

# Tribal Ambassadors through Business

## Strategic Plan

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# Introduction

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This strategic plan was developed by the California Indian Museum & Cultural Center (CIMCC) for its 5-year federally funded grant project, Tribal Ambassadors through Business.

Tribal Ambassadors through Business will culminate in the development of a museum gift store and art gallery (named *The Museum Store*) and a Native Youth Employment Training Program (NYETP). Both of the endeavors are dependent on one another, as The Museum Store acts as a social enterprise (*profits from which fund the NYETP*) and the NYETP graduates staff The Museum Store to gain on-the-job training and work experience.

The plan was developed by CIMCC staff in accordance to project goals and with reference to the project's federally-endorsed Objective Work Plan. Community input for this project has been actively solicited by CIMCC and feedback thereof has been thoughtfully integrated into this strategic plan. Community engagement and reflection for this project has taken place over the course of two Strategic Planning Workshops hosted by CIMCC and with ongoing support from the Native Youth Advisory Committee, a selected group of Native youths who serve as mentors to this project.

The strategic plan serves as a supplemental material to the business plan, and vice versa.

## Executive Summary

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### Problem Statement

The problem statement which the NYETP aims to address is:

*Roughly 40% of local Native youth are dropping out of high school and/or underperforming academically. Many of them are unemployed, and there is a gap in culturally specific training programs.*

### Background & History

The NYETP will be supported by California Indian Museum & Cultural Center's social enterprise museum gift store, *The Museum Store & Art Gallery*. Profits from The Museum Store sustain the NYETP operational costs, while youth graduates of the NYETP staff the store. This interdependent relationship reinforces the mission of developing youths' employability skills by offering both classroom-based professionalism training as well as on-the-job experience.

The NYETP and The Museum Store & Art Gallery is made possible by a 5-year grant awarded from The Administration for Native Americans (ANA) Sustainable Employment and Economic

Development Strategies (SEEDS) initiative. "The ANA supports economic development in Native American communities through the provision of discretionary grants to tribal governments and native-serving non-profit organizations."<sup>1</sup> The life of this grant extends from 09/30/2014 to 09/29/2019; however, it is the intent of CIMCC to position the NYETP and The Museum Store to be self-sufficient and sustainable past the span of the grant.

The California Indian Museum & Cultural Center (CIMCC) was founded in 1996 by the National Indian Justice Center, a nonprofit aimed at improving the quality of justice in Indian Country since 1983. CIMCC's purpose is to educate the public about the history, culture, and contemporary life of California Indians and to honor their contributions to civilization. CIMCC works towards this goal by showcasing California Indian cultures, enhancing and facilitating cultures and traditions through cultural activities, preserving and protecting California Indian cultural and intellectual properties, and by developing relationships with other indigenous groups.

## Direction & Results

The strategic course outlined in this plan is CIMCC's response to its assessment of the local Native community's needs, and areas of opportunity thereof.

Thus, the NYETP will pursue the following strategic direction:

1. Conduct routine community assessments to ensure the needs of the local Native youth are being appropriately addressed by our NYETP.
2. Engage the local community and Native community in the NYETP efforts, and to raise awareness for the demographically disproportionate amount of Native youth who experience unemployment and lack of higher education attainment.
3. Explore NYETP program expansion, so that the program may continue to exist past the life of its grant funding, and continue to serve Native youth throughout our service region.

## Goals

The goals for the NYETP in its 3 years of ANA SEEDS-funded operations include:

### Program Goals

- Train 72 or more Native youth with job skills and soft skills in the classroom-based component of the NYETP (3 months).
  - *At a rate of 6 or more youth per quarter*
- Help NYETP youth earn their GEDs where applicable, and connect them to higher education resources.
- Employ 45 or more graduates of the classroom-based training in The Museum Store so that they receive valuable work experience and on-the-job training (3 months) in the specialty retail field.

- Connect NYETP graduates to meaningful employment with employment assistance services, in cooperation with community partners.
- Create a supportive network of NYETP alumni; select alumni serve as NYETP program mentors to future cohorts of the program.

## Community Goals

- Create a supportive space for Native youth to explore their identities, engage in meaningful social interactions, benefit from holistic training approaches, and become empowered.
- Collaborate with community partners to create community support for the youth in this program, as well as establish a network of employment assistance partners for NYETP graduates.
- Engage the local community in the mission of empowering disconnected Native youth, generating awareness for this cause
- Revitalize local, Native, and tourist interest in the California Indian Museum & Cultural Center through the endeavors of this workforce training program and The Museum Store.
- Reduce the number of local Native youth that drop out of high school and/or underperform academically, as well as to help combat the gap in unemployment among Native youth.
- Increase the number of Native youth who enroll in and graduate from higher education, including, but not limited to: GED certification, college, graduate programs, technical training schools, etc.

# Vision

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## Vision Statement

*To enhance the lives of local American Indian youth by means of a workforce training program for Native youth which operates through a social enterprise museum store. The store also meets the needs of local Native artists and the surrounding community by creating a centralized marketplace for indigenous goods and services.*

## Context

The Native American population is the fastest growing demographic (this population group grew 26.7% between the 2000 Census and the 2010 Census, compared to the overall population growth of 9.7%)<sup>2</sup>. In our community over 34% of the Native American population is youth ages 0 – 24. About 40% of them are dropping out of high school and/or underperforming academically. Many of them are unemployed, and there is a gap in culturally specific training programs in the community to help them become employable. Without education and employment, these youth have poor prospects for the future. Over 16% of all Native people, and over 23% of Native young men ages 15 and 24 are living below poverty in our community compared to 10% of other people. In Sonoma

County, about 30% of Native householders who are less than 25 years old earn less than \$10,000 per year, and all Native householders in the same age group have a median income of about \$19,450. In our rather affluent area, the median income for the other youth in the same age group is about \$37,200. There are 2,250 Native youth in Sonoma County who are within the ages targeted for this cause; an estimated 900 Native youth could potentially benefit from it.

## Role and Program Services

The role of the NYETP is to address these community needs and provide workforce training and services to local Native youth and the greater community, in an effort to support youth individually as well as to develop a strong Native youth workforce. Specifically, the NYETP will achieve this by:

- Coaching proven employability skills including: communication, self-management, problem-solving skills, reasoning abilities, critical thinking, technology fluency, high self-expectations, and appropriate behavior.
- Providing comprehensive services and holistic training modalities such as: counseling, social skills training, health education, recreational activities, and community service work.
- Using Positive Youth Development (PYD) principles, allowing the youth's strengths and assets to be recognized and flourish, rather than focusing on improving deficits.
- Recruiting quality staff that can make strong community connections for the program.
- Providing comprehensive follow-up services including: job placement, higher education guidance, and establishing an alumni network.
- Actively recruiting at-risk Native youth for participation in the program.
- Documenting the competencies and skills gained by NYETP youth in order to measure the progression of students and effectiveness of the program.
- Embracing continuous program improvement by accepting feedback and criticism in a constructive, integrative way.

# Mission

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## Mission Statement

*Empowering Native youth with the job skills, soft skills, and on-the-job training needed to connect them to meaningful employment, while supporting higher education attainment and reinforcing cultural identity.*

## Core Operating Values

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The following core operating values are principles upon which the NYETP was founded by CIMCC and through which the program will be executed:

1. **EDUCATION** -- CIMCC believes that education is a powerful tool that should be made accessible to all. To this effort, the NYETP will not only strive to empower youth through education and training services, but will also address the issues of cultural disconnectedness and disproportionate dropout rates that many American Indian youth experience in traditional educational settings.
2. **OPPORTUNITY** -- CIMCC is an equal-opportunity provider. The NYETP will take great care in making opportunities available for all eligible youth throughout the course of its programming and outreach.
3. **COMMUNITY** – CIMCC values the community’s critical role in helping to promote and support strong youth. The NYETP focuses on community outreach and awareness so that it may better support the youth it serves, while creating the network of community partnerships and local investors in order to nurture the program’s communal connectivity.
4. **SOCIAL RESPONSIBILITY** -- CIMCC firmly believes in being leaders in both its cultural and local communities with regards to social responsibility. CIMCC and the NYETP are committed to providing and practicing sustainability, balance, and compassion.
5. **LEADERSHIP** – CIMCC has the unique opportunity to be able to teach NYETP youth how to be leaders in their community and in their own lives. The NYETP will foster this sense of leadership in its Native youth by using positive motivators and leading by example.
6. **CULTURAL SENSITIVITY** – CIMCC educates the public about California Native perspectives with the goal of reducing racism and stigmatism against Native peoples, fostering respect for Native cultures, strengthening pride in Native identities, and improving the lives of Native youth.

## Underlying Service Assumptions

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In partnership with CIMCC, the Native Youth Employment Training Program believes:

- It is possible to make a difference in the lives of youth.
- Youth deserve to be motivated, supported, and respected.
- American Indian youth deserve the same educational and workforce support as all other youth.
- All youth have strengths that can contribute to economic development and community wellbeing.
- Strong adult-youth relationships help build a foundation of respect and personal security.
- Holistic approaches in youth training programs yield more effective outcomes and help create well-rounded self-identities.

- Reaffirming cultural identity is a critical aspect of human development and individual enrichment.
- Academic and cultural support fosters positive self-image and personal success.

## Program Profile and Development History

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In rural/remote Sonoma County in Northern California, over 34% of the Native American population is youth ages 0 – 24. These young people are members of or descended from 5 federally recognized tribes in Sonoma County or members of or descended from other tribes in California and throughout the United States. About 40% of them are dropping out of high school and/or underperforming academically. They are disconnected from employment, and there is a gap in culturally specific training programs in Sonoma County to help them become employable. Without education and employment, these youth have poor prospects for the future.

The California Indian Museum and Cultural Center (CIMCC), a major provider of Native youth positive development programming in Sonoma County, is developing a new employment training program made possible by a 5-year grant awarded from The Administration for Native Americans (ANA) Sustainable Employment and Economic Development Strategies (SEEDS) initiative. This program is designed to meet the job skills training needs of these disconnected youth and prepare them for employment in the high-growth Specialty Retail industry.

In a 60-month project, CIMCC will plan, develop and implement the employment training program within a local Native-sourced, specialty retail gift store at CIMCC. In Year 1 of the project (09/30/14-09/29/15), CIMCC staff, a 5-member advisory committee of high achieving Native youth from CIMCC's Native Youth in Action service learning program and a Strategic Planning Consultant and Social Enterprise Business Consultant will strategic plan the Native youth employment training program and gift store following a social enterprise business model. In Year 2, CIMCC staff and the Native youth advisory committee will develop the Native youth employment training program and gift store at CIMCC. Over the next 3 years, 72 Native youth ages 15 to 24 from Sonoma County will participate in the employment training program. They will start the training program by receiving 3 months of classroom-based soft skills and basic job skills training and GED preparation services. Those 44 youth who are anticipated to successfully complete the first 3 months of classroom training will go on to participate in 3 months of on-the-job training in the gift shop. At the end of the 6 month training period, these 44 youth will have acquired their GEDs and enough skills to be able to obtain full-time employment in Specialty Retail jobs in Sonoma County. They will receive employment placement assistance near the end of their training period and be hired by one of the business partners CIMCC engages in the project.

CIMCC will continue to operate the training program with income earned by the gift shop when the ANA grant funding ends. Also, CIMCC will have acquired sufficient performance data about the training program during the ANA grant period to submit it as an effective practice to Sonoma County Upstream Investments. CIMCC will also apply for additional grant funding to support the

training program in the future. Three years post-project, an additional 44 youth will have gained full-time employment.

## Specialty Retail Field

Specialty retail is one of the fastest growing industries in the region and is an entry point for youth with little to no job experience to gain experience and skills that can help them advance to other job positions and industries in the future. For many local Native youth it is important to remain close to their families and their local Native communities as they transition to adulthood.

Apart from jobs in the 2 area tribal casinos, local tribal employment is limited in the 5 small federally-recognized tribes in Sonoma County. Having other local employment options can help Native youth in this respect. The community-wide employment outlook in Sonoma County is on the upswing as the economy rebounds. The California Employment Development Department reports that there will be 2,780 new jobs in retail sales in Sonoma County between 2010 and 2020, and retail sales is the industry where the second most number of jobs will be added. The Specialty Retail industry in particular is projected to undergo enormous growth in Sonoma County as increased domestic and international visitation to the region fuels demand for locally produced products. The Sonoma Workforce Investment Board (WIB) has deemed Specialty Retail a priority industry sector. It defines priority industry sectors as those that have the highest potential for growth and increased employment and the greatest need for local training programs.<sup>3</sup> Tourism is already a major industry in our region. Sonoma County is a popular destination because of its high quality wines, scenic beauty and cultural and artistic amenities. With roughly 7.5 million people from around the world visiting the County annually, business are highly interested in offering “a distinctive experience” for visitors in order to draw new and repeat visitors to the area. According to the Sonoma County Tourism Board, 17,000 people currently work in jobs related to tourism. Twenty percent (20%) of all the money visitors spend during their stay in Sonoma County is in retail purchases.<sup>4</sup>

The primary function of The Museum Store, for the purposes of this project, is to serve as an on-the-job training venue for the project beneficiary community in the Specialty Retail Industry.

## Program Content and Curriculum

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The following is the proposed NYETP classroom-based training schedule. The curriculum has been broken down into workshop segments (each 90 minutes long). In accordance with this schedule, NYETP students will meet twice per week for an estimated 90 minutes at a time, for a total of 33 hours of complete training over the course of the 3-month training program.

The program content was designed with reference to proven youth workforce training models and scholarly articles thereof. In particular, the 5 domains of youth developmental core competencies were considered: physical, psychological, social, cognitive, and spiritual.<sup>5</sup> Additionally, the schedule



and content were in part modeled after the Mayor's Youth Employment and Education Program (MYEEP), a collaboration of 11 nonprofits based out of San Francisco, CA.

The NYETP training schedule incorporates a multidisciplinary approach to youth development; it reflects CIMCC's commitment to providing a holistic approach in the training of its youth. CIMCC believes that holistic, well-rounded training programs yield well-rounded youth who are better prepared for the multifaceted challenges of both personal and professional development in the 21<sup>st</sup> century. In addition, cultural relevance will be factored into the execution of each workshop theme, so that the youth may learn from and contribute to the workshops while reinforcing cultural identity and fostering an environment of connected learning.

WEEK	NYETP WORKSHOP SCHEDULE	
1	Teambuilding	Community Needs Assessment (for community service project)
2	Financial Literacy	Time Management & Decision Making
3	Career Exploration	Community Service Project
4	Higher Education	This Is Who I Am project
5	Interactive Technologies	Financial Literacy
6	Community Service Project	Health & Work/School-Life Balance
7	Professionalism & Customer Service	Higher Education
8	<i>FLEX OFF</i>	<i>FLEX OFF</i>
9	Interviewing 101	Job Prep (Tool Kit + Professional Emails)
10	Mock Interviews	Community Service Project
11	Higher Education Connection (tour SRJC) <i>**on a Saturday</i>	Personal Development Plan (PDP) Planning
12	Group Activity/Outing	PDP Presentations

## Demographic Served

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The NYETP will serve American Indian youth, ages 15-24, in the local Sonoma County region.

## Goal Areas

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### Program Goals

**Goal A:** *To train Native youth with workforce skills needed to make them stronger candidates for employment in the Specialty Retail field.*

**Objectives:**

1. Secure a 5-member Native youth advisory committee (reelected annually) which aids in the planning and development of the strategic and business plans, and serves as mentors to the NYETP program and its youth.
2. Develop one Native youth employment training program consisting of a classroom-based program and a Native-owned and Native-sourced gift shop at CIMCC to serve as a culturally-relevant, on-the-job training venue in Specialty Retail for the project beneficiary community.
3. In the 3 grant-funded operational years of the program, 72 or more disconnected Native youth ages 15-24 from Sonoma County receive soft skills, job skills and on-the-the-job training and employment placement, and 44 or more of them complete the 6 months of training.

**Goal B:** *To connect Native youth to higher education, and to support their higher education attainment.*

**Objectives:**

1. In the 3 grant-funded operational years of the program, 72 or more disconnected Native youth ages 15 to 24 from Sonoma County prepare for and receive their GEDs.
2. As part of NYETP's curriculum, tour local college campuses and provide secondary education resources and support.

**Goal C:** *To create a Native marketplace for the local community which also serves as a training site for NYETP's on-the-job training.*

**Objectives:**

1. As CIMCC's museum store will operate as a Native marketplace where customers can come for all their Native-made goods and needs, we aim to become a widely recognized resource among the local Native community for their Native goods. **[see The Museum Store business plan for more details]**
2. In the 3 grant-funded operational years of the program, 44 or more disconnected Native youth ages 15-24 from Sonoma County receive on-the-job training and employment placement upon completing the first 3 months of the classroom-based component of the NYETP.

## Operations Goals

**Goal A:** *To foster a strong sense of community engagement with NYETP.*

**Objectives:**

1. Building strong relationships with other Native social enterprises.
2. Engage the Native and local community's interest in The Museum Store by conducting community outreach at pow wows, participating in Sonoma County events, and networking with local tribes so that the NYETP becomes a strong community resource for local Native youth.
3. Educating The Museum Store customers and CIMCC visitors on the social enterprise mission of the store so that customers understand their purchase supports the charitable cause of educating and engaging Native youth in the workforce.
4. With the advent of community cultural events held at The Museum Store (basketweaving classes, storybook workshops, etc.), we expect to attract parents and children as both The Museum Store customers and NYETP community supporters.

**Goal B:** *To revitalize Native, local, and tourist interest in the CIMCC museum.*

**Objectives:**

1. The Museum Store brings new traffic to the museum by serving as an educational and cultural extension to CIMCC, in effect revitalizing Native, local and tourist interest in the museum. **[see The Museum Store 's Business Plan for more details]**

# Strategic Outcome Focus by Year

The following is a summary of NYETP results and benefits expected in each year of the strategic plan, developed in coordination with the project's Objective Work Plan.

YEAR 1	
<b>Results Expected</b>	<ul style="list-style-type: none"> <li>One Native youth employment training program strategic plan is produced by CIMCC staff, a Native Youth Career Development Specialist and a 5-member Native Youth Advisory Committee, with input from the project beneficiary community and the Sonoma County Native community (by Month 12).</li> </ul>
<b>Benefits Expected</b>	<ul style="list-style-type: none"> <li>5 Native youth ages 15 to 24 from Sonoma County gain skills in program strategic planning (by Month 12).</li> <li>The soft skills, job skills and on-the-job training skills requested by the community to help Native youth be successful in the Specialty Retail field have been identified (by Month 12).</li> <li>20 or more potential partnerships for implementing the employment training program have been identified (by Month 12).</li> <li>30 or more potential Native vendors for the gift shop have been identified (by Month 12).</li> <li>5 members of the Native Youth Advisory Committee agree to serve as volunteer mentors for the Native youth employment training program (by Month 12).</li> <li>One new full-time job position (The Career Development Specialist) has been established at CIMCC and is held by a Native American (by Month 12).</li> </ul>
YEAR 2	
<b>Results Expected</b>	<ul style="list-style-type: none"> <li>The classroom-based component of the Native youth employment training program has been 100% established (by Month 12).</li> <li>The gift shop component of the Native youth employment training program has been 100% established (by Month 12).</li> <li>5 Native Youth Advisory Committee members help develop the employment training program components (by Month 12).</li> </ul>

**Benefits Expected**

- 5 Native youth ages 15 to 24 from Sonoma County gain skills in program development (by Month 12).
- The first cohort of 6 Native youth is enrolled to begin the employment training program at the start of Year 3 (by Month 12).
- 10 or more new partnerships to deliver the program have been secured (by Month 12).
- 20 or more of the gift shop suppliers are local Native-owned businesses (by Month 12).
- 5 members of the Native Youth Advisory Committee agree to serve as volunteer mentors for the Native youth employment training program (by Month 12).
- 2 new full-time job positions are created and held by Native Americans (by Month 12).

**YEAR 3**

**Results Expected**

- 24 or more disconnected Native youth ages 15 – 24 in Sonoma County receive 3 months of support to obtain their GEDs, soft skills training and job skills training in the classroom-based component of the program. 16 or more of them (66%) complete this portion of the training program (by Month 12).
- 12 or more of the youth who complete the classroom-based component of the program receive and complete 3 months of on-the- job training in Specialty Retail sales (10 or more hours per week) in the gift shop component of the program (by Month 12).
- 12 or more youth who complete the on-the-job training receive employment placement assistance in tribal and non-tribal businesses (by Month 12).
- 5 Native Youth Advisory Committee members help deliver the employment training program (by Month 12).

**Benefits Expected**

- 16 or more disconnected Native youth ages 15 – 24 obtain their GEDs.
- 24 or more disconnected Native youth ages 15 – 24 develop a range of soft skills and job skills that increase their employability in the Specialty Retail industry or comparable industry.
- 5 Native Youth Advisory Committee members gain new knowledge and skills in peer-mentoring.
- 5 members of the Native Youth Advisory Committee agree to serve as volunteer mentors for the Native youth employment training program (by Month 12).

**YEAR 4**

**Results Expected**

- 24 or more disconnected Native youth ages 15 – 24 in Sonoma County receive 3 months of support to obtain their GEDs, soft skills training and job skills training in the classroom-based component of the program. 16 or more of them (66%) complete this portion of the training program (by Month 12).
- 16 or more of the youth who complete the classroom-based component of the program receive and complete 3 months of on-the- job training in Specialty Retail sales (10 or more hours per week) in the gift shop component of the program (by Month 12).
- 16 or more youth who complete the on-the-job training receive employment placement assistance in tribal and non-tribal businesses (by Month 12).
- 5 Native Youth Advisory Committee members help deliver the employment training program (by Month 12).

**Benefits Expected**

- 16 or more disconnected Native youth ages 15 – 24 obtain their GEDs.
- 24 or more disconnected Native youth ages 15 – 24 develop a range of soft skills and job skills that increase their employability in the Specialty Retail industry or comparable industry.
- 5 Native Youth Advisory Committee members gain new knowledge and skills in peer-mentoring.
- 5 members of the Native Youth Advisory Committee agree to serve as volunteer mentors for the Native youth employment training program (by Month 12).

**YEAR 5**

**Results Expected**

- 24 or more disconnected Native youth ages 15 – 24 in Sonoma County receive 3 months of support to obtain their GEDs, soft skills training and job skills training in the classroom-based component of the program. 16 or more of them (66%) complete this portion of the training program (by Month 12).
- 16 or more of the youth who complete the classroom-based component of the program receive and complete 3 months of on-the- job training in Specialty Retail sales (10 or more hours per week) in the gift shop component of the program (by Month 12).
- 16 or more youth who complete the on-the-job training receive employment placement assistance in tribal and non-tribal businesses (by Month 12).
- 5 Native Youth Advisory Committee members help deliver the employment training program (by Month 12).

**Benefits Expected**

- 16 or more disconnected Native youth ages 15 – 24 obtain their GEDs.
- 24 or more disconnected Native youth ages 15 – 24 develop a range of soft skills and job skills that increase their employability in the Specialty Retail industry or comparable industry.
- 5 Native Youth Advisory Committee members gain new knowledge and skills in peer-mentoring.
- 5 members of the Native Youth Advisory Committee agree to serve as volunteer mentors for the Native youth employment training program (by Month 12).



# Strategic Action Plan Timeline by Year

The following is the NYETP action plan timeline, developed in coordination with the project's Objective Work Plan.

<b>YEAR 1</b>			
<b>Goal One:</b> Establish project in the CIMCC network and operating systems.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Establish project account in CIMCC's accounting system.	Director, Bookkeeper	9/30/2014	10/15/2014
Establish project binders (for tracking) and place work plan in CIMCC's file server.	Director, Bookkeeper	9/30/2014	10/15/2014
Apprise staff of their roles/responsibilities with respect to the work plan through a Project Kickoff Meeting.	Project Director, Activities Coordinator, Outreach Coordinator, Bookkeeper	9/30/2014	10/31/2014
Recruit and hire Career Development Specialist; purchase laptop for new hire.	Director	9/30/2014	12/31/2014
Engage Year 1 organizational collaborators and develop workshop schedule.	Director	9/30/2014	12/31/2014
Conduct monthly project staff meetings to keep project on track; make adjustments to work plan as needed.	Director	9/30/2014	9/29/2015
<b>Goal Two:</b> Develop the Native Youth Employment Training Program framework.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Outline NYETP program.	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, Strategic Planning Consultant, NYAC	1/1/2015	3/31/2015
Develop and administer community survey about NYETP design and approach, as well as gift shop design (help identify vendors).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, NYAC	1/1/2015	6/30/2015
Conduct 10+ phone interviews with other local employment training programs - discuss best practices; engage them in the project.	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, NYAC	1/1/2015	6/30/2015

Develop the draft NYETP Strategic Plan (with the gift shop social enterprise business plan).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, Strategic Planning Consultant, Business Planning Consultant, NYAC	7/1/2015	9/29/2015
Integrate feedback into strategic plan and develop final draft -post on CIMCC website.	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, NYAC	7/1/2015	9/29/2015
<b>Goal Three:</b> Engage the community in the project.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Develop a project Facebook page (add 20+ friends/month; 4+ posts/month).	Outreach Coordinator, NYAC	1/1/2015	9/29/2015
Conduct Project Kickoff Community Meeting at CIMCC to inform/engage community (75+ people attend; webcast posted online).	Project Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, NYAC	1/1/2015	3/31/2015
Develop and administer community survey about NYETP design and approach, as well as gift shop design (help identify vendors).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, NYAC	1/1/2015	6/30/2015
Conduct two 1-day Strategic Planning Workshops at CIMCC (15+ people attend; webcast posted online).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, Strategic Planning Consultant, NYAC	1/1/2015	6/30/2015
Conduct and advertise two 1-day Social Business Planning Workshops at CIMCC (15+ people attend; webcast posted online).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, Business Planning Consultant, NYAC	1/1/2015	6/30/2015
Conduct a Community Review Meeting at CIMCC (75+ people attend; webcast posted online).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, NYAC	7/1/2015	9/29/2015
<b>Goal Four:</b> Manage project finances and reports.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Track non-federal share; maintain project's H.R. records and functions; pay project expenses; draw down grant funds.	Bookkeeper	9/30/2014	9/29/2015
Develop and submit 3 quarterly grant progress reports.	Director	1/1/2015	9/29/2015
<b>Goal Five:</b> Native youth serve as project mentors and representatives of the project beneficiary community.			

Objectives	Responsible Parties	Begins	Ends
Develop project engagement materials for NYAC, including volunteer applications/agreements and pre-test survey to measure skills.	Director, Activities Coordinator, Outreach Coordinator	9/30/2014	12/31/2014
Recruit 5 Native youth to the NYAC.	Director, NYAC	9/30/2014	12/31/2014
NYAC members take pre-test on strategic and business planning skills.	Director	1/1/2015	1/31/2015
NYAC members take a post-test survey on strategic and business planning knowledge/skills; results compared with pre-test survey.	Director	9/1/2015	9/29/2015
<b>YEAR 2</b>			
<b>Goal One:</b> Continue to develop the Native Youth Employment Training Program.			
Objectives	Responsible Parties	Begins	Ends
5 NYAC members take pre-test on strategic business planning skills	Director	9/30/2015	10/31/2015
Recruit new NYAC members as needed; obtain volunteer agreements; new NYAC take pre-test survey.	Director, Outreach Coordinator	9/30/2015	9/29/2016
NYAC members take post-test survey on program development knowledge and skills; results compared with pre-test survey.	Director	9/1/2016	9/29/2016
Conduct monthly project staff meetings to keep project on track; make adjustments to work plan as needed.	Director	9/30/2015	9/29/2016
<b>Goal Two:</b> Engage the community in the project.			
Objectives	Responsible Parties	Begins	Ends
Continue to develop project Facebook page (add 20+ new friends/month & 4+ news posts/month).	Outreach Coordinator, NYAC	9/30/2015	9/29/2016
Develop outreach and enrollment materials for NYETP; create emailing list.	Outreach Coordinator, NYAC	4/1/2016	6/30/2016
Advertise and conduct opening event for NYETP/gift shop for the community (100+ people attend; record and post webcast).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, NYAC	8/1/2016	9/29/2016
<b>Goal Three:</b> Manage project finances and reports.			
Objectives	Responsible Parties	Begins	Ends
Develop and submit 4 quarterly grant progress reports.	Director	9/30/2015	9/29/2016
Track non-federal share; maintain project's H.R. records and functions; pay project expenses; draw down grant funds.	Bookkeeper	9/30/2015	9/29/2016

<b>Goal Four: Native youth serve as project mentors and representatives of the project beneficiary community.</b>			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
5 NYAC members take pre-test on strategic business planning skills	Director	9/30/2015	10/31/2015
Recruit new NYAC members as needed; obtain volunteer agreements; new NYAC take pre-test survey.	Director, Outreach Coordinator	9/30/2015	9/29/2016
NYAC members take post-test survey on program development knowledge and skills; results compared with pre-test survey.	Director	9/1/2016	9/29/2016
Develop Year 3's NYETP/gift shop staff and peer mentor schedule.	Director, Career Development Specialist, Activities Coordinator, NYAC	8/1/2016	9/29/2016
<b>Goal Five: Develop the museum gift store.</b>			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Develop standard contracting and consignment agreements for obtaining shop merchandise from vendors.	Director	9/30/2015	12/31/2015
Develop policies, procedures, and systems to track gift shop expenditures, sales, and inventory.	Director, Bookkeeping, Accounting Consultant	9/30/2015	12/31/2015
Purchase new technology equipment needed for gift shop.	Director, Tech Consultant	9/30/2015	12/31/2015
Clean and paint gift shop, gift shop storage, and staff offices.	Outreach Coordinator, NYAC	9/30/2015	12/31/2015
Develop 3 or more gift shop floor plan ideas and select one.	Director, Activities Coordinator, NYAC	9/30/2015	12/31/2015
Leverage additional working capital resources to enhance gift shop (acquire 1 or more resources).	Director	9/30/2015	6/30/2016
Select and purchase gift shop display cases, racks, and supplies.	Director, Activities Coordinator, NYAC	1/1/2016	3/31/2016
Install P.O.S. soft/hardware, security cameras, computers, etc.; arrange display cases according to floorplan.	Director, Activities Coordinator, Tech Consultant, NYAC	1/1/2016	3/31/2016
Configure P.O.S. software to integrate with CIMCC's QuickBooks accounting system; train staff and NYAC on P.O.S.	Accounting Consultant, Director, Activities Coordinator, Bookkeeper, NYAC	4/1/2016	6/30/2016
Establish suppliers/vendors for shop and enter into agreements with 20+ Native suppliers to obtain merchandise.	Director, Activities Coordinator, NYAC	4/1/2016	9/29/2016
Set-up gift shop storage system in the storage rooms; store merchandise as it arrives.	Director, Activities Coordinator, NYAC	4/1/2016	9/29/2016
Establish retail prices and log inventory into P.O.S.; stock display cases and racks; follow-up P.O.S. training as needed.	Director, Activities Coordinator, Accounting Consultant, NYAC	4/1/2016	9/29/2016

Develop gift shop webpage on CIMCC's website.	Outreach Coordinator, NYAC	7/1/2016	9/29/2016
Develop gift shop marketing materials and establish marketing channels.	Activities Coordinator, Outreach Coordinator, NYAC	7/1/2016	9/29/2016
Recruit and hire the gift shop Sales Manager and Sales Supervisor to start Year 3.	Director, Activities Coordinator, Outreach Coordinator, NYAC	7/1/2016	9/29/2016
<b>YEAR 3</b>			
<b>Goal One:</b> Native youth serve as project mentors and representatives of the project beneficiary community.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Develop and administer pre-test survey on peer mentoring knowledge/skills to 5 NYAC members.	Director	9/30/2016	10/31/2016
Recruit and obtain volunteer agreements from new NYAC members as needed; administer pre-test survey as needed.	Director, Outreach Coordinator, NYAC	9/30/2016	9/29/2017
5 NYAC members take a post-test survey on peer mentoring knowledge and skills; results compared with pre-test survey.	Director, NYAC	9/1/2017	9/29/2017
<b>Goal Two:</b> Engage the community in the project.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Continue to develop project Facebook page (add 20+ friends/month; 4+ posts/month).	Outreach Coordinator, NYAC	9/30/2016	9/29/2017
Conduct an annual community gathering to celebrate project successes (100+ people attend; webcast posted online).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, Sales Manager, Sales Supervisor, NYETP trainees, NYAC	8/1/2017	9/29/2017
<b>Goal Three:</b> Manage project finances and reports.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Develop and submit 4 quarterly grant progress reports.	Director	9/30/2016	9/29/2017
Track project budget and non-federal share; maintain project's H.R. records and functions; pay project expenses; draw down grant funds.	Bookkeeper	9/30/2016	9/29/2017
Leverage additional working capital resources for the gift shop (acquire 1+ resource).	Director	9/30/2016	9/29/2017
<b>Goal Four:</b> Execute Year 1 of the NYETP (achieving the Year 1 mission of 12+ Native youth graduating the program).			

Objectives	Responsible Parties	Begins	Ends
Conduct outreach and enroll NYETP youth on an ongoing basis; 6+ Native youths enrolled per quarter.	Director, Career Development Specialist, Outreach Coordinator	9/30/2016	9/29/2017
Cultivate and secure employment placement partnerships; enter into 12+ agreements.	Director, Career Development Specialist, Outreach Coordinator	9/30/2016	9/29/2017
Identify and obtain service agreements for special classes from 6+ local Native consultants.	Director	9/30/2016	9/29/2017
Develop schedules for classroom training and on-the-job training (staff, consultants, and NYAC member schedules).	Director	9/30/2016	9/29/2017
Administer pre-test skills surveys to 6+ new NYETP youth per quarter.	Director, Career Development Specialist	9/30/2016	9/29/2017
Provide GED prep services and peer mentoring to NYETP youth each quarter (16+ NYETP youth take and pass GED test).	Career Development Specialist, NYAC	9/30/2016	9/29/2017
Provide 3 months of classroom-based training to 6+ NYETP youth per quarter (4+ NYETP youth complete training each quarter).	Career Development Specialist, Director, Special Classes Consultants, NYAC	9/30/2016	9/29/2017
Continuously update NYETP participant case management files.	Director, Career Development Specialist, Activities Coordinator	9/30/2016	9/29/2017
Administer post-test surveys to NYETP graduates (both after classroom training and on-the-job training).	Director, Career Development Specialist, Activities Coordinator	9/30/2016	9/29/2017
Provide employment placement services to NYETP graduates each quarter (12+ youth obtain employment).	Activities Coordinator, Director	3/1/2016	9/29/2017
<b>Goal Five:</b> Operate the museum gift store component of the project (supports the NYETP).			
Objectives	Responsible Parties	Begins	Ends
Provide ongoing support to the project on use of P.O.S. software and on accounting policies/procedures.	Accounting Consultant	9/30/2016	9/29/2017
Purchase gift shop supplies and merchandise; enter into 5+ agreements with local Native suppliers.	Director, Sales Manager	9/30/2016	9/29/2017
Develop 12 advertisements for the gift shop in various media channels per quarter.	Director, Sales Manager, Outreach Coordinator	9/30/2016	9/29/2017
Operate the gift shop and provide on-the-job training to 4+ NYETP youth each quarter.	Activities Coordinator, Sales Manager, Sales Supervisor, NYETP trainees	1/1/2017	9/29/2017
<b>Goal Six:</b> Effectively train staff on executing daily operations and embodying the project's mission statement.			

<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Train and orient the Sales Manager and Sales Supervisor to their roles in the NYETP and the gift shop.	Director, Career Development Specialist, Activities Coordinator, Accounting Consultant	9/30/2016	12/31/2016
Conduct monthly project staff meetings to keep project on track; make adjustments to work plan as needed.	Director	9/30/2016	9/29/2017
<b>YEAR 4</b>			
<b>Goal One:</b> Native youth serve as project mentors and representatives of the project beneficiary community.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Develop and administer pre-test survey on peer mentoring knowledge/skills to 5 NYAC members.	Director	9/30/2017	9/29/2018
Recruit and obtain volunteer agreements from new NYAC members as needed; administer pre-test survey as needed.	Director, Outreach Coordinator, NYAC	9/30/2017	9/29/2018
5 NYAC members take a post-test survey on peer mentoring knowledge and skills; results compared with pre-test survey.	Director, NYAC	9/1/2018	9/29/2018
<b>Goal Two:</b> Engage the community in the project.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Continue to develop project Facebook page (add 20+ friends/month; 4+ posts/month).	Outreach Coordinator, NYAC	9/30/2017	9/29/2018
Conduct an annual community gathering to celebrate project successes (100+ people attend; webcast posted online).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, Sales Manager, Sales Supervisor, NYETP trainees, NYAC	8/1/2018	9/29/2018
<b>Goal Three:</b> Manage project finances and reports.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Develop and submit 4 quarterly grant progress reports.	Director	9/30/2017	9/29/2018
Track project budget and non-federal share; maintain project's H.R. records and functions; pay project expenses; draw down grant funds.	Bookkeeper	9/30/2017	9/29/2018
Continue to leverage additional working capital resources for the gift shop (acquire 1+ resource).	Director	9/30/2017	9/29/2018

<b>Goal Four: Execute Year 2 of the NYETP (achieving the Year 2 mission of 16+ Native youth graduating the program).</b>			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Conduct outreach and enroll NYETP youth on an ongoing basis; 6+ Native youths enrolled per quarter.	Director, Career Development Specialist, Outreach Coordinator	9/30/2017	9/29/2018
Cultivate and secure employment placement partnerships; enter into 12+ new agreements.	Director, Career Development Specialist, Outreach Coordinator	9/30/2017	9/29/2018
Continue to identify and obtain service agreements for special classes from 6+ local Native consultants if needed.	Director	9/30/2017	9/29/2018
Develop schedules for classroom training and on-the-job training (staff, consultants, and NYAC member schedules).	Director	9/30/2017	9/29/2018
Administer pre-test skills surveys to 6+ new NYETP youth per quarter.	Director, Career Development Specialist	9/30/2017	9/29/2018
Provide GED prep services and peer mentoring to NYETP youth each quarter (16+ NYETP youth take and pass GED test).	Career Development Specialist, NYAC	9/30/2017	9/29/2018
Provide 3 months of classroom-based training to 6+ NYETP youth per quarter (4+ NYETP youth complete training each quarter).	Career Development Specialist, Director, Special Classes Consultants, NYAC	9/30/2017	9/29/2018
Continuously update NYETP participant case management files.	Director, Career Development Specialist, Activities Coordinator	9/30/2017	9/29/2018
Administer post-test surveys to NYETP graduates (both after classroom training and on-the-job training).	Director, Career Development Specialist, Activities Coordinator	9/30/2017	9/29/2018
Provide employment placement services to NYETP graduates each quarter (12+ youth obtain employment).	Activities Coordinator, Director	9/30/2017	9/29/2018
<b>Goal Five: Operate the museum gift store component of the project (supports the NYETP).</b>			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Provide ongoing support to the project on use of P.O.S. software and on accounting policies/procedures.	Accounting Consultant	9/30/2017	9/29/2018
Purchase gift shop supplies and merchandise; enter into 5+ agreements with local Native suppliers.	Director, Sales Manager	9/30/2017	9/29/2018
Develop 12 advertisements for the gift shop in various media channels per quarter; continue to update the gift shop webpage.	Director, Sales Manager, Outreach Coordinator	9/30/2017	9/29/2018
Operate the gift shop and provide on-the-job training to 4+ NYETP youth each quarter.	Activities Coordinator, Sales Manager, Sales Supervisor, NYETP trainees	9/30/2017	9/29/2018



<b>Goal Six:</b> Effectively train staff on executing daily operations and embodying the project's mission statement.			
Objectives	Responsible Parties	Begins	Ends
Replace staff as needed; train new staff on gift shop systems.	Director	9/30/2017	9/29/2018
Conduct monthly project staff meetings to keep project on track; make adjustments to work plan as needed.	Director	9/30/2017	9/29/2018
<b>Goal Seven:</b> Conduct critical analysis of the project to date and make appropriate adjustments as needed.			
Objectives	Responsible Parties	Begins	Ends
Review Year 1 NYETP results and benefits; make adjustments as needed.	Director, Career Development Specialist, Activities Coordinator	9/30/2017	9/29/2018
<b>YEAR 5</b>			
<b>Goal One:</b> Native youth serve as project mentors and representatives of the project beneficiary community.			
Objectives	Responsible Parties	Begins	Ends
Develop and administer pre-test survey on peer mentoring knowledge/skills to 5 NYAC members.	Director	9/30/2018	9/29/2019
Recruit and obtain volunteer agreements from new NYAC members as needed; administer pre-test survey as needed.	Director, Outreach Coordinator, NYAC	9/30/2018	9/29/2019
5 NYAC members take a post-test survey on peer mentoring knowledge and skills; results compared with pre-test survey.	Director, NYAC	9/1/2019	9/29/2019
<b>Goal Two:</b> Engage the community in the project.			
Objectives	Responsible Parties	Begins	Ends
Continue to develop project Facebook page (add 20+ friends/month; 4+ posts/month).	Outreach Coordinator, NYAC	9/30/2018	9/29/2019
Conduct an annual community gathering to celebrate project successes (100+ people attend; webcast posted online).	Director, Activities Coordinator, Outreach Coordinator, Career Development Specialist, Sales Manager, Sales Supervisor, NYETP trainees, NYAC	8/1/2018	9/29/2019
<b>Goal Three:</b> Manage project finances and reports.			
Objectives	Responsible Parties	Begins	Ends
Develop and submit 4 quarterly grant progress reports.	Director	9/30/2018	9/29/2019
Track project budget and non-federal share; maintain project's H.R. records and	Bookkeeper	9/30/2018	9/29/2019

functions; pay project expenses; draw down grant funds.			
Continue to leverage additional working capital resources for the gift shop (acquire 1+ resource).	Director	9/30/2018	9/29/2019
<b>Goal Four:</b> Execute Year 3 of the NYETP (achieving the Year 3 mission of 16+ Native youth graduating the program).			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Conduct outreach and enroll NYETP youth on an ongoing basis; 6+ Native youths enrolled per quarter.	Director, Career Development Specialist, Outreach Coordinator	9/30/2018	9/29/2019
Cultivate and secure employment placement partnerships; enter into 12+ new agreements.	Director, Career Development Specialist, Outreach Coordinator	9/30/2018	9/29/2019
Continue to identify and obtain service agreements for special classes from 6+ local Native consultants if needed.	Director	9/30/2018	9/29/2019
Develop schedules for classroom training and on-the-job training (staff, consultants, and NYAC member schedules).	Director	9/30/2018	9/29/2019
Administer pre-test skills surveys to 6+ new NYETP youth per quarter.	Director, Career Development Specialist	9/30/2018	9/29/2019
Provide GED prep services and peer mentoring to NYETP youth each quarter (16+ NYETP youth take and pass GED test).	Career Development Specialist, NYAC	9/30/2018	9/29/2019
Provide 3 months of classroom-based training to 6+ NYETP youth per quarter (4+ NYETP youth complete training each quarter).	Career Development Specialist, Director, Special Classes Consultants, NYAC	9/30/2018	9/29/2019
Continuously update NYETP participant case management files.	Director, Career Development Specialist, Activities Coordinator	9/30/2018	9/29/2019
Administer post-test surveys to NYETP graduates (both after classroom training and on-the-job training).	Director, Career Development Specialist, Activities Coordinator	9/30/2018	9/29/2019
Provide employment placement services to NYETP graduates each quarter (16+ youth obtain employment).	Activities Coordinator, Director	9/30/2018	9/29/2019
<b>Goal Five:</b> Operate the museum gift store component of the project (supports the NYETP).			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Provide ongoing support to the project on use of P.O.S. software and on accounting policies/procedures.	Accounting Consultant	9/30/2018	9/29/2019
Purchase gift shop supplies and merchandise; enter into 5+ agreements with local Native suppliers.	Director, Sales Manager	9/30/2018	9/29/2019
Develop 12 advertisements for the gift shop in various media channels per	Director, Sales Manager, Outreach	9/30/2018	9/29/2019

quarter; continue to update the gift shop webpage.	Coordinator		
Operate the gift shop and provide on-the-job training to 4+ NYETP youth each quarter.	Activities Coordinator, Sales Manager, Sales Supervisor, NYETP trainees	9/30/2018	9/29/2019
<b>Goal Six:</b> Effectively train staff on executing daily operations and embodying the project's mission statement.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Replace staff as needed; train new staff on gift shop systems.	Director	9/30/2018	9/29/2019
Conduct monthly project staff meetings to keep project on track; make adjustments to work plan as needed.	Director	9/30/2018	9/29/2019
<b>Goal Seven:</b> Conduct critical analysis of the project to date and secure funding to continue the program past the initial grant-funded period.			
<b>Objectives</b>	<b>Responsible Parties</b>	<b>Begins</b>	<b>Ends</b>
Review Year 2 NYETP results and benefits; make adjustments as needed.	Director, Career Development Specialist, Activities Coordinator	9/30/2018	9/29/2019
Analyze program results and benefits to date; submit program to Sonoma County Upstream Investments portfolio to position the program for funding post-project.	Director	4/1/2019	9/29/2019

# References

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