



DREW CDC

Every Child's Success
Strengthens Community

Drew Child Development Corporation Strategic Plan 2023-2026





It is with great pleasure I share the 3-Year, Drew Child Development Corporation's Strategic Planning Guide ("Guide"). This Agency-wide, collaborative process provides a broad-based approach of goals and objectives that touches each aspect of the Agency. Underpinning this work was the understanding that creating positive and nurturing experiences in the lives of children leads to healthy outcomes as well as enhances the lives of the family, which extend into the community. This has been the Agency's commitment and purpose for over 30 years.

From its commitment, the Agency values and recognizes key resources that help make a difference, which includes focused financial support, educational learning, social well-being, and mental health assistance, which build and strengthen the child and family. Based on these underlying principles, the strategic planning process has situated the Agency

not only in the present by addressing what we have accomplished, but also what we continue to strive for. To continue in these efforts, it requires adaptation to changing times to ensure it can meet the needs of the children and families it serves throughout the various communities. As an effort to push us forward with revitalized momentum and purpose, this Guide will address our aspirational approach to work within our Mission and achieve our Vision.

It is with the support of our internal staff, Board of Directors, external stakeholders, and invaluable partners that will help lead to the accomplishment of all the goals established within this Guide. We look forward to this essential and meaningful work that will help the Agency realize its goals that will lead to the continued growth and success of our students, families, and communities!

Jackie Clarke
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A Special Thank You to Our CDC Planning Team!

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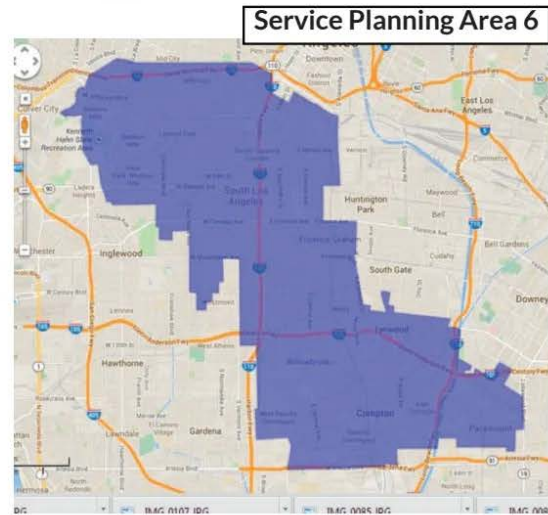
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BACKGROUND

Since 1987, Drew Child Development Corporation has been serving the communities located within Service Planning Area 6 ("SPA 6"). This region encompasses the communities of Compton, Crenshaw, Florence, Lynwood, Paramount, Rosewood, West Adams, Willowbrook, Windsor Hills, and Watts. According to data from Women, Infant and Children ("WIC", 2021), the SPA 6 is 51% Hispanic-English, 33.1% Hispanic-Spanish, 13.6% Black, .5% White, .3% Asian, and 1.3% Other.

When broken down by subregions, the demographics show slight differences. According to the Census Reporter (2021), the Central Los Angeles and Watts area consisted of a population of 159,616, which comprises an 8.6 square mile region. The median age range for this sector is 30.1 years, with 30% of the total population being under the age of 18 years. Demographically, this region consists of an almost even-balance of male and female, at 52% and 48%, respectively. Within this region 39,253 consist of families with an average of 4.1 persons per household. The median household income is \$47,585, which is in the lower one-third of the average income in California. In turn, the poverty rate is at 28%. The data further indicates 27.8% of all persons being in poverty with 38% of children under the age of 18 being in poverty.

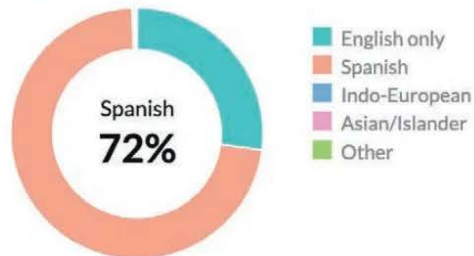


In terms of educational attainment, approximately 53.9% graduate high school or attain higher levels of education. The current graduation rate in California is approximately 89%. In addition to high school completion, those who complete a bachelor's degree is 8.1%. In terms of the racial and ethnic composition, the population is 82% Hispanic, 15% Black, 1% White and, 1% are Two or More Races. Essential to this data is the language spoken within the home. Based on a 5-year longitudinal study, it was identified that most of the homes within the region are Spanish speaking. Statistically, the results are almost the same for the Willowbrook area, with a slight difference of Spanish speaking families that are at 78% for homes that are over the age of 18+. Similarly, Central Los Angeles and Watts communities demonstrate the home language of Spanish at 72% for families with children between 5-17 years and 74% for families 18+.

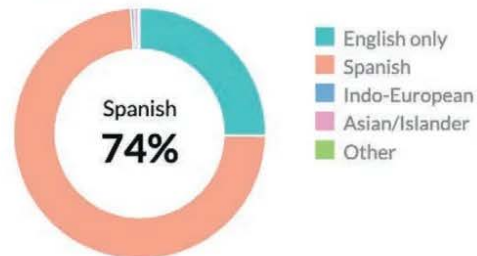


South Los Angeles and Watts

Language at home, children 5-17



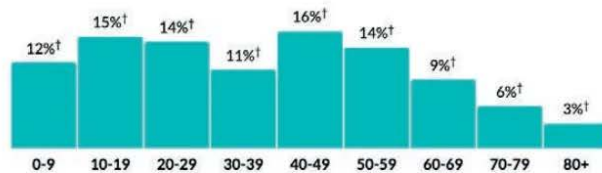
Language at home, adults 18+



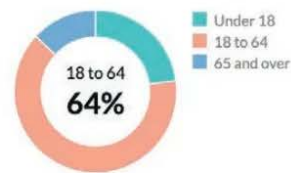
Finally, the Compton area demonstrates slightly different demographics with 69% Hispanic, 27% Black, 1% White, 1% Asian, 1% Other, and 1% of Two or More Races. The median income is \$62,050, with a poverty rate at 23% for children under 18 years. The average family size is at 3.2. For educational attainment, the high school graduation rate is 67.5% and bachelor's degree attainment is 11.1% within the region. Similarly, the Spanish speaking families are slightly lower than the other regions, with Spanish-speaking families consisting of 65%-66%.

Graph.2021 Compton

Population by age range



Population by age category



In totality, the data demonstrates not only the diversity of SPA6 by race, ethnicity, age, and educational attainment, but also the significant population that exists within the geographic locations. The services and programs provided by Drew CDC continues to strive to reach more students and families through its expanded services and aspirational goals.

SERVICES and PROGRAMS

Drew CDC provides services to children and their families in many ways. Most important, it addresses systems that provide a wholistic approach to embrace the full family. Whether through the Center-based preschool or toddler program, mental health, or other services, this broad-based approach seeks to help provide the foundational support to strengthen the whole family. Each program provides specialized services that caters to the needs of the child family.

CENTER-BASED GROUP INSTRUCTION

The Center-Based programs provide instruction to children from the ages of 18 months to 3 years of age. The programs are offered 3 days per week, for 3-hours per day. Children who participate in the programs receive group instruction with similar aged peers. Using the Creative Curriculum methodology, the children develop language, social, and problem-solving skills from teachers who are state certified.

CHILD CARE - SUBSIDY

Following the wholistic concept with supporting the child and family, the childcare subsidy program is a unique service that provides a case manager to work with families to provide them safe and nurturing childcare for children up to age 12 and for exceptional needs and severely disabled children up to the ages of 18-21 years.

MENTAL HEALTH

Drew CDC's mental health services are provided for low-income and Medi-Cal eligible families. Starting from birth up to the age twenty-one, these services assist with providing culturally sensitive services, mental health assessments and coping with emotional trauma. Supportive measures for families are provided through education, managing crises, and providing medication, if necessary. These services can be requested by parents/caregivers, school officials, Department of Children and Family Services, the Los Angeles Children's Department of Mental Health or through a treating physician.

TRAUMA-INFORMED CARE ("TIC") TRAINING

In partnership with the Child Care Alliance Los Angeles and the County's eight Resource and Referral agencies, the TIC training program leads and coordinates the trainings within the Bridge Program. This "train the trainer" design assists with preparing childcare providers, especially in the foster care system, with the knowledge and skills to support children who have experienced childhood trauma.

GUIDING PRINCIPLES

Drew CDC's guiding principles gives it purpose and focus. Grounded in 30 years of dedicated service to the children and families in the communities it serves, the agency continues to maintain this commitment through its expressed Vision and Mission statement.

- Provide high-quality services for children and families in the community
- Provide healthy learning environments to prepare the children in SPA6 for the future
- Embrace the whole family through financial and, mental support, and assistance
- Be a collaborative resource for partners who provide similar services

VISION

*All children and families in South Central Los Angeles will be safe, emotionally, and physically healthy and educated.
We will enhance their opportunities to contribute positively to society.*

MISSION

Drew Child Development Corporation prepares the children of Watts-Willowbrook, Compton and South Los Angeles to succeed and thereby strengthen our community.

CURRENT AND FUTURE STATE

Based on the changes Drew CDC experienced due to the COVID-19 pandemic, it was essential to assess the various changes that directly impacted the needs in the community and the services provided. When examining the current state four (4) key questions were explored.

DEFINING AREAS	IDENTIFICATION OF CURRENT & FUTURE STATE
WHERE WE ARE	<ul style="list-style-type: none"> • Been in the community for many years; Integral part of the community • For services, we have expanded – Bridge program; new Center @ Rainbow; Cater to more children and families by making services more accessible based on eligibility. • Sweet spot in terms of stabilizing of program and services. • Room to improve on accessibility. Being more visible.
WHERE WE WANT TO GO	<ul style="list-style-type: none"> • Improve accessibility • Being visible • Expansion of service delivery (e.g., homelessness) • Opportunity to expand it to the whole family; not only address the issue with the child but it often expands into the home. • Expand funding to support services to entire family
OUR FUTURE	<ul style="list-style-type: none"> • Advance with the technology • Aware of inequities in relation to technology, particularly with pandemic and access • Create a space where families and people from the communities can come together and share resources with neighbors, friends, and families • Focus groups – what can work and what can't work for improvement on service delivery • Collaborative opportunities inclusive of outside agencies • Database integration

**WHAT DO WE NEED
TO BE AWARE OF**

- Pandemic
- Changing technology
- Competitors
- Funding opportunities
- Collaborative opportunities inclusive of outside agencies
- Database integration
- Driving change with the data; staying abreast of what is happening
- Assessment of the tools to expand and identify opportunities to keep up with change and drive the change.



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

The SWOT analysis addresses Dew CDC's current state as well as areas that it needs to recognize for future planning. Therefore, it helps to identify the beginning stages toward organizational goal development. As an extension of the weaknesses, threats and opportunities, key focus areas were defined. The SP Team members were asked to share their honest feedback on each area within the SWOT analysis, which helped identify a clearer understanding of high performing areas as well as what needed to be addressed now and into the future. Therefore, the SWOT analysis provided the framework required for the Key Focus Areas, Goals and Objectives.



KEY FOCUS AREAS, GOALS & OBJECTIVES

The SP Team engaged in discussion regarding the common themes that arose from the SWOT analysis. From this process, streamlined ideologies were identified as the most essential as well as aspirational focus areas the Agency need to address in the present and into the future over the next three (3) years.

FOCUS AREA I. ACCESSIBILITY & VISIBILITY

GOAL #1

Drew CDC will expand its accessibility and visibility through outreach, cross-selling, marketing, and branding by increasing its web-based contacts and engagement by 8% or more annually, from its current baseline, to build community awareness for the purpose of attracting more clients, applicants, and partnerships no later than June 1, 2026.



OBJECTIVES

- 1.1 Expand Outreach Services
- 1.2 Cross-sell programs through innovative and intentional strategies
- 1.3 Strengthen marketing and branding

FOCUS AREA II. EXPANSION OF SERVICE DELIVERY MODEL

GOAL #2

Drew CDC will expand its service delivery model by identifying and addressing community-based needs by providing certificate-based trainings and resources using identifiable best practice models/designs to enrich the supports and services to parents, families, and providers no later than June 1, 2026.

OBJECTIVES

- 2.1 Increase trainings with parents, families, and providers
- 2.2 Identify and address community-based needs
- 2.3 Develop space for community sharing and resources



FOCUS AREA III. ADVANCE TECHNOLOGY

GOAL #3

Drew CDC will advance its technology by increasing its social media by doubling its presence, annually, and developing its internal capacity through database integration and staff trainings to build an efficient infrastructure by June 1, 2026.

OBJECTIVES

- 3.1 Technology based staff trainings
- 3.2 Increase/Enhance social media presence
- 3.3 Implement database integration



FOCUS AREA IV. STRENGTHEN FUNDING STREAMS

GOAL #4

Drew CDC will strengthen its funding streams by securing innovative grants, increasing its stakeholders, and expanding its funding campaigns with a minimum of a 10% annual revenue increase, to demonstrate fiscal responsibility, year over year up to June 1, 2026.

OBJECTIVES

- 4.1 Increase collaborative partnerships
- 4.2 Expand innovative grant opportunities
- 4.3 Demonstrate fiscal responsibility
- 4.4 Expand funding campaigns
- 4.5 Identify and increase stakeholders



FOCUS AREA V. ENRICH WORKFORCE DEVELOPMENT AND RECRUITMENT

GOAL #5

Drew CDC will grow its workforce through the implementation of work-related trainings and targeted recruitment, using identifiable research-based strategies, to increase the diverse workforce and enhance employee expertise, equity, inclusion and belonging no later than June 1, 2026.



OBJECTIVES

- 5.1 Provide different types of trainings based on expertise within the Agency
- 5.2 Develop awareness and effective strategies to retain and grow a multi-generational workforce
- 5.3 Further diversity, equity, inclusive and belonging practices
- 5.4 Develop innovative workforce development strategies and recruiting efforts



IMPLEMENTATION STRATEGIES

GOAL #1

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
1.1 Expand Outreach Services			
Identify services provider agencies that have access to children	X		
Develop MOUs with service provider agencies & integrate other providers that can benefit from Drew CDC services	X	X	X
Identify and enhance partnership with 211	X		
Identify new visible presence in the community	X		
Seek and implement new advertisements	X		
Develop brochures regarding different types of services & identify placements	X	X	
Conduct assessment and evaluation of our ability to provide the expanded services	X		
Clearly define brand in terms of programs and services	X		
Use branding with consistency and fidelity	X		
Develop campaign process	X		
Implementation of MOU goals		X	
Integrate strategies with identified service provider agencies		X	
Disseminate promotional items with new Drew CDC Logo	X		
Develop and implement presentation for Drew CDC Staff on services provided	X	X	
Use data collection from consumers to develop new materials for community awareness and to attract participants and partnerships		X	X
Collect milestone data on quarterly basis		X	X
Identify and create tracking mechanisms related to goal	X		

IMPLEMENTATION STRATEGIES

Through intake process add question to determine how person learned about Drew	X		
Identify and collaborate with other agencies on sponsored events		X	X
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
1.2 Cross-sell programs through innovative and intentional strategies			
Onboarding and orientation process would provide the initial knowledge about the overall Drew Programs and Services available.	X		
Create mini videos (e.g., onboarding video to address all depts). An introductory educational video that summarizes the key components to each program.		X	
Develop Elevator speech	X		
Education plan – assess current staff and their awareness of services (re-education due to changes with policies or program elements).	X		
Department participation in monthly meetings to develop understanding of services. This would be someone from another program explaining the services provided to another program.	X		
Develop monthly departmental intake committees to feed information to the department related to funding, services, etc.		X	
Develop website as selling point for donors, marketing		X	
Create Brochures that provide a summary of all programs to clients and staff for education and knowledge purposes.		X	
Create a central point as a navigator to refers clients to other programs. Include services that clients/families can benefit from along with contact numbers.		X	
Provide new hires with a rating card for feedback at the end orientation; use for improvements			X
Use database or developed tracking tool for staff regarding programs provided to client including the specific times services were provided.			X

IMPLEMENTATION STRATEGIES

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
1.3 Strengthen Marketing and Branding			
Having a presence in the community; presence for marketing; something in the new location	X		
Establish advertisements in local newspaper, billboards, radio ads, bus stop ads	X		
Develop Style Guide for consistency in use	X		
Develop mechanism for sharing forms and accessibility	X		
Expand Social media platforms	X		
Develop templates (e.g., stationary, ppts, flyers, etc.)	X		
Develop QR Code to place on visible and accessible locations for public access to the Drew Website.		X	
Create digital business cards that provide a brief biography about the staff member to help therapist with their BBS status/license information etc.		X	
Develop tracking tool to determine success with marketing			X
Due to Drew's increased presence there maybe additional collaborations or co-sponsor events to participate in.			X
Assess client data to determine core clients including age of client, length of service, location of clients for the purpose of tailored marketing.			X

IMPLEMENTATION STRATEGIES

GOAL #2

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
2.1 Increase trainings with parents, families, and providers			
Assess the needs through a survey with clients/families (e.g., What services would be beneficial? What Services are you in need of?)	X		
Provide parent workshops and trainings on meeting children needs w/ certificate	X		
Place trainings and workshop for sign-up via the website/portal	X		
Create survey regarding consumer needs-collaborate with marketing/communication	X		
Track participation and benefits of implementation - collect data by program and agency	X		
Develop training and external portal log-in for client login	X	X	
Utilize outside agency presenters that cover such topics as housing, medication support, developing coping skills, etc.	X		
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
2.2 Identify and address community-based needs			
Assess the needs through a survey with clients and community representative where possible	X		
Survey and collect information on the population in the community.			
Determine and provide assessment of services being offered in the community and if Drew CDC can become a secondary resource or a primary resource to the community	X		
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
Increase supervisor presence in community meetings	X		
Survey other agencies in the area and determine if there can be cohosting or collaboration for a future event			X
There might be a Mental Health Agency that specializes with adults. Drew CDC can refer their adults to this agency and this agency can refer their child and adolescents	X		

IMPLEMENTATION STRATEGIES

Revisit "Brown Bag" concept	X		
Assess and determine implementation of programs such as "Baby to Baby"		X	

GOAL #3

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
3.1 Technology based staff trainings			
Identify appropriate technology-based staffing trainings by department/area to improve informatics	X		
Implement various technology-based staff trainings		X	
Track outcome measures related to trainings through implementation and application practices		X	X
Disaggregate technology-based training requirements by initial requirements for new employees; ongoing trainings offered throughout year; required trainings; recommended trainings based on data.			X
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
3.2 Increase and Enhance Social Media Presence			
Identify awareness months via social media tools (e.g., May is mental health month, etc.)	X		
Increase awareness of Drew CDC programs and services for clients or potential clients through common Social Media Sites.	X		
Identify educational materials and information links via social media	X		
Incorporate educational materials and information links via social media		X	
Increase advertisement and marketing of upcoming events using Social Media sites		X	X
Assess data to identify updates and changes needed for future updates and changes			X

IMPLEMENTATION STRATEGIES

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
3.3 Implement Database Integration			
Identify HIPAA compliant database opportunities. Drew CDC Staff will be able to quickly determine a client's action plan or developmental plan.	X		
Identify vendors that can provide database integration to include but not limited to: Intake components, cross-selling recommendations; Demographics; Performance; Quality; Consumer Satisfaction; Risk Management; Training Assessment		X	
Send out request for proposal based on identified parameters for database integration, which will include cost-comparisons, the type and number of integrated aspects, and effectiveness assessments			X
Implementation of selected RFP	X		

GOAL #4

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
4.1 Increase Collaborative Partnerships			
Identify and define new strategies/methods to work collaboratively with the Department of Mental Health to promote advocacy on behalf of Drew	X		
Track implementation of new strategies/methods with DMH efforts and refine through an ongoing, dedicated process		X	
Identify and participate in annual events sponsored by different agencies and	X		
Research, identify, and cultivate new relationships with local foundations to fund Drew CDC.	X	X	
Research and identify new opportunities to expand current funds	X		
Determine and implement strategies to expand upon current funds		X	X

IMPLEMENTATION STRATEGIES

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
4.2 Expand Innovative Grant Opportunities			
Research and identify Mission congruent grant opportunities	X		
Research and identify community need assessment for funders	X		
Define and implement strategies to pursue new grant opportunities	X	X	
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
4.3 Demonstrate Fiscal Responsibility			
Demonstrate fiscal prudence through future year projections that costs do not exceed revenue			
Ensure funding streams are maximized through 100% participation of all staff in demonstrating participation in funding expectations that lead to full funding.	X		
Monitor and implement required aspects of payment reform within Mental Health	X	X	X
Identify and develop strategies/approaches to prevent financial losses to the Agency	X	X	X
Identify or develop tracking tool for internal departments for partnerships, grant attainment, campaign, program fiscal sustainability, increase in funding and contracts on initial, quarterly, and annual basis	X		
Implement tracking tool for internal departments for partnerships, grant attainment, campaign, program fiscal sustainability, increase in funding and contracts on initial, quarterly, and annual basis		X	
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
4.4 Expand funding Campaigns			
Identify opportunities to expand board to maximize funding/donations	X		
Pursue identified opportunities to expand board for maximation of funding/donations		X	X

IMPLEMENTATION STRATEGIES

Develop new funding raising events such as “It Takes a Village,” to expand funding	X	X	X
Design and implement new fundraising event		X	
Assess outcome of new event(s) and return on investment			X
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
4.5 Identify and Increase Stakeholders			
Consider development of a “shadow board” of younger (up and coming) members of the community	X	X	
Research and identify programs that address younger workers with veteran employees to identify new perspectives and insights to assist with changing marketing conditions.	X	X	
Identify stakeholders in the community and begin a dialog informing and educating on the services Drew CDC offers and the benefit to the community at large.	X	X	

GOAL #5

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
5.1 Develop Trainings Based on Employee Expertise			
Provide survey and identify departmental training needs	X		
Develop training plan for each department and for overall agency		X	
Develop and provide different training venues including webinars		X	
Identify internal/external training partners annually based on expertise		X	X
Research and identify new opportunities to expand current funds	X	X	X
Track and assess training including implementation of practice and success			X

IMPLEMENTATION STRATEGIES

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
5.2 Develop Awareness & Effective Strategies to Retain and Grow a Multi-Generational Workforce			
Assess and identify internal report on staff demographics to create baseline needs	X		
Identify and determine possible incentives for training models	X		
Provide questionnaire to staff to assess if different ideas and elements can be addressed at the Agency to maintain motivation and retention	X	X	
Identify and implement strategies for where and how to highlight the positive accomplishments of employees in the agency	X	X	
Develop employee satisfaction tool associated with retention, needs, development, opportunities		X	X
Identify possibilities of remote/hybrid working environment	X	X	
Track data and develop tool based on new hires and attrition by age range to inform recruitment strategies	X	X	
Identify and implement strategies to attract and hire more male employees within departments/areas that may have gender imbalance	X	X	
OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
5.3 Further Diversity, Equity, Inclusive and Belonging Practices			
Identify, celebrate, and acknowledge, annually, various cultural practice, values, and traditions	X	X	X
Develop different opportunities to bring all staff together for inclusive and belonging practices	X	X	
Develop and implement Equal Employment Opportunity Plan	X	X	X
Identify, implement, and assess cultural competency practices in service delivery model	X	X	X

IMPLEMENTATION STRATEGIES

OBJECTIVES AND ACTION ITEMS	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26
5.4 Develop Innovative Workforce Development Strategies and Recruiting Efforts			
Assess and determine opportunities to re-establish master internship program with school	X		
Research and identify different recruiting tools for return on investment	X	X	
Develop annual job fair opportunities and incorporating additional departmental support based on venue	X	X	X

