

OVCDC ECONOMIC DEVELOPMENT INITIATIVE STRATEGIC FRAMEWORK (EDISF)



4/7/2014

SUMMARY REPORT

The OVCDC EDISF Summary Report is developed encompassing the planning, organizing, developing and implanting activities of the OVCDC West and East EDISF teams. The action plan is a positive development of work related activities, employment opportunities and development of the “next steps” for economic viability of the tribal communities.

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OVCDC ECONOMIC DEVELOPMENT INITIATIVE STRATEGIC FRAMEWORK (EDISF)

EXECUTIVE SUMMARY

Early in 2013, it became very apparent that the Owens Valley Career Development Center (OVCDC) needed to address the employment and work activities for the clients served under the Tribal TANF program to meet the mandatory work participation (MWP) rate. More importantly, pursuant to Section 412 of the P.L. 104-193 “The Personal Responsibility Work Opportunity Reconciliation Act (PRWORA) of 1996”, the OVCDC as a grantee of the Federal and State Tribal Family Assistance Grant (TFAG) funding must meet work activities and identify employment opportunities for the members of the tribal consortium served by OVCDC. Furthermore, it is required to establish a minimum work participation requirement and time limits for receipt of welfare-related services under the OVCDC service delivery. In addition, 45 CFR Part 286, Tribal TANF regulations also requires the tribal grantee to use the TANF funds in “...assistance in economic and job creation activities, the provision of supportive services to assist needy families to prepare for, obtain and retain employment...” (45 CFR 286.35 § (a)(1)). The CFR further provides ruling that “...business capitalization, if the amounts are paid to a business capitalization account in a federally insured financial institution and used for a qualified business capitalization expense” (45 CFR 26.40 § (a) (b) (3) (iii)).

Therefore, these provisions allow tribal TANF grantees to plan, organize, develop and implement service delivery to meet these minimum requirements of the program. There are four purposes of the Tribal TANF program: Purpose 1 – to provide assistance to needy families so that their children may be cared for in their own homes; Purpose 2 – to end the dependency of needy parents on government benefits by promoting job preparation, work and marriage; Purpose 3 – to prevent out-of-wedlock pregnancies; and Purpose 4 – to encourage the formation and maintenance of two-parent families. For the content of this report, we focus on Purpose 2.

Strategic Direction – a strategic direction flowchart was developed to chart the P.L. 104-193 PRWORA, 45 CFR 286, and the four purposes of TANF to demonstrate the importance of developing a strategic process including the organization’s strategic plans, annual performance budgets, and initiatives (federal, state and tribal) that outlined important activities related to the overall goals and objectives of the strategic direction. More importantly, this direction was the impetus of OVCDC’s economic development initiative and created a framework for the organization going forward. The strategic framework also identified various activities to review, assess, evaluate and complete. The framework will assist in “bridging the gap” by reviewing economic conditions, tribal plans, job market analysis, job market segmentation, and labor force statistics. In addition, the review will provide opportunities to outreach and collaborate with business leaders, chamber of commerce, industries, educational institutes, vocational technical institutes, and other career pathway opportunities. The goal is to establish economic sustainment and employment sustainability for the OVCDC.

Performance Budget – the OVCDC has developed a three-year (FY 2013-2016) strategic plan that encompasses long term goals, priority objectives and outcome/results for economic activities as follows:

Goal 5: Job Creation / Employment Development

- a. Develop job creation initiatives to facilitate employment for clients in all service programs.
- b. Increase employment placements 10% per year.

Priority Objectives:

1. Implement ten new job creation based initiatives.
2. Obtain advanced demographics and socio-economic data for analysis and updates.
3. Promote WEX placement in OVDCD departments.
4. Analyze entrepreneurial, micro-enterprise, home business, and the development of IDA program to facilitate employment.

Outcomes / Results:

1. 10% increase (annually) in employment placement in all programs as a stepping stone to self-sufficiency.
2. WEX placements will increase 10% (annually).
3. Subsidized employment will increase by 10% (annually).
4. On-the-Job training placements will increase by 10% (annually).

EDISF Logic Model – a logic model was developed for the strategic framework outlining the input (“what we invest”), activities (“what we do”), output (“products of what we do”), and the measurable outcomes (“benefits of what we do”). The logic model was developed and presented before the Owens Valley Board of Trustees (OVBT) during their strategic planning meeting held at Harvey’s Casino, South Lake Tahoe, NV in the month of October 2103. The OVDCD Executive Director provided an overview and summary of the planning process for the OVDCD economic development initiative for the FY 2013-2016 timeframe. The logic model was used to simply demonstrate how the economic initiative is processed, it gave a graphic depiction of the integral relationships between activities and results, and it creates a “road map” on how to reach the initiative’s goal. The OVDCD management team will continue to use the logic model concept for other future planning processes.

EDISF East and West Workgroups – On November 22, 2013, the OVDCD Executive Team formally identified and established two workgroups: East EDISF Workgroup and West EDISF Workgroup. The workgroup members were selected by their respective supervisors and managers based on their work experience in TANF, Family Literacy, and Career Education. In total, there were (22) OVDCD staff members, eleven on each workgroup, that composed the workgroups. The main requisites or the workgroup members was their experience in serving the clients and families concerning job activities, employment services and providing prevention activities. In addition, the Executive Director, Director of Finance, Interim TANF Director and Human Resources Director, provided administrative support to the workgroups. Since December 2013, the workgroups have come together, reviewed the task activities, discussed and brainstormed the key issues for the economic initiatives, and developed the action plan. The success of their work is provided in the combined action plan that identified six key goals for the EDISF. The workgroups worked tirelessly, formed a cohesive bound, and were enthusiastic about the project. The executive Director and the Interim TANF Director co-facilitated the workgroup meetings and provided the lead on the strategic planning process, e.g. focused discussions, brainstorming, visioning, SWOT analysis, gap analysis, and prioritizing the EDISF information. Under the leadership of the TANF Deputy Directors, who were co-team leaders of each workgroup, completed the development of the action plan. In all, this project was a total team effort, was developed in-house, and did not require an outside consultant to complete the action plan. So, much kudos goes to the OVDCD EDISF workgroup members!

EDISF Action Plan – initially, the EDISF workgroups developed separate action plans, which were combined into a single action plan, that synthesized the planning process together. Each workgroup developed salient goals pertinent to their respective service areas, e.g. east and west, however, the goal was to create a single plan that encompassed the overall OVCDC organization. In the end, the final version of the action plan consists of the following goals and statements as follows:

EDISF Action Plan: Six Goals and Goal Statements

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.

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.

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.

Goal 4 – Partnerships

Goal Statement: Clients will have wide array of employment and educational opportunities through collaborative partnerships.

Goal 5 – Funding

Goal Statement: Diversity funding to increase, improve and enhance services.

Goal 6 – Data Measurements

Goal Statement: Analyze key statistical data to measure the effectiveness of the economic development initiative.

For each goal and statement, the workgroups developed strategies, action steps/objectives, measurable outcomes, lead persons, start and end dates, and yearly goals. The action plan timeframe is conducive to the TANF program timeline of three-years – FY 2013-2106 – fiscal years.

Finally, this summary report provide an overview of the activities of the EDISF in planning, organizing, developing, and implementing the action plan. The OVCDC management team, upon the final review with the OVBT, will implement the action plan activities beginning on July 01, 2014, in concert with the FY 2014-2015 budget year. The Executive Director will continue to guide the implementation process, review and evaluate the progress.



OVCDC EAST EDISF WORKGROUP ACTIVITIES



OVCDC EAST EDISF WORKGROUP ACTIVITIES

Worksession I – “Getting Started and Setting the Pace”

OVCDC/Economic Development Initiative
Strategic Framework Workgroup Meeting
Work Session I - Thursday, December 05, 2013

Welcome – Lynn Gannon, Co-Leader for East EDISF Workgroup

Invocation – Gina Jones, Co-Leader for East EDISF Workgroup

Attending Staff:

Alex Yazza – CEO/Facilitator

Marti Hunter – Adult Ed. Instructor

Glenn Basconcillo – COO/Interim TANF Director

Kathy Anderson – Job Placement Coordinator

Lynn Gannon – Inyo Co. TANF Deputy Director

Joanie Hanson – Career Counselor

Gina Jones – Career Education Director

Nancy Madina – Bishop TANF Case Counselor

Dolly Manuelito – Tuniwa Nobi Director

Renee Garcia – Ridgecrest TANF Case Counselor

Sookaaki Charley – Big Pine TANF Site Manager

Selina Montoya – Finance Director

Heidi Hart – Bishop TANF Site Manager

Nel Booth – Big Pine TANF Admin. Assistant

Meeting Called to Order: 8:30AM

Introduction by Alex Yazza - Facilitator

Over-View of Work Session: It is time to develop this initiative for Economic Development for OVDCD. With his role as a previous project and strategic planner, Alex has chosen the role to facilitate this new initiative.

Introductions – Introductions play a very significant role. They provide the key words to make a process work, to think with an open mind and to think outside of the box. What do we, as a workgroup want to accomplish in the next couple of days?

Reflection and Review of Tribal TANF – When Welfare Reform was enacted, the Personal Responsibility Work Opportunity Conciliation Act was the actual name of the 1996 law. In there were provisions under section 412 for Tribal Organizations to develop Tribal TANF. There were basic foundations: The use of funds, what the 3 year family assistant plan entails, and minimum requirements for work and time limits. It had to involve work activities, employment opportunities, and most importantly it had to engage in education, trainings, and to employ the TANF recipients. Another provision of policy is 45CFR, the document which allows us as Tribal Programs to reference what Tribal TANF's intents are. To reference the 4 purposes of TANF and to reference how we can use the funds in regards to TANF under allowable and reasonable provision. When we talk about economic and job creation, that's primarily what a lot of discussion will focus on, how we can enhance and improve as an organization and to fulfill these requirements. This is one of the main issues we need to address. When we talk about purposes of TANF 1, 2, 3, and

4, we will focus on purpose primarily on 2 because it interrelates with the other purposes. We want to walk away with how to further the promotion of job preparation and work. How do we want to do that and how do we want to improve. This is step one to move forward and has been shared with the executive team, the managers and the board. After discussions today, we will do a GAP Analysis to bridge the gap to reach the desires for our families and clients. We need to understand the services we provide and what our desires are as staff. (All information on EDISF Initiative is in a folder on the CDC Drive).

EDI Workgroup Focused Discussion – Exercise 1:

- 1) What is the purpose of OVCDC
 - a. The Arrow Group:
 - i. Uphold OVCDC Mission Statement. To provide education and training, to promote self-reliance building upon skills and strengths; providing a culturally relevant environment for all participants.
 - b. Pahi Huupi:
 - i. Dedicated to improving quality of life for native communities.
 - c. The One:
 - i. Responsibility to the communities we serve to seek resources to sustain program objectives, provide encouragement, support, and opportunities that lead to and maintain self-sufficiency.

- 2) Definition of Economic Development:
 - a. The Arrow Group:
 - i. To build upon the economy, creating a workforce, providing jobs, entrepreneurship, finding that “niche” to develop a product or company to provide jobs for people that want to live here in the Owens Valley.
 - b. Pahi Huupi:
 - i. Providing opportunities and growth toward financial independence.
 - c. The One:
 - i. Providing educational and cultural opportunities, helping clients to develop strength and interest that enable our communities to provide jobs and an educated workforce that can sustain economic growth, self-sufficiency, and create a culture of higher education that will instill value and positive concept in community members.

- 3) Why is job creation/employment opportunities important for OVCDC clients:
 - a. The Arrow Group:
 - i. Enhancing quality of life while being respectful of their values.
 - b. Pahi Huupi:
 - i. To keep families together in a stable and safe environment in their own homes
 - c. The One:
 - i. Provides opportunity for self-sufficiency to mitigate dependence on government assistance while improving positive self-concept, self-esteem, and providing hope for the future.

- 4) The importance of Career Pathways for our clients:
 - a. The Arrow Group:
 - i. It's Vital! It just needs to be identified and defined, they are already doing it, its happening.
 - b. Pahi Huupi:

- i. Very important- building confidence and enhancing vision for future of family and community.
 - c. The One:
 - i. Pathways provide clear roadmap to career and education goals, however clients must be prepared to enter the path and it must be developed in response to the needs of the community.
- 5) Sleepy, Happy, Sneezzy, Grumpy, Dopey, Doc.... Who's missing?
- a. Pahi Huppi:
 - i. Bashful
 - b. The One:
 - i. Bashful

EDISF Exercise 1 Summary Review: Everyone referenced to the OVCDC Mission Statement. The real purpose was to “make our Program better” and ways to which it can be done such as Self-Sufficiency, Job Creation and Sustainability of Life. And to build a concrete pathway for our clients and create a youth track.

Discussion and Steps of Work flow chart: Complete process that is taken when applying for TANF. Intake process and the importance of serving all eligible clients. Making sure that everyone's needs are met, whether it is looking into seeing if an applicants is eligible or making sure the eligible client is served. See work flow chart.

Lunch Break

EDI Workgroup Visioning in 3 – 5 years – Exercise 2:

- 1) What would OVCDC be like?
 - a. The Arrow Group:
 - i. Not just a TANF program. One-stop, life enhancement program. Youth and Adult development/leadership. Non-Profit.
 - b. Pahi Huppi:
 - i. A one-stop service center for Native families with Career, Education, Social Services, Wellness and Cultural Programs.
 - c. The One:
 - i. Resource Center, not just for TANF. We will be a “Hub”. Positive perception for TANF, no more stigma! Atmosphere of RESPECT; both external and internal. We will have highly trained personal delivering “Quality Services”.
- 2) What would our Clients say about OVCDC?
 - a. The Arrow Group:
 - i. “They helped me move forward to reach my goals to enhance life and family”. “A very friendly and enriching environment.” “Their services were valuable to me and my family”.
 - b. Pahi Huppi:
 - i. Great opportunities for the whole family, positive and helpful learning environment – friendly-good customer services.
 - c. The One:
 - i. Welcoming and Knowledgeable. Provide services being kind. We would provide valuable service and care about them.

- 3) What would our employment services be like?
 - a. The Arrow Group:
 - i. To help maintain sustainable employment; retain employment; provide tools for advancement in employment, rather than crisis need.
 - b. Pahi Huppi:
 - i. Ready to work with clients where they are, helping to identify and expand their options.
 - c. The One:
 - i. More integrated throughout the Organization. Transparent and well defined in procedures. Incorporate OSP in to TANF, all staff cross-trained. Simplify step by step procedures. Increase educational opportunities for youth up to 25 years of age. Program having more control over Background Checks to avoid internal roadblocks for clients.
- 4) What would our career pathways program look like?
 - a. The Arrow Group:
 - i. Similar to CVEP. Identifying and utilizing partners from birth to adult. Education/Workforce/Business Dev./Tribes/Communities Partners.
 - b. Pahi Huppi:
 - i. Closer connection to Inyo County schools, increased awareness of local career opportunities and entrepreneurship, support of local businesses and educational institution, taking advantage of local resources.
 - c. The One:
 - i. Pathways developed in response to client interest. Youth track, indigenize education. Clearly define, flexible and transparent.
- 5) What can OVCDC do to increase employment opportunities for our clients?
 - a. The Arrow Group:
 - i. Internships/Job shadowing/Outreach to businesses/Programs/Communications
 - b. Pahi Huppi:
 - i. Insuring clients are well qualified for available jobs; create WEX, internship, OJT options.
 - c. The One:
 - i. Holistic comprehensive approach. Provide timelines for clients, WEX, OJT, Mentorship-offering variety of opportunities.
- 6) What stakeholders do we need to identify and work with?
 - a. The Arrow Group:
 - i. CIMC/Unity/Inyo Co. Schools/Colleges/TERO/Tribes/Mono County Schools
 - b. Pahi Huppi:
 - i. Clients, County Schools, Tribal Governments, CIMC, Health and Human Services, Local Businesses, Hospitals, Toiyabe, TERO.
 - c. The One:
 - i. Families/Parents, ITTC, CIMC, College ICSOS, HHS, Service Organizations, Education Centers, Tribes, Toiyabe, IMAH, IMAACA, Churches, DWP, Industries, USFS, Economic Development, Behavioral Health, Sub-recipients.
- 7) How do we fund the plan?
 - a. The Arrow Group:
 - i. Grant writer/Foundations/Networking/Communication with Tribes.
 - b. Pahi Huppi:
 - i. Grants, Casino money, Tribes.
 - c. The One:
 - i. 501C(3) and Private Foundations.

EDISF Exercise 2 Summary Review: One stop concept. OVCDC being a “Hub” for all activities. Focusing on our own staff being highly trained personal. To increase Customer Service. And to integrate services so

that we improve with working together in all departments by creating collaborations within all programs. Become diversified. And to have grant writers for funding sources.

Individual Exercise: Write out a list of what your personal dream to improve OVCDC in the next 3 – 5 years.

Reason for listings: To build a structure and to categorize ideas for comparison with the ideas listed by the Westside meeting which will take place next week. All of these listing are part of a vision for OVCDC. We will use this for the Gap-Analysis tomorrow.

EDISF Workgroup SWOT Analysis – Exercise 3: SWOT Analysis is a valuable tool to analyze your organization. Strengths: What makes your organization strong. Weaknesses: Being realistic to try to make the negative in to a positive. Opportunities: To improve or enhance your organization. Threats: A barrier or something that can inhibit your organization. We will do this SWOT in terms of Economic Development for our organization. We will be analytical, think out of the box and will be open to change. We will be honest in doing this analysis. We will not disguise our weakness, but use this tool in a positive manner.

Strengths:

- Community Investment (Staff)
- Program Funding (\$)
- Staff Diversity (i.e Knowledge/Culture)
- Technology
- Tenacity/Flexible
- Knowledgeable of Community needs
- Staff Longevity
- Compassionate Staff
- Leadership
- Adequate Facilities
- Vision
- Accountability
- Compliant/Clean Audits
- Resourceful
- Excellent Customer Service
- Expertise (Staff)
- Reputation (People want to work for our company)
- Positive Partner Relations
- Responsive Service Delivery
- We have opportunity to grow/provide

Weaknesses:

- Communication (Internal & external)
- Procedures – Protocol
- Limited Funding Sources (TANF, Small Grants, Admin. Cap)
- Geography, Logistics, Service Area
- Transportation
- Youth Development-
 - New Plan Renewal – Age 25
 - Building the System

-Define

- Marketing/Outreach
- Working in silos (OVCDC/Sub-recipients)
- Capacity (Under TANF funds)
- More knowledge of Sub-recipients – communication
- Enable vs. Empower in some instances
- Lack of Jobs
- Limited Tribal Land for Development
- Lack of Certificate Programs
- Lack of Understanding of Culture of Poverty
- Understanding of Client Motivation

Opportunities:

- Improve Communication with Clients through Social Media
- Non-Profit 501©3 Organization
- Ability to Clients Access to Technology
- Positive Image of TANF/OVCDC (i.e “Welfare” Attitude)
- Collaboration Improvement with Partners
- Educate other Entities/Agencies/Businesses about OVCDC-EDISF
- Improve Assessment at Intake
- Create Career Pathways
- Facilitate Education/Training
- Increase Staff Development & Training
- Develop Self-Reliant
- Share best Practices with Outside Resources
- To further Develop and Refine Policy/Procedures

Threats:

- Limited Funding
- Lack of Understanding of what OVCDC does
- Client Buy-in
- Economy
- Job Market
- Alcohol/Substance Abuse (Clients-Non Compliant)
- Transportation for Clients
- Logistics/Limited Resource
- Legal Issues for Clients (i.e Loss of Drivers License)
- Minimum Wage Jobs
- Territorialism – Lack of Understanding

Recap of the Day: How does everyone feel in one word.

Dolly-Overwhelmed, in a good way. Renee-Overwhelmed, but a good day. Charlie-Excited. Gina-Validated. Nancy-Teamwork. Nel-Teamwork. Lynn-Energized. Heidi-Optimistic. Joanie-Super Excited. Glenn-Proud. Proud of this group, it is a tremendous opportunity. Teamwork and Leadership are what is going to make this happen. Tomorrow we will complete the process. We will do the gap analysis. How we will bridge the gap, and prioritize.

Adjournment: 4:45pm

OVCDC/Economic Development Initiative
Strategic Framework Workgroup Meeting
Work Session I - Friday, December 06, 2013

Attending Staff:

Alex Yazza – CEO/Facilitator	Kathy Anderson – Job Placement	Glenn
Basconillo – COO/Interim TANF Director	Joanie Hanson – Career Counselor	
Lynn Gannon – Inyo Co. TANF Deputy Director	Nancy Madina – Bishop TANF Case Counselor	
Gina Jones – Career Education Director	Renee Garcia – Ridgecrest TANF Case Counselor	
Dolly Manuelito – Tuniwa Nobi Director	Selina Montoya – Finance Director	
Sookaaki Charley – Big Pine TANF Site Manager	Nel Booth – Big Pine TANF Admin. Assistant	
Heidi Hart – Bishop TANF Site Manager		

Meeting Called to Order: 8:25AM

Introduction by Alex Yazza - Facilitator

Recap of Workgroup Meeting on Dec. 5, 2013: Alex thanked everyone for their contributions to the Dec. 5th meeting. It was a challenging process, forming ideas with different viewpoints as to what this committee wants to achieve as a team. “As CEO, COO, Financial Manager and Managers we are here to guide and facilitate the process”. It is the employees who are the experts, and are the ones who make the daily contacts with the clients and know from the ground up how to articulate the needs and abilities of our clients. “That is why it was my decision to start with you first, and as we move forward it will be the work product that you put forward as a workgroup team here on the East side and represent what it is that we are doing here with regards to our services and programs”. The Committee addressed questions on the Focused Discussion, reviewed the Flow Chart, which is a very important document, because we will reference back to the flow chart when it comes to changes being made and desires being met. Going over each step of what was done yesterday, a plan will be established to make improvements for OVDCD. Other discussions were on the Visioning Process which led us to create a pathway, which is where we will expand, especially with the youth component; to create a youth track. We concluded with the SWOT Analysis. When we get in to the Gap-Analysis we will be referencing all of what was introduced yesterday and use these references to establish a goal for an action plan. Objectives will be set for each year from that action plan. In the end, all process plans will be presented as our initiative. Both East and West will merge as one, the final product will be shared back with the Management Team, Board of Trustees and after their approval will be set forth for utilization. The plan will then be shared with all “stake holders”. It may even be shared with our funding source, ACF. That is where we are at this point.

Gap Analysis: In order for us to be able to see our organization in the next 3 to 5 years, we have to identify the gap and how to bridge any gaps and bring everything together.

a. The Arrow Group:

<u>Current Situation</u>	<u>Desired Outcome</u>	<u>Bridging the Gap</u>
None in Inyo/Mono	Create Youth Career	Creating opportunities-

Ridgecrest Pathway Programs	Pathways	Networking – Developing Career Career Education – Youth Development Program/K-12
Deficient Adult Education Programs	To have a comprehensive Adult Econ. – Develop Programs to include activities That meet the needs of our Participants.	1) Develop Comprehensive Adult Career Pathway Program. 2) Develop and/or enhance Inter-departmental & Agency communication. 3) Enhance Internal & External orchestration of service delivery.

b. Pahi Huupi:

<u>Current Situation</u>	<u>Desired Outcome</u>	<u>Bridging the Gap</u>
Inadequate Assessments	New & more complete assessments.	Find <u>new assessments</u> ; find new ways to deliver assessments.
Separate apps to OVDCD Programs.	Universal app; in TAS; One Stop	Make TAS available to all programs; develop one app; work with collaborators app.
Lack of Communication with Collaborators	Regular communications; awareness of resources available to clients; sharing information.	Follow-up consistently on referrals; communication in all forms among collaborators.
Client not responsible for own progress; no buy-in	Client-driven process; client takes ownership; has knowledge, awareness of goals and possibilities.	Provide info to clients on all resources, offer positive reinforcement; reward successes; make success visible in portfolio, recognition, etc., recognizing entry level accomplishments from beginning in take.

c. The One:

<u>Current Situation</u>	<u>Desired Outcome</u>	<u>Bridging the Gap</u>
Application lacks resource	Increase resource aware-	Create Tool/document to give to

information.	ness, use, and referrals.	clients at time of app.
Intake app lacks updated Appraisal, detailed assessment questions.	Standardized appraisal form and assessment screening questions.	Update appraisal form. Create standardized assessment questions.
Picking up App- Staff not consistently asking/providing same information.	Standardizing Pre-Intake Screening	Create clear process to standardize method. (Cross training or Check-list.)
When app is returned, Staff not consistently checking for missing documents.	All staff follow same standardized procedure.	Create clear process to standardize method. (Cross training or Checklist.)
Notice of Action (NOA), may sent at time app. Is returned.	Admins., sends NOA when app is accepted.	Create clear process to standardize method.
Intake lacks tool for clients to organize documents/ Records mgt.	Client is provided with binder and instructed to use and bring back.	Provide tool for clients to take and use (maybe workshop).
Data entered in TAS not consistent.	All input standardized.	Create clear procedures/training for standardization.
FSSP lacks comp. assess/ screening.	All clients will be asked standardized questions, provided with standardized assess.	Develop standardized assessment procedures.
FSSP is lacking child data.	Include youth information in standardized intake/FSSP questions.	Update TAS to include field.
Clarity for Support Service is lacking.	All clients provided with same information re: Support Services.	Create Standardized documents to provide to all clients. Standardized Procedures.

EDISF Exercise 1 Summary Review-Gap Analysis: The Gap Analysis will bring out issues of what we are currently lacking. The lists which we just created will be the objectivities we will use to create and build upon the Gap. Managers can use it as a tool at their own sites to individually identify gaps within their own programs. The Gap Analysis validates where changes need to be made.

Prioritizing the Issues: With the key thoughts from yesterday's brainstorming, we will now prioritize the top 5 individual thoughts to use as key points to begin to create the "Matrix". In no particular order the framework will consist of the following:

- 1) Policy and Procedure
- 2) Communication/Technology/Outreach
- 3) Staff Development
- 4) Funding
- 5) Economic Development

Prioritized list:

- 1) Communication/Technology/Outreach
- 2) Economic Development/Education
- 3) Staff Development
- 4) Policy and Procedure
- 5) Funding

Eventually, our goal will be to integrate everything under our own organization. What we add to the organizational process is the Career Pathway, the Youth Component, and what we add on each time, we will be adding to our service delivery aspect. That is what this is all about. This is our Economic Development Strategic Framework. We will integrate all of this in to a One-Stop. Think of the One-Stop as the umbrella.

Lunch Break

Priority List:

When starting our list we will want to prioritize our list by:

- 1) Year one
- 2) Year two
- 3) Year three

MATRIX

	Year 1 2014	Year 2 2015	Year 3 2016
Communication/ Technology/ Outreach	<p>Technology oriented:</p> <ol style="list-style-type: none"> 1) Facebook 2) Online services 3) Social Media <p>Open Communications (All OVCDC Programs.)</p> <p>Internet Access</p> <p>Increase Contact & Collaboration (Internal & External)</p>		Native Radio-Bishop/Big Pine
Economic Development/ Education	<p>Develop Education Committee for OVCDC</p> <p>Work w/ Economic Development Boards-present at meetings</p> <p><u>Employment Coordinators</u></p> <ol style="list-style-type: none"> 1) Beyond teaching basic work skills 2) Make contact w/ Agencies/Workforces to determine skills need 3) A referral system w/ follow-up <p>Evaluate Occupational Skills Training/CIMC</p> <p>Survey Comm. Needs re: Employment, education Culture/Tradition</p> <p>Training opportunities for clients working with ECM-extra focused follow-up</p> <p>Work w/ colleges, support on line and distant learning efforts: Columbia CC, West Hills College.</p> <p>Huubu/Tuniwa Nobi in each community.</p> <p>Soft skill Workshops w/ongoing work ethic.</p>	<p>Provide College accredited/certificate Programs to help start entrepreneurships w/in the Native Communities.</p> <p>Establish business Ctrs. For local artists/gift shops.</p> <p>OVBT's directive:</p> <p>Voc. Ed. Restart</p> <p>Green Industries</p>	<p>Build on our resources that we have in our area- fly fishing, water slide in every town, laundry mats, car wash, restaurants w/ Native food, cultural historical tour guides. Fitness and Wellness.</p> <p>Arts and Crafts</p>

Staff Development	<p>Educated Staff in multiple areas.</p> <p>Entrepreneurship/business, etc.</p> <p>Encouraging knowledgeable & supportive staff</p> <p>Promote education from within, clearly defined policy on Staff Development:</p> <ol style="list-style-type: none"> 1) Tuition 2) Budget 3) Guidance <p>Perform job w/ skills, knowledge that is not lacking.</p>		
Policy and Procedures	<p>Clear policy & procedure to facilitate job readiness</p> <p>Internal changes-regarding proper referral</p> <p>Background checks on clients.</p> <p>Allow staff presence for clients who have misdemeanor/felony record</p>		<p>Program Policy & Procedure changes/Timed Out/Allow all adults and youth of Native households to participate in Educational/Employment Services</p>
Funding		<p>Funding 501 c (3)</p> <p>Finances/Ability to assist all individuals</p> <p>Money to include all community members/including Non-TANF NACTEP Funding</p>	

Carry over for Next Meeting:

One Stop Integration

Youth-

- Deconstruct businesses and focus on component i.e. marketing, sales, quality mgt., research, design for youth
- Self-Motivated
- Confident
- Balanced Lives
- Leaders
- Youth Representative on OVBT
- Youth Development
 - 1) Leadership
 - 2) Visioning
 - 3) Goal Setting
- Develop Committee for Boys & Girls Club
- Opportunities to see the “world”, other
- Cultures and customs.
- Client/Prevention Youth Center

Parent-

- Motivation for disengaged or discouraged clients
- Establish support groups in each community for people coming back from Rehab/Treatment Programs
- Change/Reference for clients
- Wellness
- Youth/Adult

- Intergenerational learning & teaching
 - 1) Mentorship
 - 2) Parents as Teachers
- Empowering Parents rather than teaching or training them
- More support for working Parents: (childcare, transportation, clothing etc.)

Culture-

- Staff- “Share the dream” – believe
- Have education/trainings to contribute
- Strengths to contribute: Language/Cultural Ways/Native/Tribal
- Adults- Education on local N.A. History on monthly basis
- OVCDC Services:
 - 1) Promoting a Cultural Higher Education Community
 - 2) Positive outlook and attitude.
- Cultural field trips/outings vs. classroom/workshop settings
- Cultural Awareness
 - 1) Intertwine into all areas “Language”
 - 2) Cultural Curriculum Development Staff with measuring tool to show growth.

- Teach local tribal history in the schools to help our children to be proud of who they are and to build on tourism. Elders/Youth be guides
- More Cultural Presentations at k-12 and College to promote positive self-concept.
- Paiute/Shoshone Language integrated in to High School as accredited class.
- Rename TANF/OV CDC

Other:

- Client Transit System
- Knowledge of Resources Youth/Adult
- One Stop for Tribes
- More integrated Events with Non-Native Community
- OV CDC Services:
 - No fear, No negative, No gossip, No poverty
 - Integrated services – Internal OV CDC and External County Sites – Building
 - To house all OV CDC departments “One Stop” concept/Unity Paiute/Shoshone Language integrated into CCC as accredited class.
 - Owens Valley Community Empowerment Center
 - Make OV CDC “Compound’ more inviting/Family Friendly – Standardized Kiddie Corners in all offices with developed appropriate curriculum/materials
 - Parents: Extended families....”mua’s/togos”/aunts/uncles Value/Children need adults.
- OV CDC Pathways clearly stated/Visual Arrow—starting with babies on/what can we do for you?
Where staff fits into each. Take ownership/believe in/buy into
- Create Youth Programs that offer age appropriate activities to alternative careers
- Outreach to all Native American students to participate in Campus visits, Conferences, Academies.
- Provide more outdoor learning opportunities for Youth and Families.
- Assessments for youth and adult
- All Native American students in Inyo-Mono graduating High School/College ready
- Give the youth a voice – maybe they should train us on their culture.
- Host an inventor’s workshop/foster creativity/host science expositions/offer art classes all ages, and mediums/offer “Budding” writers classes/host entrepreneur workshops.
- Youth-
 - Connect with Unity (curriculum) Bishop Tribes YC
 - Money dedicated to see through/make happen
 - Network with other youth organizations/groups – Ed Ctrs./HS Liaison
- Cultural teachings
 - Historical information.....before
 - Indigenize Education – more outdoor expeditionary learning opportunitiesSports/Cultural Arts/Music recreation
Youth Programs/High School Academies
- Comprehensive Youth Track – Allow our youth to enter into work experience, creative outlet fields that will help them build the foundation for sustainable and satisfying careers. Hope for future endeavors. Inspire to be what they desire.
- Youth work experience-does not have to be in college for older youth 18-25

- Youth- Define strengths/interests - Offer more SSR's
- Improving services in 3-5 years for youth
- Increased collaboration with ed. Centers
- Youth groups that are "cool" to belong to with youth leadership
- Increased awareness of educational options after high school.

Matrix Summary: What we have completed is the Prioritizing Process, putting it in to a time frame. A great bulk of items were put in to year one. Some of this is being worked on now, but this defines for us some pertinent and specific areas. Under the One Stop Integration, which is what we are working on now, and will continue to work on at the next meeting is part of the planning stage.

At the end of the process today, we will put this in to a format to be presented back to the committee and put into the EDISF Folder so everyone has access to it. That is how this process will go forward. Planning leaders will set the date for the next meeting. When we come back we will move forward.

Last Exercise: Tool Kit.

Ending – Alex Yazza/Facilitator:

We have a starting point and we have a destination. This committee was given the tools, and the answers have come from within. It is with the commitment and dedication of the employee's that our families are being served. There is great potential out there, and if we can prove to our funding agency that we have the capacity, we can do a lot of great things going forward. "Alex wants to thank everyone for being here and for their input and ideas at this meeting today and looks forward into to working with each and every one of you".

Adjournment: 3:30pm

EAST EDISF WORKGROUP ACTIVITIES

Work Session II – “Finalizing the Plan”

Summary Notes: January 23 & 24, 2014

Attending Staff:

Alex Yazza – CEO/Facilitator	Kathy Anderson – Job Placement
Glenn Basconcillo – COO/Interim TANF Director	Joanie Hanson – Career Counselor
Lynn Gannon – Inyo Co. TANF Deputy Director	Nancy Madina – Bishop TANF Case Counselor
Gina Jones – Career Education Director	Renee Garcia – Ridgecrest TANF Case Counselor
Dolly Manuelito – Tuniwa Nobi Director	Nel Booth - Big Pine TANF Admin. Assistant
Sookaaki Charley – Big Pine TANF Site Manager	Heidi Hart – Bishop TANF Site Manager
Marti Hunter - Tuniwa Nobi	

Welcome: Alex Yazza

Invocation: Dolly Manuelito

January 23, 2014 - Alex Yazza – Facilitator – Day 1:

Meeting called to order at 9:10am

An OVDCD EDISF Action Plan – Process and Timeline was handed out to each attendee. We will follow the meeting dates and the EDISF Action Plan will be presented to the Owens Valley Board of Trustees on March 18, 2014.

With the remaining priorities listed: Youth, Parent, and Culture and after each group that was established during the last Session; The One, Arrow and Pahi Huppi each taking a topic, (The One-Youth, Arrow-Parent, and Pahi Huppi-Culture) broke in to the three groups identifying years 1, 2 & 3, Glenn Basconcillo continued to incorporate in to the Matrix. See new Matrix on CDC drive named 1-23-14-Matrix. With this Action Process complete; please make note that the plan has now dropped to a 3 year plan.

Meeting Adjourned: 4:35pm

Day 2 of Work Session II

Meeting called to order at 8:36am

Attending Staff:

Alex Yazza	Joanie Hanson
Glenn Basconcillo	Nancy Madina
Lynn Gannon	Dolly Manuelito
Kathy Anderson	Renee Garcia
Gina Jones	Sookaaki Charley
Marti Hunter	Nel Booth
Heidi Hart	

January 24, 2014 – Alex Yazza – Facilitator:

Welcome: Alex Yazza

Invocation: Gina Jones

Today the group broke in to 2 separate groups. With Lynn and Gina using their laptop computers the 2 groups entered the raw data from ideas and discussion on to the template (using the SMART Objective Process Template as a guide) to establish the EDISF Action Plan. This information was compiled as one and put on to the OVCDC drive. On February 21st, 2014 the Eastside EDISF group will travel to Bakersfield where both East and West EDISF groups will compare the plans created and merge as one Action Plan. Please go to the CDC drive and EDISF Action Plan combination.

Meeting adjourned: 12:20pm



OVCDC WEST EDISF WORKGROUP ACTIVITIES





OVDC West EDISF Workgroup Activities

Worksession I – “Getting Started and Setting the Pace”

Summary Notes: Tuesday, December 10, 2013

Site Location: Bakersfield, CA

Day 1 – December 10, 2013

Attending Staff:

Alex Yazza, CEO/Facilitator

Glenn Basconcillo, COO/ Interim TANF Director

Ryan Howard, Kern County TANF Deputy Director

David Falls, Fresno County TANF Deputy Director

Sandra Hammond, Family Literacy

Adam Perez, Family Literacy

Alisia Davila, Hanford Site Manager

Antonio Salazar, Tule River Site Manager

Michelle Jara-Rangel, Bakersfield Case Counselor

Ruby Bracker, Fresno Case Counselor

Audrey Osborne, Fresno Employment Coordinator

Sherri Macias, Porterville Employment Coordinator

Richard Mace, Visalia Employment Coordinator

Tish Vera, Bakersfield Administrative Assistant

Day 1 – Exercise 1 - Focused Discussion

- 30 minutes
- Breakout into 3 teams
- Choose team name
- Choose team spokesperson

1. What is purpose of OVCDC?

The Leading Eagles:

- Improve the lives of Native families through education, culture and employment services

The Three Musketeers:

- Self-sufficiency; family formation; career development and preservation of culture

The #1 Groupies:

- Provide clients with the tools necessary to obtain self-sufficiency utilizing cultural awareness, economic development, and education services.

2. What is your definition of economic development?

The Leading Eagles:

- job opportunities through training, education, career development and encouragement of entrepreneurship

The Three Musketeers:

- Creating sustainable employment, that has generational impact that affects national econ.

The #1 Groupies:

- Job creation, community involvement & cultural awareness "Marketing the Client"

3. Why is job creation and employment opportunities important for OVCDC clients?

The Leading Eagles:

- Because we want to assist our clients to become self sufficient

The Three Musketeers:

- Easier access for rural clients; We provide a culturally tailored program teaching job skills

The #1 Groupies:

- They serve as the foundations to success (i.e. life skills, family formation, employability skills, education)

4. How important is Career Pathways to our clients?

The Leading Eagles:

- Very important in order to break the dependency cycle

The Three Musketeers:

- Vitally important due to lack of exposure currently available in education & w/in families

The #1 Groupies:

- Creates new socio-economic pathways

5. Sleepy, Happy, Sneazy, Grumpy, Dopey, Doc.....who is missing?

The Leading Eagles:

- Bashful

The Three Musketeers:

- Bashful

The #1 Groupies:

- Bashful

Day 1 – Exercise 2 - EDISF Visioning

3-5 years (coinciding with TANF plan)

2013, 2014, 2015

- Breakout into same 3 groups
- Put answers to questions on easel pads
- Choose a spokesperson
- 30 minutes

1. What would OVCDC be like?

The Leading Eagles:

- Name change to better reflect geographic area and purpose of the agency
- More comprehensive services at all sites
- Prevention services targeting
 - Adults: more comprehensive employment services
 - Youth: career oriented

The Three Musketeers:

- More Empowered, Marketable, with a Renewed Image and diversified financially and in services

The #1 Groupies:

- OVCDC will encompass community based partnerships & high productivity K-adults

2. What would our clients say about OVCDC?

The Leading Eagles:

- OVCDC gave me assistance defining a career choice and the tools to help me get there.

The Three Musketeers:

- "This organization helped me start a career, end dependency and increased my knowledge of native culture"

The #1 Groupies:

- "We are treated like family, we are continuously progressing, and we are breaking generational gaps through career pathways" [insert OVCDC rap here]

3. What would our employment support services be like?

The Leading Eagles:

- OVCDC will be assisting more families (adult & youth) and working with more partners as related to employment, education and training

The Three Musketeers:

- Holistic, sensitive to the needs of the whole family and informed with relevant labor statistics

The #1 Groupies:

- Offering new skill sets, as well as certificated programs

4. What would our career pathways program look like?

The Leading Eagles:

- Initial targeting of high school students and increase in # pursuing post-secondary education

The Three Musketeers:

- A Career Pathways program designed to provide:
 - a) Access to equity and existing programs in public education
 - b) Access to effective after school programs that incorporate career education
 - c) A draft of a long-term plan/goal to create an independent Career Pathways Program

The #1 Groupies:

- Partner w/schools that offer Youth Academy programs
- Internal/External partners will model Career Pathway Programs to offer to Adults on site (health, emergency technology, etc.)

5. What can OVCDC do to increase employment opportunities for our clients?

The Leading Eagles:

- Creating more partnerships with employers, vocational programs & community colleges

The Three Musketeers:

- Skill building, ensuring that clients are working toward careers utilizing their full potential, youth are transitioning

The #1 Groupies:

- Partner w/ Workforce Investment Department
- Increase # of clients who are "work ready"

6. What stakeholders do we need to identify and work with?

The Leading Eagles:

- Tribes - align w/their strategic plans for their employment needs Kern Comm. College Dist., Chambers of Commerce, WIBs, CIMC, Indian Ed. Centers

The Three Musketeers:

- Clients, Staff, tribes, Fed, State & local governments, Foundations, County office of Ed., Community leaders

The #1 Groupies:

- Tribes, First Nation, Chambers, grants, CIMC, NIEA, LEAS, CAP, SELPAS, local businesses, NINATEC

7. How do we fund the plan?

The Leading Eagles:

- 70/30 as a result of 501(c)3 private foundations: i.e. Bill & Melinda Gates Philanthropists; Indian casinos

The Three Musketeers:

- 501(c)3
 - Gov. Grants (Fed, State)
 - Foundations
 - Tribal Support
 - Individual Donations

The #1 Groupies:

- 501 c.3, CSBG, Y.W.L., private contributors, grants, contracts

Day 1 – Exercise 3 - EDISF SWOT Analysis

1. What are the STRENGTHS of our organization?

- TANF Funding
- Located on Reservation/Rancheria's - Access
- Staff cooperation/teamwork
- Success stories to build upon
- Foundation built - next opportunities - vision
- Financial/compliance knowledge
- Relationships w/Tribes/Agencies/County/other
- Sub-recipient program(s)
- Willingness to assess "top to bottom"
- Capture cultural sensitivity of clients
- Support - Management, OVBT
- Strong Admin. capabilities (Audit)
- Engage Tribes: communities
- Dedicated staff
- Diverse staff (Experience/Education)
- System in place - capacity to expand
- Strong mission/values "live them"
- Relationship w/clients

2. What are the WEAKNESSES of our organization?

- Not exposed youth to careers/education
- Single source of funding (TANF)
- Lack of strong training program/staff development
- Lack of management training program (job shadow, mentor)
- TAS - Deficiencies
- Policy/procedures

- "Unspoken" competitiveness East vs. West
- Consistency/uniformity/standardization
- Fresno Prevention needs outcomes and evaluation; Evolution of program "fun stuff"
- No substitute pool for Family Literacy (ECE/AE)
- Missing evaluation tools/metrics - (Data) (measurement tool)
- Capability of data/metric/measurement design
- Space/logistics (pop ups/green areas) locations of offices - safety
- Imbalance of services offered (not equitable in all sites)
- Technology access in all locations
- Conflicting ideas w/new tribal leadership

3. What OPPORTUNITIES exist in our external environment?

- Multiple funding resources
- Our "autonomy" - ability to change/modify/freedom
- Increase state standards, customize tools for clients to succeed
- Presidential election
- Harness skills from within
- Streamline/efficient
- 501(c)3
- SB/entrepreneurship program
- Quality circles
- Transform clients to jobs - security, transit, child care
- Increase vocational training/certifications (Energy, Trades) - in-house and outsourced, partner w/community colleges, ETP, WIA, Etc. . . .
- Engage new Fresno Non-Profit partnership
- More engagement w/labor unions - apprenticeships, increase NA participation in unions
- Be a competitor against private for profit schools - DeVry, ITT.
- CSET engagement (Visalia)

4. What THREATS exist in our external environment?

- Politics/elections
- Funding (TANF reauthorization)
- Limited client buy-in
- Client motivation
- Enabling services instead empowered services
- Stagnate clientele pool
- Client perception by community (stigma)
- Lack of knowledge about what OVCDC does (clients)
- Client fear to succeed
- Economy/cost of living
- Timed-out clients/close to timed-out - be responsive
- Lack of formal MOU's
- Territorialism (internal/external)

"Output" = SWOT

SWOT

Do's	Don'ts
<ul style="list-style-type: none">✓ Be Analytical and specific✓ Record <u>all</u> thought and ideas✓ Be selective in your final evaluation✓ Think out of the box!✓ Be <u>open</u> to change	<ul style="list-style-type: none">✗ Disguise weaknesses✗ Lose sight of external influences and trends✗ Allow the SWOT to become a blame laying exercise✗ Ignore the outcomes at later stages of the planning process

West EDISF Workgroup
Worksession I – “Getting Started and Setting the Pace”
Summary Notes: Wednesday, December 11, 2013
Site Location: Bakersfield, CA

Day 2 – December 11, 2013

Attending Staff:

Alex Yazza, CEO/Facilitator
Glenn Basconcillo, COO/ Interim TANF Director
Ryan Howard, Kern County TANF Deputy Director
David Falls, Fresno County TANF Deputy Director
Sandra Hammond, Family Literacy
Adam Perez, Family Literacy
Alisia Davila, Hanford Site Manager
Antonio Salazar, Tule River Site Manager
Michelle Jara-Rangel, Bakersfield Case Counselor
Ruby Bracker, Fresno Case Counselor
Audrey Osborne, Fresno Employment Coordinator
Sherri Macias, Porterville Employment Coordinator
Richard Mace, Visalia Employment Coordinator
Tish Vera, Bakersfield Administrative Assistant

Day 2 – Exercise 1 – Gap Analysis

The Leading Eagles - Leading the pack with wisdom

Current Situation	Desired Outcome	Bridging the Gap
98% TANF funded (funding limitations)	Develop multiple funding resources	1. Establish 501(c)3 2. Hiring of Admin. Analyst 3. Research available funding 4. Apply for additional funding
Data/measurements: limited ability to measure	Track key result areas which measure the effectiveness of OVDC	1. Identify area/elements we want to measure 2. Identify whether current system can measure identified elements

		<ol style="list-style-type: none"> 3. If we can't measure thru current system, can it be modified to meet our needs? 4. If it can't be modified, research/develop new measuring tools
Successes exist but limited showcasing	Create system to better showcase successes	<ol style="list-style-type: none"> 1. Define success 2. Determine what we are doing now to track success 3. Determine how we will track and showcase successes 4. Implement
No youth Career Pathways program	Develop an OVDC Career Pathways program	<ol style="list-style-type: none"> 1. Research other Career Pathway-like programs 2. Project how many client youth/comm. youth we would be serving from 1-5 years (time period) 3. Research funding sources 4. Identifying and contacting addt'l partners 5. Develop/design our own model of Career Pathways
No comprehensive program to address at risk youth	Develop a comprehensive program to address & assist at-risk youth	<ol style="list-style-type: none"> 1. Identify at-risk indicators- "what is putting them at risk?" 2. Research evidence-based programs that deal with at-risk youth 3. Identify and contact addt'l partners-identify who will conduct assessments 4. Develop/design our own model
Overall limited career/vocational educ.-majority by referral	Increase the # of certified vocational training opportunities	<ol style="list-style-type: none"> 1. Identifying the need for service by location 2. Identify the labor mkt by location 3. Identify and contact addt'l partners 4. For sites with limited partners, develop/design services to meet local needs
Overall limited partnerships	Increase of effective partnerships	<ol style="list-style-type: none"> 1. Identify the areas where we need more effective partnerships

		<ol style="list-style-type: none"> 2. Identify potential partners 3. Establish and develop the relationship
Limited infrastructure	Improve infrastructure	<ol style="list-style-type: none"> 1. Identify and prioritize the needs 2. Conduct organizational assessment 3. Develop a plan based on outcome of assessment 4. Implement

The #1 Groupies - Leading the pack with catchy raps

Current Situation	Desired Outcome	Bridging the Gap
<u>Funding</u> is limited to one source	Multiple funding sources utilizing 501(c)3	Gather data & research resources using existing reporting methods, plus gathering needs analysis
<u>Data Measurement</u> Existing department measurements - quarterly, fiscally (limited)	Identify & unify current performance measures for youth/adults	<ul style="list-style-type: none"> • Collaborate w/agencies that already have programs in place • Partner w/ local colleges for statistical data • Create a new data records management platform
<u>Success</u> Individualized per sites & departments	An all encompassing system to capture client & family successes	<ul style="list-style-type: none"> • Data collection efforts • Data collection process • Create electronic tool to collect & promote successes
<u>Youth</u> <ul style="list-style-type: none"> • Preventions activities varied by site • Education activities are minimal through OVDCD 	Create Career Pathways program - internal & external	<ul style="list-style-type: none"> • Consistency in youth activities throughout all sites • Collaborate w/existing agencies already offering Career Pathways • Develop a youth program (career & ed based) • Collaborate w/local agencies to offer externships, OJT, WEX
<u>At-Risk Youth</u> <ul style="list-style-type: none"> • Minimal indicators on TANF & Prevention apps. • Grade incentive program 	Partner w/appropriate local agencies to assist in identifying, assessing & providing follow up services	<ul style="list-style-type: none"> • Collaborate w/S.S., M.H., L.E.A., SELPAS to create assessments to identify at-risk indicators

<p><u>Empolyment & Trainings</u> Adult: OJT, WEX, Job Readiness Youth: Minimal, not measured, or nonexistent</p>	<ul style="list-style-type: none"> • Consistency in services delivery throughout OVDCDC • Increase # of success stories • vocational/educational workshops & certificate program • Promote small business opp. 	<ul style="list-style-type: none"> • Working directly w/community partners already offering services • Create new collaborations
<p><u>Partnerships</u> Each site has variety of existing partnerships</p>	<ul style="list-style-type: none"> • Bring more community partners to the table • ↑awareness of OVDCDC & existing services 	<ul style="list-style-type: none"> • Internal data capturing for partners @ each site • Community meeting collaborations
<p><u>Infrastructure</u></p> <ul style="list-style-type: none"> • Fragmented • Flexibility to change • Support from local, upper management 	<ul style="list-style-type: none"> • Consistency across all sites • "Better, stronger, faster, wiser" 	<ul style="list-style-type: none"> • Staff trianing • Policy changes • Realignment

The Three Musketeers

<u>INFRASTRUCTURE</u>		
<u>Current</u>	<u>Desired</u>	<u>Bridge</u>
A system too TANF focused	Change the image; Re-brand	Collaboration
A clinical feel to our facility and services	Create a more education & career focus	Streamlining processes
Working in silos (internally)	Be more proactive than reactive	Creating a more "user friendly" process (website) to encourage client initiative
<u>PARTNERSHIPS</u>		
Direct Referrals	Expand Partnerships	Time
Measured through client feedback	Expanding evaluation of partnerships	Manpower (at some sites)
Not enough focus on development		Organization
		Research
<u>EMPLOYMENT/TRAINING</u>		
Contracted out via referral (some sites)	Expanding to include youth	Internal training
GED/ABE services		Career Pathways
All adults (no youth services)		More internal collaboration
<u>YOUTH</u>		

<ul style="list-style-type: none"> • Homework help programs (at some sites) • Family formation activities • ECE program • Cultural Activities 	<ul style="list-style-type: none"> • Advocacy (in schools) • Assessment • Referrals • A full-fledged after-school program at all sites (including education, exercise, career ed.) • Mentors 	<ul style="list-style-type: none"> • Training • Collaboration • Time • Manpower • Organization • Expanding partnerships • Resources of space & materials
AT-RISK YOUTH		
Family formation activities	Direct Advocacy	Collaboration
Initial assessment referral	Expansion of referrals	
ECE	Safety net	
	Parenting Classes	

Day 2 – Exercise 2 - Prioritization Matrix

	YEAR 1 - 2014	YEAR 2 - 2015	YEAR 3 - 2016
EMPLOYMENT & TRAINING	<ul style="list-style-type: none"> • Youth and adult career counseling/career assessments • Increase # of qualified job seekers 	<ul style="list-style-type: none"> • Small business prep. • (Adult) create marketable vocational skills - within labor force per county • More vocational/ educational workshops & certificate programs 	<ul style="list-style-type: none"> • increase work experience/work study participation via community colleges • (Adult) develop a successful career. . . long term
PARTNERSHIPS	<ul style="list-style-type: none"> • Working with Tribal Education programs - expand to others • (Tulare Co.) Partner with CSET & Others <ul style="list-style-type: none"> - youth summer programs - VITA program (Jan. - April) - school - recycling program - weatherization program 	<ul style="list-style-type: none"> • Create a title VII program in Tulare <ul style="list-style-type: none"> - advocacy - CAHSEE • Have a liaison between schools • Increase/engage/ develop/partner with local county WIB's 	<ul style="list-style-type: none"> •

	<ul style="list-style-type: none"> • Increase employment partnerships <ul style="list-style-type: none"> - OJT - WEX • External referrals 		
<p>AT-RISK YOUTH</p>	<ul style="list-style-type: none"> • Better Assessment <ul style="list-style-type: none"> - advocacy • Prevention more aligned w/Family Literacy • Adult & youth specific prevention activities directly related to attaining higher education • Creating effective parenting classes for families with school aged children 	<ul style="list-style-type: none"> • Creating services for youth that provide a safety net for kids falling through the cracks 	<ul style="list-style-type: none"> • Creating services for youth that address current K-12 education deficits
<p>INFRASTRUCTURE</p>	<ul style="list-style-type: none"> • Budgets adjusted to focus \$ on enhanced youth & adult services • Streamline background process for WEX & OJT • Unify brand & message <ul style="list-style-type: none"> - email signature - professional publications • Create a client - friendly employment hyper-link page - website <ul style="list-style-type: none"> - employment connection • Policies & procedures simplified to allow us to be more responsive (quicker to change) • Creating a safe, larger, more 	<ul style="list-style-type: none"> • Single application for OVCDC services/program • Staff cross-trained to be able to provide more services (less specialized) • Rigid application - more flexibility by class/floater • Offer a more structured adult education program at all sites • Better realignment of organization to provide more comprehensive career oriented services at all sites • Implement college internship program 	<ul style="list-style-type: none"> • Create career advisory team for youth, adults and families • Creating an information "center" with a library of resources on education & career issues • Creating incentives based on intrinsic motivation - education training <ul style="list-style-type: none"> - client motivation - curriculum

	<ul style="list-style-type: none"> aesthetically inviting space • Outreach services <ul style="list-style-type: none"> - marketing - educating • Streamline WEX & OJT approval process 		
YOUTH	<ul style="list-style-type: none"> • Provide youth <ul style="list-style-type: none"> - Tutoring - Educational programs - Career programs • College prep. for youth & adults (financial aid workshops, tours, understand grad & transfer requirements) 	<ul style="list-style-type: none"> • Mandatory Youth involvement - tie in with <ul style="list-style-type: none"> - grade incentive policy - clothing allowance - attendance • Youth leadership at all sites - internal <ul style="list-style-type: none"> - partner w/tribe youth groups • Open their minds. . . to business ownership - youth entrepreneurship program • After school clubs <ul style="list-style-type: none"> - chess clubs - traditional activities 	<ul style="list-style-type: none"> •
SUCCESS	<ul style="list-style-type: none"> • Increase employer hiring w/wages comparable to client skill = \$\$\$ to sustain family • Scholarships <ul style="list-style-type: none"> - generate in-house - clients/youth recipients 	<ul style="list-style-type: none"> • Begin their journey. . . to a successful career. . .w/OVCDC assistance 	<ul style="list-style-type: none"> • Break dependency cycle
FUNDING	<ul style="list-style-type: none"> • Ability to identify and obtain additional grant and foundational funding • Create a 501(c)3 Career Pathways advisory program for youth & adults 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
DATA MEASUREMENTS	<ul style="list-style-type: none"> • Increased tracking & recognition of client 	<ul style="list-style-type: none"> • Follow - up services - 1 yr post milestone 	<ul style="list-style-type: none"> •

	<p>successes (big & small) - share website blog</p> <ul style="list-style-type: none">• Identify performance measures - all programs• Better tracking of youth and adult outcomes - at least 1 year post		
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