li>Review current performance measures related to Work Participation Rates</li> <li>Research and analyze impact of mandated increase in work participation hours/rates to specific sites</li> </ol>	<ol style="list-style-type: none"> <li>Tracking monthly and quarterly reports based on the rate determined by site.</li> <li>Research and analysis provides data for future decision on hours/rates.</li> </ol>	TANF Director Deputy Director Site Managers Family Literacy Coordinator Employment Coordinator	7/01/14	6/30/15	Research and analysis provides data for informed future decision.
2. Pursue additional funding in order to provide additional services not currently offered relevant to economic development.	<ol style="list-style-type: none"> <li>Hire Administrative Analyst</li> <li>Engage management team in program specific grant possibilities to apply for.</li> <li>Create a tracking report for Internal statistics</li> </ol>	<ol style="list-style-type: none"> <li>Track the number of grant applications.</li> <li>Management and Admin Analyst collaboration identifies grants most feasible to apply for.</li> <li>Track pending/clarifying grant applications; track the number of grants awarded.</li> </ol>	Executive Director TANF Director Finance Director Administrative Analyst	7/01/14	6/30/15	Establish a priority funding list. Staying within the allocation goal. Prioritizing the projects and aligning them with possible funding.

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						Pursue OVBT approved funding that is in line with our strategic goals to improve and enhance funding.
3. Establish a 501 (c) 3 to become eligible for additional funding	<ol style="list-style-type: none"> <li>1. Utilize OVCDC legal on research on creation of non-profit specific to a Tribal charter instead of State charter to protect sovereignty.</li> <li>2. Identify funding to establish a 501 (c) 3.</li> <li>3. Determine the type of non-profit; a non-profit entity of OVCDC or OVCDC.</li> <li>4. Develop a charter of the 501 (c) 3.</li> <li>5. Obtain OVBT approval.</li> <li>6. Develop required non-profit</li> </ol>	<ol style="list-style-type: none"> <li>1. Legal due diligence performed.</li> <li>2. Funding identified.</li> <li>3. Type of non-profit selected.</li> <li>4. Charter developed.</li> <li>5. Approval obtained by OVBT.</li> <li>6. All documentation obtained and submitted to CA; Approval received; Successful creation of the 501 (c) 3 Non-profit services.</li> <li>7. Grant strategic direction identified; grants applied/awarded/funding diversified.</li> </ol>	<p>(OVBT) Board of Trustees</p> <p>Executive Director</p> <p>Program Directors</p> <p>Finance Director</p> <p>Administrative Analyst</p> <p>Berkey Williams Law Firm</p>	7/01/14	6/30/15	Obtaining grants for future services: Career Pathways, Higher Education, Vocational Training, etc.



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Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
	documentation for submission; Board of Directors, etc.  7. Set a strategic direction for future funding projects					

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**GOAL 6: DATA MEASUREMENTS**

**GOAL STATEMENT: ANALYZE KEY STATISTICAL DATA TO MEASURE THE EFFECTIVENESS OF THE ECONOMIC DEVELOPMENT INITIATIVE.**

Strategies	Action Steps/Objectives	Measurable Outcomes	Lead Person(s)/Team	Start Date	End Date	Yearly Goals
1. Track statistical data to identify individual progress and program success	1. Identify performance measures for youth and adults A. Employment B. Education C. Native Language, /Culture D. Career Pathways E. Young Adult WEX  2. Identify new indicators/outcomes for measurement for new EDI initiatives.  3. Determine tracking system to use.  4. Review existing policies, procedures, forms for possible revision.	1. Successful Employment a. Unsubsidized Employment b. Work Experience c. On the Job Training d. Subsidized Employment  2. Successful completion in Education a. High School Diploma/GED b. College/ Career Technical Training c. Career Pathways d. Young Adult WEX  3. Language Development a. Immersion b. Teaching c. Fluency	Program Directors	7/01/14	6/30/15	Data collected, reported and used for program development and modification. Use successful measurements and outcomes to analyze and determine the success of programs.  Evaluate and revise as necessary.

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	<ul style="list-style-type: none"> <li>5. Develop staff training for program.</li> <li>6. Develop communication plan for program.</li> </ul>	<ul style="list-style-type: none"> <li>4. Policies, procedures, forms revised as necessary.</li> <li>5. Training performed.</li> <li>6. Communication plan implemented.</li> </ul>				
<ul style="list-style-type: none"> <li>2. Track required data needed to meet goals and outcomes of funding sources</li> </ul>	<ul style="list-style-type: none"> <li>1. Identify and analyze existing information in TAS or other database.</li> <li>2. Identify data required from funding sources.</li> </ul>	<ul style="list-style-type: none"> <li>1. Required data is obtained and goals of funder are met, assuring continued funding.</li> <li>2. Required funding source data identified and tracked.</li> </ul>	Program Directors	7/01/14	6/30/15	Use appropriate tools to produce statistical data to impact program services.
<ul style="list-style-type: none"> <li>3. Consistently share successes related to EDI</li> </ul>	<ul style="list-style-type: none"> <li>1. Create a standardized quarterly report template to capture pertinent performance measurements and milestones. Education, employment accomplishments.</li> <li>2. Share quarterly report with management and staff to</li> </ul>	<ul style="list-style-type: none"> <li>1. Increased staff awareness of client, program and community achievements.</li> <li>2. Increase staff ideas and innovation to implement best practices.</li> </ul>	Executive Team  Managers  Line Staff	7/01/14	6/30/15	Improved employee, client and program morale.

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	<p>ensure that all staff are aware of accomplishments.</p> <p>3. Each program and/or site provides a client recognition event annually.</p>	<p>3. Annual recognition events conducted.</p>				