

Vision, Goals, Objectives

- A vision is a description of an ideal state, incorporating appropriate shared values.**
- Goals are descriptions of the outcomes of actions which move the community closer to the state described by the vision.**
- Objectives are descriptions of necessary steps to achieve the goals.**

Tribal Vision Statement

- **Class Discussion: Presentation of vision by those from Tribes that have them.**
- **What was the process to develop the vision statement?**
- **How has the vision statement been used?**
- **What difference does having it make?**

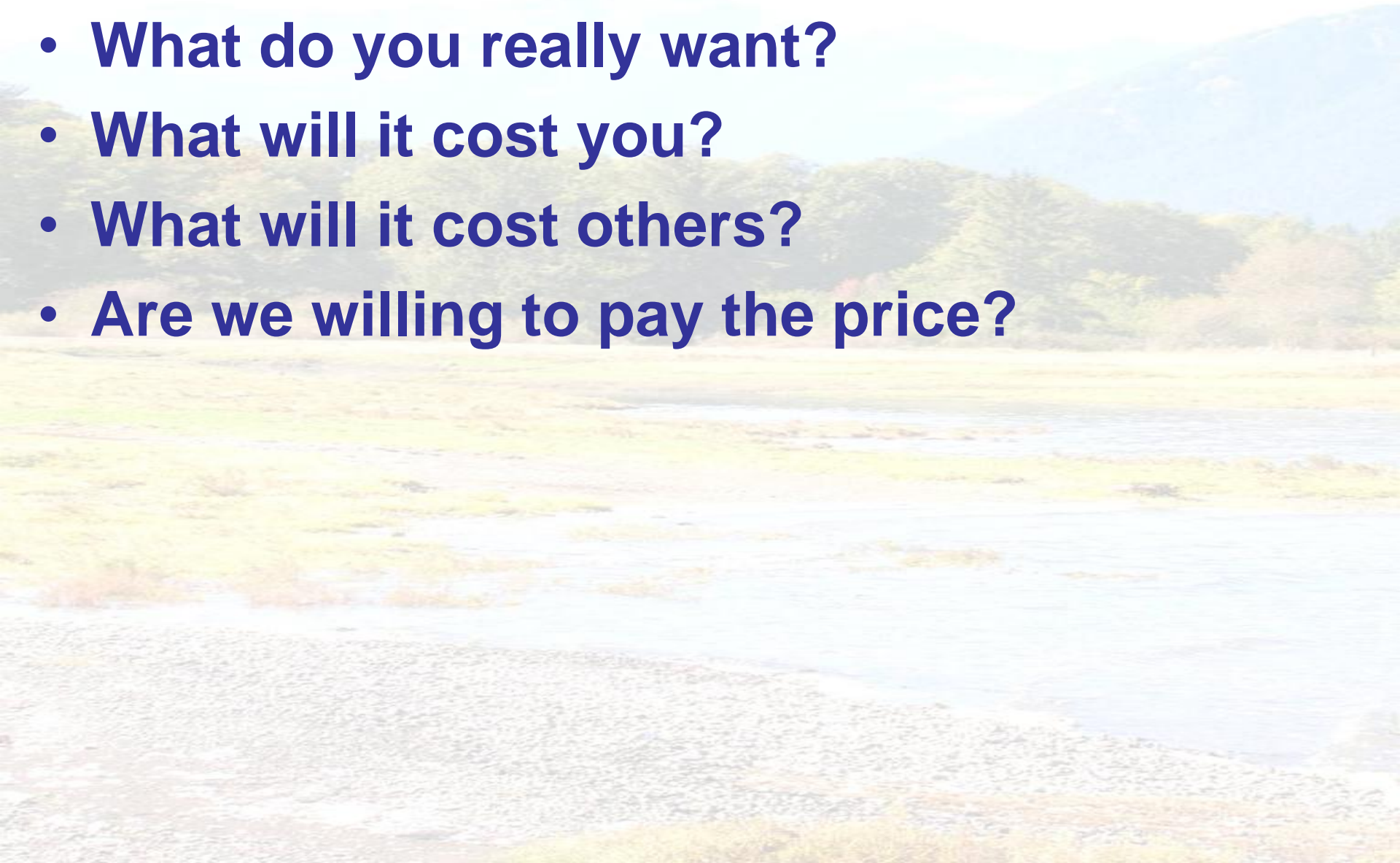
Recorder: Take notes on the flip chart!

Conflicting Vision Elements

- **Maximizing growth vs. maximizing equity**
- **Degree of regulation**
- **Traditional vs. “modern”**
- **Making culture accessible to outsiders vs. keeping it private**

Dealing with Vision Conflicts

- **What do you really want?**
- **What will it cost you?**
- **What will it cost others?**
- **Are we willing to pay the price?**



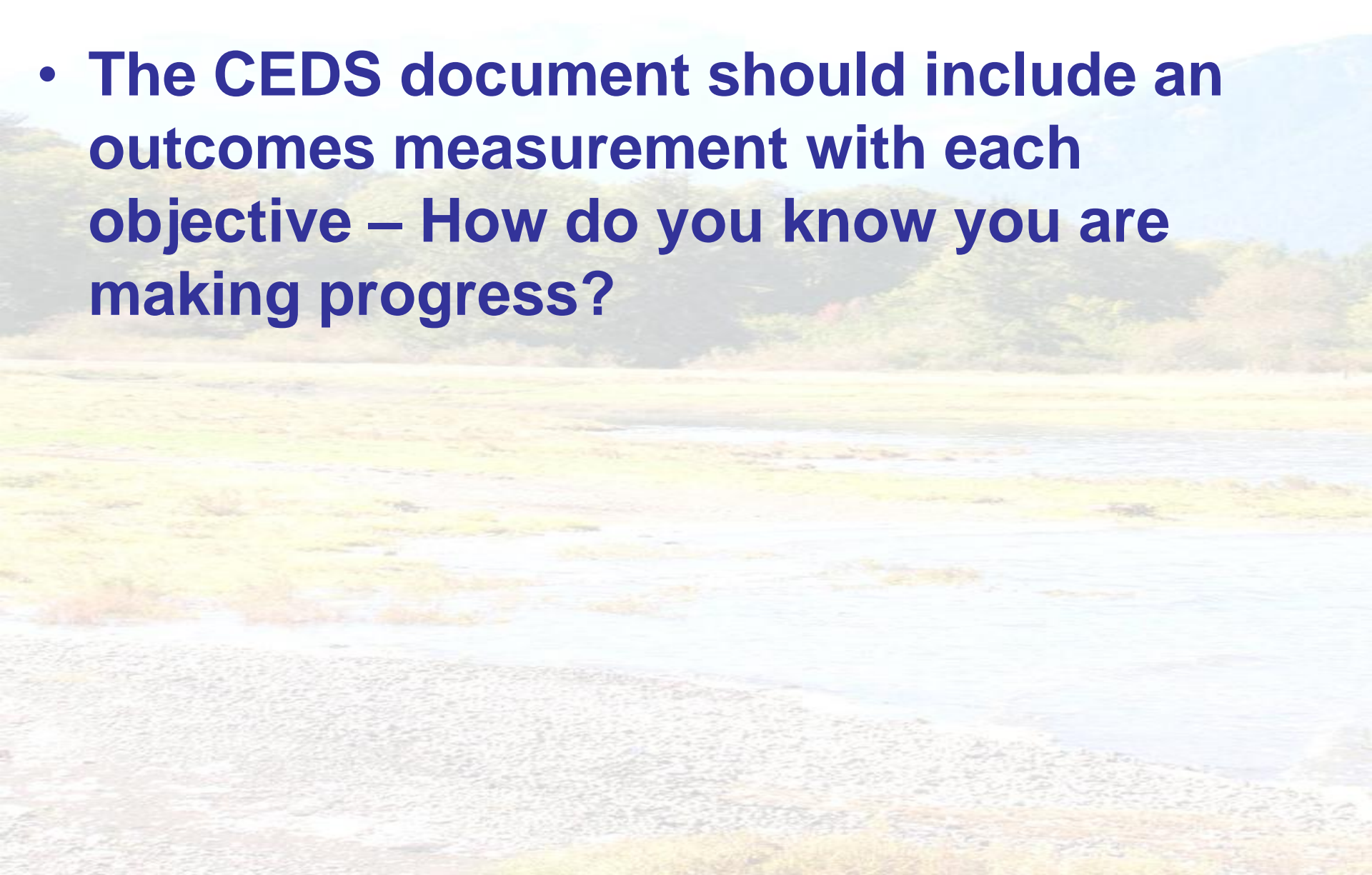
Vision Conflicts

- **Class discussion - are there differing visions in your community?**
- **How have they been dealt with? What are the consequences of not dealing with them?**
- **How would you deal with them in the process of developing a vision statement?**

Recorder: Takes notes on the flip chart!

Measurement of Progress

- **The CEDS document should include an outcomes measurement with each objective – How do you know you are making progress?**



Evaluation of Progress and Outcomes

- Staff reports periodically (perhaps quarterly) to committee on progress on the action plan – checking off the action items. (EDA progress report)
- Staff documents and reports the outcomes of actions in relation to the objectives
- After one year, the committee and other major stakeholders meet to assess progress and adjust/update the CEDS as appropriate.

Measurements of Outcomes

- **Counting jobs and new payroll - good measures for ED programs - with caveats**
- **Descriptions of accomplishments are a valid part of an evaluation.**
- **Every CEDS process should have an evaluation committee that takes a rigorous look at progress and outcomes and publishes the results.**
- **The most valid assessments are done by the core participants and major stakeholders.**
- **However, an assessment by an objective outsider occasionally can be helpful.**

Measurement of Outcomes

- **Definable vs. Quantifiable**
- **Using available economic data and the difficulty of “moving the needle”**
- **The cost (particularly opportunity cost) of original data**
- **The perils of surrogate measures**
- **Projections are not outcomes**