CWDA DEI Strategic Plan

Foreword

As I prepared to step into the role of Executive Director in January 2021, I was blessed to have a solid foundation to stand on, built by our long-time director, Frank Mecca. When I had joined CWDA as a policy advocate more than 20 years ago, CWDA was already considered a leader in moving policy and practice forward, a strength that continues to shape my vision for CWDA. I strive to lead with my heart as well as my head, encouraging the growth and celebrating the successes of those around me. I see my role as the new Executive Director as an opportunity to further advance and enhance the driving force that is CWDA, which is why the CWDA DEI Strategic plan is a natural next step for our work.

As I grew in my career over the past two decades, I became more and more aware of the growing need for urgent and forceful action on diversity, equity, inclusion and justice, a realization spurred for me in 2014 by the callous shooting of 18-year old Michael Brown in Ferguson, Missouri, a town very close to where my parents grew up. The racist underpinnings of our society, as well as the classism and sexism on which so much of our human services programs also were built, became inescapable truths as I dug further into the history. I began to feel an urgent need to learn more, to listen to and lift up others' voices, and to use my undeniable privilege (as both a white woman and Executive Director) to lead this great organization in a way that moves our programs and services further towards equity and justice, and that moves CWDA towards greater diversity and inclusion in our staffing, leadership and partnerships.

County human services agencies are uniquely positioned to lead the way in terms of increasing racial and cultural diversity, reducing disparities in services and programs, and improving equity. Counties help millions of Californians access important public benefit

programs, while also serving as the last line of defense for children and adults who have been abused and neglected. Still, despite counties' current best efforts to ensure access, our programs and services were built atop many underlying inequalities in our society, and they have rules and requirements that reflect outworn values – including structural racism, classism, ageism, sexism, heteronormativity, and so on. Yet at the same time, our services and systems can offer critical opportunities to correct these disparities, or at the very least reduce the harm these disparities cause, when thoughtfully applied.

As an organization, CWDA is at the forefront of progress in California and the nation when it comes to putting forth policy and practice changes that provide a more equitable path forward for our communities. The development of this multi-year plan for improving diversity, equity and inclusion - within the association, in support of our members and their staff, and among the greater community – is no exception. An ambitious road map for the next three-to-five years, this plan offers CWDA staff and members a view of what our leadership path can look like, including both immediate internal steps and ongoing projects we will undertake alongside our members and partner organizations to continue moving forward.

I look to the challenge of leadership during this time as an opportunity to dig into the hard work with my team and our members, to support our growth while serving Californians with all the strength and hope CWDA has to offer. We have taken the first step in developing this plan: I am committed to taking the next steps together with you to put it into action.

We can do this. This is worth it.

Cathy Senderling-McDonald,

CWDA Executive Director
December, 2021

CWDA DEI Strategic Plan

How the Plan was Developed

CWDA had support in organizing, developing, and managing this DEI Strategic Plan from the Unconscious Bias Project (UBP), a fiscally sponsored project of Social Good Fund 501c3 nonprofit. UBP has also been a prior partner to CWDA in Diversity, Equity, and Inclusion. UBP is a people & culture consulting group based in the Bay Area, CA with a mission to create more equitable and inclusive workplaces.

CWDA's top priority in this work is to integrate diversity, equity, inclusion, and social justice throughout the many areas that CWDA impacts. We considered how CWDA supports its staff and leadership, county Human Services Directors, Agency Directors, California state and local agencies and partners, and the millions of Californians served every year.

In the summer of 2021, all CWDA staff and county services directors were asked to provide input on the development of the strategic draft through an anonymous survey and focus groups or one-on-one interviews with the Unconscious Bias Project. 122 survey responses were submitted, 57 were completed, and 49 were used for analysis. Of those responses included in the analysis, 40 respondents identified themselves as a County Human Services Director or Agency Director, 9 identified as CWDA Staff.

A CWDA Team co-developed the survey and wrote the plan, carefully integrating recommendations from all survey respondents over an iterative process, soliciting feedback from a core group of directors (Directors' Steering Committee) and CWDA staff. The process began in September and ended in December 2021. The CWDA team solicited feedback from all CWDA members through Town Halls and anonymous surveys in November and December, and we expect the Strategic Plan will be adopted in January 2022.

It is our hope that the DEI Strategic Plan will serve as a compass and guiding document that lives, breathes, and evolves with CWDA and Californians' needs over the years.

We are forever grateful to the teams that dedicated themselves to this work:

CWDA Team

- **Cathy Senderling-McDonald**, Executive Director
- **Kristen Davis**, Fiscal Policy Analyst
- **Jenny Nguyen**, Senior Self-Sufficiency Policy Analyst
- **Theresa Peña**, Senior Self-Sufficiency Analyst
- **Paula Villescaz**, Director of Legislative Advocacy

Directors' Steering Committee

- **Bobby Cagle**, Director of the Los Angeles County Department of Children and Family Services
- **Kimberly Giardina**, Director of Child Welfare Services of the County of San Diego Health and Human Services Agency
- **Anita Ortiz**, Director of Human Services of the Tulare County Health & Human Services Agency
- **Heather Snow**, Director of the Del Norte County Department Health and Human Services
- **Sherri Cheatham**, Division Chief, Los Angeles County, Department of Public Social Services, Medi-Cal and In-Home Supportive Services Program Division

Unconscious Bias Project Team

- **Linet Mera,** Co-Executive Director
- **Alexis Krohn**, Co-Executive Director

How We Will Utilize the DEI Strategic Plan

Our strategic plan is meant to leverage CWDA's position and mission to impact millions of Californians by effectuating change against systemic inequities, institutional inequities, and to support individual and collective inclusion and equity both internally for staff and for CWDA members, and externally to our partners and clients at both state and county levels.

While ambitious and comprehensive, the plan is meant to be a dynamic document and guideline that on an annual basis will undergo revision and planning as led by CWDA's current Executive Director to best serve the needs of all stakeholders and those impacted by the plan. To this end, project leaders for each subgoal have only been determined for the first calendar year, and further project leaders and subgoals will be implemented and refined as needed.

If you have any questions about the DEI Strategic Plan, wish to receive an accessible version, or want to learn how it may impact you, please contact us at (916) 443-1749.

Example Narrative for 2022 Q1 - Q2

To better illustrate how the work may flow, we share an example of what starting the plan may look like for Q2 of 2022.

1. Project leads meet with CWDA Executive Director at the end of Q1/beginning of Q2 to discuss programs, possible teams, and confirm scope of subgoals. Any outcomes from prior programs may also be discussed.
    a. Staff Subgoal 1.3.4. Celebrate & Reflect on Diversity - Project Lead shares program and schedule, how to sustain the work, and feedback received.
    b. Staff Subgoals 1.3.1.2 Staff Check-ins & 1.1.1.1. Recruiting & Hiring Practices - Project leads request any resources needed and discuss who may be needed to develop & implement goals.
    c. Directors Subgoals 2.6.3. Increase Proposal Inclusivity & 2.4.1.2 Prioritizing Lived Experiences in Policies, Bills, and Legislation - Project leads request any resources needed and discuss who may be needed to develop & implement goals. .

     d. Community Subgoals 3.2.1.3. Share DEI Work on Social Media and 3.2.1.2. Share Multiyear Plan - Project leads request any resources needed and discuss who may be needed to develop & implement goals.

2. Project leads recruit team(s) discussed and submit formal requests for any funding as needed.

3. Project leads for 3 month sugoals check in with CWDA Executive Director at 2 week check point on progress and any issues arising in. Project leads with 6 months and longer works check in at 1 month check point.

4. At the end of Q2, Project leads send project status and report findings/measurements of success to CWDA Executive Director, next steps are discussed. If a Subgoal is delayed, Executive Director convenes a meeting to troubleshoot and may bring Subgoal for discussion with relevant stakeholders and people or groups impacted by Subgoal in order to re-design Subgoal as needed.

5. At the start of Q3, the Executive Director begins the process of identifying project leads for 2023 Subgoals. At this time, the Executive Director may engage in communication with stakeholders and those impacted by 2022 Subgoals to discuss any re-prioritization of Subgoals needed.

6. At the end of Q3, a yearly review meeting open to all CWDA staff and members is convened by the Executive Director. If needed, the Executive Director may ask members of the community, clients, county staff, or state partners to attend.

     a. All Project leads for Subgoals started in Q1-Q3 present their project scope, progress, and results along with project leads for upcoming Q4, and potential project leads for 2023.

     b. Executive Director defines project leads for 2023.

     c. Executive Director proposes any changes to prioritization of 2023 Subgoals & introduces overview for 2024.

7. Upcoming Subgoals for 2023, project leads, and any changes to original timeline are updated in the plan and communicated to CWDA staff, members, and shared publicly.

Strategic Plan Definitions

- Diversity: representation with respect to race or ethnicity*, nationality, gender identity, sexual preference, socioeconomic background, education, family context, religion, political affiliation, spiritual belief, age, physical and mental ability, seniority, etc...
- Equity: fair or just access, opportunity, and advancement taking into consideration individual differences in access, opportunity and advancement due to systemic inequities.
- Inclusion:how different people feel within an organizational context which may include whether they feel their voices are heard, their value is recognized, and a sense of belonging.
- Diversity and/or equity do not necessarily cause or make inclusion.
- Justice/Social Justice: In terms of the distribution of wealth, opportunities, and privileges within a society.
- *Race: a social construct grouping individuals typically by shared physical characteristics and phenotypic expression; ethnicity: a social construct linked to cultural expression and identification.

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Table of Contents

3. Bridge with Community

Overall Goal Subject Line		
Goal	**Describes the goal subject matter**	
Subgoal	1. Specific subgoal action	2. Second specific subgoal action.
Project Lead	Point person for the project. Will be responsible for tracking outcomes, recruiting a team, and maintaining communication with CWDA Director. Proposed Project Leads included only for 2022.	If this section contains "TBD" the Project Lead will be defined at the planning and review period held by CWDA Director every Q3.
Resources needed	Initial estimate of resources such as time, software, request for funding, etc.. required to complete project subgoal.	Does not include staffing resources required.
Timeline	Estimated time required for subgoal to be completed, from initiation to completion.	Does not necessarily correlate directly to hours worked on subgoal.
Implementation Plan	Initial estimate of the process required to complete the subgoal. The plan may change at Project Lead and team's discretion.	
Measure Success	Proposed method(s) of measuring success of subgoal. May include more than one metric and may change upon initiation of subgoal.	
Est. Cost:	Initial estimate of monetary cost. Does not include opportunity cost or cost of paid salary or hourly salary for current employees. Cost may change at Project Lead and team's discretion.	

1.1 Hiring & Recruiting				
Goal	**1.1.1. Increase Transparency of Hiring & Recruiting.**			
Subgoal	1. Share current hiring and recruiting practices with CWDA staff.	2. Involve staff in identifying and developing equitable recruitment & hiring processes.	3. Examine & increase internal staff communication regarding recruitment, salaries, pay raises.	4. Involve staff in developing a structure for advancement and opportunities for advancement.
Project Lead	Cathy Senderling-McDonald, CWDA Executive Director	CWDA Staff TBD	CWDA Staff TBD	CWDA Staff TBD
Resources needed	Time to put the practices into writing and make available to all staff for review and completion.	Time for staff to confer, time for research on best practices for equity in hiring, informed guidance and tools for equitable hiring	Time for exec mgmt to review/approve, a place or process for where this information can be found	Time for development of advancement opportunities, ongoing time for continued conversations
Timeline	2-3 months	2-3 months	Less than 1 month for transparency process/posting	6 months
Implementation Plan	Current hiring and recruiting processes need to be written, then shared in internal all-staff meeting. Incorporate feedback as applicable. Check in with all staff on sharing hiring process with CWDA members & Directors.	Gather staff, level-set, schedule time to confer. Hiring and recruitment processes should be updated to reflect the inclusion of equitable hiring practices as recommended by staff.	After 1.1.1.2 (develop equitable work policies), include hiring, recruitment and pay raise info at regular staff meetings, or consider a quarterly or semiannual notice to staff. Evaluate whether making this information public increases DEI in the organization.	Hold discussion with staff on what the advancement/career ladder might look like given the various roles there are at CWDA. Identify a tool/info page on identified process, fold into annual/semiannual review process so that if staff are seeking that advancement, training opportunities and skills gaps can be strengthened in line with the goal of advancing
Measure Success	- Current processes shared with staff. Measure: do staff feel that hiring and recruiting practices are more transparent?	- Staff feedback is that they feel included in process. Larger/more diverse hiring pool. - Ultimately, a more diverse staff.	- Staff return annual survey with a continued increase to "scores" on communication. - More open communication on hiring, pay, and raises (anecdotal).	- A place to find information on how to advance at CWDA is accessible. - More staff stay and advance, rather than advancing outside of CWDA and/or leaving the organization. - Staff would feel like they had a part in the development of the process.
Est. Cost:	$750	$2,500	$ 1250 (additional $500 if making these pieces public)	$2,500-$15,000

1.1 Hiring & Recruiting		
Goal	**1.1.2. Identify & Implement Training for Hiring Managers on Equitable Practices in Hiring & Recruiting.**	**1.1.3. Review, Improve, & Develop Equitable Work Policies.**
Subgoal		1. Review and improve current work policies centering equity and inclusion.
		2. Research & develop equitable and inclusive work policies.
Project Lead	CWDA Staff TBD	CWDA Staff TBD	Traci Metcalf, CWDA Executive Assistant
Resources needed	Training, time (for managers)	Time, current policies	Time, articles/knowledge, current policies
Timeline	1 year	1-2 Years; Duration impacted by whether corrections need to be made to current recruitment/salary/pay raises in order to be more equitable.	1 year
Implementation Plan	1) Identify training options for hiring managers. 2) Revise hiring processes to reflect the training. 3) Management to assess annually the ongoing training needs in this area and ongoing need for revision of hiring/recruitment processes.	1) Gather/assign staff for review of current policies, processes. 2) Revise processes to reflect DEI training/info. 3) Cross review (additional set of eyes for review). 4) Issue/release new policies. 5) If policy is posted publicly, update/re-release new policy.	1) Form research team and define approval process (management, or staff and management). 2) Identify all policies to be updated. 3) Research best practices and example inclusive policies, update current policies. 4) Seek approval (at appropriate level). 5) Issue new policies to staff at staff meeting or via email (either all at once or on a flow basis). 6) After staff review and management review, approve all revised policies.
Measure Success	- A wider and more diverse net is cast for recruitments, should yield more candidates with different backgrounds. - Management has larger pool of candidates to choose from.	- Internal Survey assays: Staff feel supported and feel policies are up to date and transparent. - Current and new staff know where to find new policies and understand what impacts are.	- DEI officer or committee sign off. - All staff agree that revised policies are inclusive and equitable via internal survey.
Est. Cost:	$3,600	$3,000	$6,500

1.1 Hiring & Recruiting		
Goal	**1.1.4. Revise Onboarding Process to Include Work Policies, Code of Conduct, HR, and DEI resources.**	
Subgoal	1. Make sure all new staff understand and are on board with policies, code of conduct, guidelines around DEI, and resources for DEI information.	2. Provide point people for questions and conflict resolution by building these resources into orientations.
Project Lead	CWDA Staff TBD	CWDA DEI Officer or CWDA Staff TBD
Resources needed	Policies after they are updated for inclusion and equity, creation of DEI guidelines for staff work, DEI resource list/site	DEI guidelines from 1.1.4.1
Timeline	Policies updated in 1.1.3.2 3 hours to develop DEI guidelines 3 hours to collect DEI resources 2 hours management approval 1 hour of new staff time for review	1 hour
Implementation Plan	1) Identify who will be project lead at yearly planning meeting. 2) Define approval process (management sign off or all staff sign off). 3) Obtain updated policies from 1.1.3.2, determine where the information will be held (internal files, new hire packet, emailed, website, etc.). 4) Research and develop DEI guidelines. 5) Research and develop DEI resources. 6) Seek approval. 7) Provide to all staff and new staff as hired.	1) Appoint DEI officer for this subgoal, if no DEI officer, determine whether management or all staff will decide who point person is. 2) Based on who decides, solicit volunteers and approve. 3) Consider compensation or benefit to the person who becomes point person - additional training opportunities, leave hours, higher pay/bonus for added role, etc.
Measure Success	- New hires will have access to updated inclusive and equitable policies, DEI guidelines, DEI resources within the first month of hire. - New hires surveyed in yearly feedback report having access to resources listed above.	- DEI guidelines from 1.1.4.1 will include contact information for questions and conflict resolution. - All staff can identify point person for conflict resolution as assayed through internal survey.
Est. Cost:	$2,500	$600

1.2. Professional Development & Training	
Goal	**1.2.1. Identify and Implement Annual Training, Programming, & Professional Development Opportunities for All Staff in Diversity, Equity, and Inclusion, Interpersonal Communication, & People Skills.**
Project Lead	CWDA Staff TBD
Resources needed	Time, trainers/trainings, funding
Timeline	6 months; 3 months to plan, 3 more to implement/schedule
Implementation Plan	1) Gather staff feedback on needed trainings, programs, and professional development opportunities. 2) Create schedule of priority/most requests. 3) Discuss with management whether independent programs, trainings, subscription, or a training contract will meet most needs identified in step 1. 4) Create or update training/professional development tracking spreadsheet/doc. 5) Determine values/ethics to be focus of training and professional development (as it relates to DEI). 6) Research and find trainings/trainor/contractor/programs. 7) Offer programs/training to staff to be involved in each training and schedule time. 8) Schedule training with staff, determine how often appropriate (e.g. - annually). 9) Assess impact & gather feedback with post-training survey.
Measure Success	- The identified goals/values/ethics for training have been completed by all staff. - Increase in staff feeling supported (annual satisfaction survey).
Est. Cost:	$10,000

1.3. Grow Workplace Culture Inclusion & Belonging		
Goal	**1.3.1. Strengthen Staff Connections.**	
Subgoal	1. Create comfortable spaces for casual engagement open to all staff.	2. Assess need for & implement process for staff check-ins with leadership and within teams.
Project Lead	CWDA Staff TBD	Cathy Senderling-McDonald, CWDA Executive Director
Resources needed	Identify regular time, schedule the time when everyone is available, brainstorm activities that will foster connection, get staff buy-in	Brainstorm most appropriate types of check-ins needs (legislative check in for all staff, certain budget priority check in groups, major issue regular meetings), management approval and recommendation of those check-ins, identify length of time needed, meeting times. Staff time to schedule and organize.
Timeline	3 months for development; ongoing implementation	3 months for development; ongoing implementation
Implementation Plan	1) Identify a staff lead. 2) Assess interests of staff. 3) Time block on calendars for optional events. 4) Group agreements on participation/attendance where possible.	1) Identify a staff lead. 2) Assess interests/needs of staff. 3) Time block on calendars. 4) Hold meetings. 5) Assess frequency of meetings.
Measure Success	- Assess staff connectivity and engagement through 1:1s.	- Evaluate cross-collaboration between teams, with self-assessment of engagement by staff.
Est. Cost:	$500	$1,250

1.3. Grow Workplace Culture Inclusion & Belonging

Goal	1.3.2. Create Safer Spaces & Personal Resources.	1.3.3. Develop & Publish CWDA DEI Policy on Our Website.	1.3.4. Celebrate & Invite Reflection on Diversity.
Subgoal	1. Solicit staff input & implement continually available safer space and/or counselor resource with all staff for support with trauma, and emotional processing and problem solving.	n/a	n/a
Project Lead	CWDA Staff TBD	Paula Villescaz, CWDA Director of Legislative Advocacy	Kristen Davis, CWDA Fiscal Policy Analyst; Rotating CWDA staff lead
Resources needed	Staff time, research of resources already available	Time, DEI policy development	Time and personnel
Timeline	6 months; ongoing implementation	1 year; yearly review/updates	3 months development; can be reused every year/updated with rotating appointments.
Implementation Plan	1) Identify a lead to create resource list or collect tools already available. 2) Identify location to house this information and how staff can access it. 3) Create list and to staff for review and feedback. 4) Implement feedback. 5) Post.	1) Create DEI Policy with staff & leadership. 2) Staff and director review. 3) Publish on website. 4) Review yearly, publish updates as needed.	1) Develop a program to integrate celebration & reflection opportunities of diverse identities, commemorations, and traditions throughout the year. 2) Gather interest from staff. 3) Plan schedule for the year and determine type of celebration - Emails/highlights, parties/potlucks, passive programming on bulletin boards.
Measure Success	- Resource list is developed. - Resource made available and accessible for staff. - Get staff's feedback on the resource and whether it is meeting needs via internal survey.	- DEI policy is easily accessible on website.	- Celebrations/commemorations/reflections are occuring. - Check engagement by staff participation. - Solicit feedback via yearly survey.
Est. Cost:	$1,250 - ??	$0	$1,000

2.1 Membership & People		
Goal	**2.1.1. Standardize Onboarding to Include Dei Policies, Resources, and Conflict Resolution Resources.**	**2.1.2. Support Diversifying Membership & Board.**	
Subgoal	n/a	1. Work with Board to assess current leadership & succession plans, membership recruitment, and current diversity.	2. identify & develop necessary resources to support more inclusive recruitment practices and leadership and succession plans centered on diversity.
Project Lead	CWDA Staff TBD	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff time to develop policies and resources	Small group of directors - or their HR designees - representative of different county sizes and locations, to provide input to develop a framework for surveying counties and identifying best practices. CWDA staff time to manage group.	Small group brings forth a toolkit to help directors think about succession planning and leadership development with a DEI lens. 1 or 2 iterations of toolkit with time for county feedback.
Timeline	12-15 months	1-1.75 years (tail end to overlap with 2.1.2.2.)	12-18 months (will overlap with 2.1.2.1 timeline)
Implementation Plan	1) Create staff/management workgroup to compile and develop policies and resources. 2) Obtain staff/management approval of policies and resources. 3) Finalize policies and resources in easily accessible place.	1) Identify staff who will work with directors or their staff. 2) Create teams of directors/staff who will participate. 3) Conduct series of meetings/workgroups to assess current landscape 4) Develop survey tool if needed, receive and analyze survey, identify best practices. 5) Share results with Executive Committee & all members.	1) Identify ways in which CWDA and other counties can aid directors in disseminating job postings for leadership positions. 2) Work with committees/committee chairs to create spaces in CWDA for middle management to gain leadership skills. 3) Ensure directors that are looking for a succession plan have access and are supported in implementing outcomes of 2.1.2.1.
Measure Success	- H-drive location for existing staff. - Available walk-through of documents with new staff and share location of resources in H-drive. - 2-3 staff know the location of the metrics in H-drive at all times.	- Process of diversifying board is created. - Metrics of success for board diversity and inclusion defined. - Barriers for implementation identified. - Possible strategies to address barriers developed. - All members are familiar with need for and process for diversifying board via internal survey.	- Directors feel supported in recruiting and developing diverse leadership via internal survey. - Data on diversity gathered for candidates for leadership and director-level positions. - After 5 years see more diverse candidates considered for leadership and director-level positions. - After 5 years see more diverse candidates brought on for leadership and director-level positions.
Est. Cost:	$3,500.00	$4,000 to $6,000	$1,000.00

2.1 Membership & People			
Goal	**2.1.3. Create a DEI Committee.**		**2.1.4. Create a DEI Work Communication Plan for Members to Be Up to Date on Each Other's Work.**
Subgoal	1. Work with Executive team and Board to define scope of and approve formation of a DEI Committee.	2. Work with DEI Committee to assess, strengthen, and build equitable and inclusive committee policies and rules.	3. Work with DEI Committee to create spaces to gather insights from members, share, collaborate, and strategize long-term equity, diversity, and inclusion initiatives across CWDA committees and membership.	n/a
Project Lead	Diana boyer, CWDA Director of Policy for Child Welfare and Older Adult Services	Diana boyer, CWDA Director of Policy for Child Welfare and Older Adult Services	TBD at yearly planning	TBD at yearly planning likely DEI Committee
Resources needed	Staff time	Staff and director time	Staff and director/member time	Staff time & DEI Committee Time
Timeline	6 months	3-6 months	1-2 years	6 months
Implementation Plan	1) Define scope of committee. 2) Create committee. 3) Identify staff who will lead committee and directors who will oversee. 4) Committee set areas of focus for Director support and work.	1) Staff work with directors to create policies and rules. 2) Feedback solicited. 3) Communication of Policies and Rules.	Monthly committee meetings.	1) Assess what members need. 2) identify what form of communication works best (presentations at Board, quarterly email, etc.). 3) Pilot implementation, gather feedback. 4) Integrate successful communication plan into regular schedule of communications.
Measure Success	- Committee created. - Monthly check ins with committee on feedback on use of committee/helpfulness. - Member survey on use/feedback on committee. - Committee's feedback is integrated into CWDA's larger goals/policy discussion/ decisions.	- Policies and rules created. - Members assayed on transparency of policies and rules. - Members assayed on knowledge of policies and rules. - Members assayed on usefulness/feedback on policies and rules.	- Proposal or presentation to the Board on progress. - Broad participation from many counties. - Assay effectiveness and use of meetings at the end of each meeting.	- Consistent communication regarding DEI work amongst counties established. - Yearly feedback gathered on usefulness/effectiveness of communication method.
Est. Cost:	$1,000.00	$0.00	$3,600 - $7,200	$300.00

2.1 Membership & People			
Goal	**2.1.5. Facilitate County-to-County Communication & Support on DEI Programs.**		
Subgoal	1. Survey counties' work with DEIJ programs and develop an inter-county communication map.	2. Create peer group support system for members to learn from each other on creating and sustaining equity, diversity, and inclusion programs and strategies.	3. Highlight county staff and client stories about the benefit of DEI competence as it related to safety net services through membership communications.
Project Lead	Kristen Davis, CWDA Fiscal Policy Analyst	Jenny Nguyen & Theresa Peña, CWDA Senior Self-Sufficiency Policy Analysts	TBD at yearly planning
Resources needed	Staff time	CWDA staff and county staff time; may require support by DEI Committee or across committees in specific practice areas.	Staff time
Timeline	2-3 months development dependent on DEI Committee	6 months - ongoing	6 months - ongoing
Implementation Plan	Create survey, compile responses, create map, periodically update map and make available to counties.	1) Ask committees and subcommittees to identify DEI goals and related activities as part of annual work plans. 2) Identify counties who are further ahead on DEI work and willing to offer support to counties just beginning DEI work; connect those counties, if they would like to create space for counties to share. 3) Support development of peer support opportunities across county-type as well as field of specialization.	1) Connect with counties who are doing DEI work and solicit client stories. 2) Send out quarterly highlights. 3) Share at Board. 4) Share tips and feedback on social media.
Measure Success	- List of DEI county point of contacts to be shared statewide. - Successful development of map. - Access to map tracked. - Counties surveyed for usefulness and use of map feedback.	- Counties signed up to connect with each other and share best practices, whether one-on-one or in a group setting. - Groups of peer support or pairs of peer support set up. - Bi-monthly check-ins on support groups by project lead. - Quarterly feedback forms to assess effectiveness and additional support needed.	- Stories regularly shared and awareness spread about how success in this space can look. - For newsletters - assay # of emails opened. - For social media - check # of interactions. - Check within annual CWDA member survey if they are aware of DEI work by other counties, ask if they have been motivated to undertake the work after seeing stories.
Est. Cost:	$1,200.00	$1,200.00	$3,400.00

2.1 Membership & People		
Goal	**2.1.6. Integrate DEI Into Annual Conference and Provide a Space for Counties to Present Their Progress & Impact.**	**2.1.7. Create Opportunities for Staff and Members to Connect.**
Project Lead	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff and county staff time	CWDA staff and county staff/director time
Timeline	6 months - 1 year	3-6 months
Implementation Plan	1) Identify counties who are successfully working to implement DEI strategies. 2) Work with those counties to prepare to present at conference. 3) Identify outside speakers who could talk about DEI best practices in this space. 4) Secure outside speakers in this space for conference. 5) Test having a DEI track vs having multiple breakout sessions. 6) Test having spaces to engage in social connection and social-emotional learning for conference participants to support personal work, in addition to county-level DEI impacts.	1) Identify spaces/opportunities for staff to connect with county staff/directors on DEI work. 2) Work to schedule those times to ensure DEI work gets done.
Measure Success	- Annual presentation at conference on DEI work, either county presentation or outside speaker. - Gather feedback from presentation attendees/program participants. - Feedback from conference participants on desired features for subsequent years on integrating DEI in annual conference.	- CWDA staff connects with relevant county staff/directors on DEI work regularly. - Annual survey for members/staff ask whether they feel they have access to/feel connected with each other.
Est. Cost:	$5,000.00 (if outside speaker needed)	$0.00

2.2. Sustainability of DEI work within CWDA		
Goal	**2.2.1. Establish Ongoing DEI Expertise.**	
Subgoal	1. Work with Board & members to create a CWDA DEI Officer role.	2. Hire a DEI Consultant. (interim until 2.2.1.1. completed)
Project Lead	TBD at yearly planning.	Eileen Cubanski, CWDA Deputy Executive Director
Resources needed	Staff time	Staff time
Timeline	1 year	6-9 months
Implementation Plan	1) Identify goal, duties and responsibilities of position, whether full time or part time, desired background/qualifications. 2) Secure funding for position/potential office space if needed. 3) Work to recruit/hire/onboard individual. 4) Work with board to approve position details and funding.	1) Identify goals, duties and responsibilities of position. 2) Gather recommendations. 3) Initiate search for consultant. 4) Create contract and hire. 5) Duration of position will overlap with CWDA DEI Officer role (2.2.1.1.) and will phase out when permanent position is in place.
Measure Success	- DEI officer identified and role defined. - Staff involved in definition of duties and responsibilities. - Search and hiring process made known to staff and counties. - Hire introduced to staff and counties. - CWDA DEI Officer provides feedback on their role and experience at 3 months, 6 months, 1 year into role. - Feedback from staff and members on role and areas of growth.	- DEI consultant role defined. - Consultant identified, hired, onboarded. - Consultant introduced to counties. - Consultant shares feedback on their role and experience ~3 months, 6 months. - Feedback from staff and members on role and areas of growth.
Est. Cost:	$125,000.00	$48,000.00

2.3. DEIJ Resources and Services

	2.3.1. Professional Development & Training.		2.3.2. Develop a Broadly Accessible List of Funding Sources for DEIJ.	
Goal	2.3.1. Professional Development & Training.		2.3.2. Develop a Broadly Accessible List of Funding Sources for DEIJ.	
Subgoal	1. In order for members to feel empowered and confident in their ability to implement DEI practices in their counties, we must provide opportunities for training and professional development, including joint and individual opportunities to directors.	2. Training & support on how to influence divisive Board of Supervisors.	1. Identify & share potential funding sources for counties, including but not limited to hiring DEI leaders, assessments, training, research, etc.. at federal and state levels.	2. Lead efforts to secure additional funding for DEIJ through state budget process.
Project Lead	TBD at yearly planning	TBD at yearly planning	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff time, training contracts and development of curriculum; **may include coaching/mentorship**	Staff time, training contracts, and development of curriculum	Staff time	Staff time
Timeline	2-3 years to be integrated as needed for new directors and new practices/projects	1 year	6 months	1-2 years
Implementation Plan	Identify & offer member training as individual and joint director trainings as needed to support their confidence and ability to implement DEI practices in their counties.	Find or develop training on how to influence divisive Boards of Supervisors, schedule training for directors.	Research and compiling list.	1 Create proposal 2) Advocate with Legislature and Administration through budget process.
Measure Success	- Delivery of training to directors.	- Delivery of training to directors.	- Have list of potential funding sources which counties can refer to.	- Funding allocated in state budget.
Est. Cost:	$2,000	$2,000	$12,000	$48,000

2.3. DEIJ Resources and Services		
Goal	**2.3.3. Safer Debrief Spaces & Personal Resources.**	**2.3.4. Create a Central Repository for DEIJ Resources.**
Subgoal	1. Create always accessible list of emotional support and counseling resources, conflict resolution, emotional intelligence tools, for use by directors when experiencing a trigger or trauma response as a result of CWDA DEI meeting participation.	Develop accessible clearinghouse database/platform
Project Lead	TBD at yearly planning	Christiana Smith, CWDA Director of Information Technology Policy
Resources needed	Provide information on creating safe spaces for staff, provide information that county staff can use for self-care/responding and dealing with issues they have personally encountered, provide some information about resources that have been used for various purposes.	Staff time, director/county staff time to include various resources
Timeline	9 months and ongoing	3-6 months and ongoing (Must complete before 2.3.6)
Implementation Plan	1) Identify point person. 2) Collect initial tools and resources, house on website. 3) Continually add as resources are identified.	1) Assay members (via DEI committee) for input on features needed in clearinghouse. 2) Get member input on resources, programs, recommended trainers, example policies and programs to include. 3) Additional research into DEIJ resources to include in clearinghouse. 4) Vet materials/resources to be posted - CWDA staff to review with DEI Committee. 5) Periodically add new resources and pilot vetting process to be automated (ie. leaving a review, sharing internal feedback).
Measure Success	- Webpage current with resources that are helpful for directors to continue engagement in DEI work if a negative or trauma-triggering event happens. - Feedback collected on safety, how supported people feel that access these spaces/resources.	- Clearinghouse made available to counties - always accessible. - Feedback on pilot and during implementation gathered and implemented. - Number of times accessed counted.
Est. Cost:	$1,500	$2,500

2.3. DEIJ Resources and Services

	2.3.5. Assess Need for and Explore County-Level Data Collection.		2.3.6. Support County-Level DEIJ Tools Implementation.
Goal	2.3.5. Assess Need for and Explore County-Level Data Collection.		2.3.6. Support County-Level DEIJ Tools Implementation.
Subgoal	1. Survey & support CWDA member assessments to identify county-level needs.	2. Explore & standardize local and state data collection requirements regarding diversity & service delivery in programs.	1. Together with members, develop a DEI strategic framework that supports counties in integrating DEI tools into their every day work with clients and staff.
Project Lead	TBD at yearly planning	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff time	Staff time, potential involvement of consortia staff	Staff time, DEI strategic plan, DEI committee or small workgroup
Timeline	2.5 years total. First 2 years explore in conversations with members. 3-6 months to implement.	1 year	3-6 months; ongoing after 2.3.4.
Implementation Plan	1) Discussion with counties on current DEI data landscape (2 years). 2) Create survey to further assess current DEI data landscape and needs. 3) Analysis of survey results and further discussion with counties on survey results. 4) Identify county-level needs based on survey results and discussions.	1) Discussion with counties and the state on data collection requirements. 2) Further research on data collection requirements. 3) Compile information on data collection requirements. 4) Further discussion with state and counties regarding opportunities for standardization in this space.	1) After initial clearinghouse work solicit input from directors/counties to identify any gaps in the ability for counties to implement DEI efforts. 2) Meet with directors/DEI committee to create a recommended procedure/process/list for integrating DEI into daily work (potentially using a small workgroup on an ongoing basis).
Measure Success	- County-level needs are identified through survey.	- Analysis of data collection requirements and opportunities for standardization made available to state and county staff. - Track during development and implementation whether there is unreasonable burden on certain counties due to resources available. - Track equity and diversity in programs prior to and after standardizing data collection. - Ask counties on whether standardizing local and state data collection requirements were supportive or burdensome upon implementation.	- Directors have a tool to assess success of DEI integration and steps/resources from 2.3.4. to resolve potential gaps in DEI efforts. - Directors share feedback on effectiveness of support offered during 2.3.6.
Est. Cost:	$5,000	$2,400	$2,400

2.4. Integrate DEI in Advocacy & Committee Work			
Goal	**2.4.1. Integrate DEI in Advocacy**		
Subgoal	1. Explore & develop an objective assessment of impact when taking positions on legislative and budget proposals.	2. Prioritize involving people with lived experiences in developing bills, policies, and legislation.	3. Create method or space to debrief with advocacy teams and provide feedback on CWDA processes for budget and legislative work by CWDA staff & members.
Project Lead	TBD at yearly planning	Paula Villescaz, Director of Legislative Advocacy	TBD at yearly planning
Resources needed	Staff time	CWDA staff time to work with directors, county staff time to implement	Staff time
Timeline	2-3 months	6 months-1 year	3-6 months
Implementation Plan	1) Identify opportunities to revise/add to current outlines and templates. 2) Incorporate DEI to legislative/budget proposal templates. 3) Utilize the new template at legislative committee and disseminate the new template to counties. 4) Share this implementation and impact to CWDA's advocacy work and in partnerships with other organizations.	1) Work with directors to identify ways in which counties can integrate client feedback into policy proposals. 2) Incorporate identified processes/tools into policy development process. 3) Ensure policy proposals take into account feedback from those with lived experience (clients and county staff).	1) Determine space/method to debrief and provide feedback on CWDA budget/legislative work amongst staff/members. 2) Incorporate this method/space to at CWDA meetings and determine when this should take place (e.g., after the budget is passed/legislative session ends).
Measure Success	- Assess impact on DEI when taking positions on legislative and budget proposals such as populations served, areas served, etc...	- Policy proposals from counties incorporate feedback from clients and consider feedback in policy analysis. - Clients and staff involved in sharing input are asked to share feedback on their experience.	- Feedback from these debriefs are incorporated into future budget and legislative work.
Est. Cost:	$500	$6,000	$6,000

2.4. Integrate DEI in Advocacy & Committee Work	
2.4.1. Integrate DEI in Advocacy. (cont.)	**2.4.2. Encourage & Facilitate Counties Diversifying Partners for Their Work.**
4. Identify and advocate for funding on DEI for Directors & Deputies.	1. In order to bring in more diverse and inclusive viewpoints and allies, we must encourage and facilitate counties connecting with organizations beyond their typical partners.
TBD at yearly planning	TBD at yearly planning
Staff time	Staff time
6 months to develop & implement; Annual/ongoing	6 months-1 year
1) Identify staff who will be responsible for researching funding opportunities/advocating. 2) Staff works with directors to identify DEI priorities that require funding. 3) Staff to explore opportunities for funding, advocate where it makes sense.	1) Identify what areas of population we are not engaged with via discussion with counties, surveys, etc. 2) Connect with research orgs, grass roots organizations, or community leaders that support these overlooked populations. 3) Determine how to provide the info - website/resource list or just providing reminders that these organizations should be engaged with and encourage that at the county level. 4) When assessing legislative and budget priorities, seek consultation and feedback from organizations that are well versed in that field/population.
- Secure additional funding which directors have identified in priority DEI areas. - Collect feedback/impact of additional funding secured and whether those priority DEI areas were addressed.	- Counties partner with more diverse partners. - Feedback gathered from counties that have partnered with more diverse partners. - Feedback gathered from new partners on their work with counties.
$6,000	$3,000

2.5. Supporting Collaborations

Goal	2.5.1. Grow DEI in Relationships With the State.		
Subgoal	1. Hold periodic meetings with state and state agencies to ensure open communication on DEI efforts at county and state level.	2. Explore with members how to create state legislation that sets equitable standards to support all county DEI programs.	3. Explore with state how to create and sustain accountability for state officials in advocacy on DEI legislation.
Project Lead	TBD at yearly planning	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff time; potential state investments for dedicated state staff to be part of this effort	Staff time	Staff time; potential state investments for dedicated state staff to be part of this effort ; agreement from state towards this goal.
Timeline	12 months+	9-12 months	12 months+
Implementation Plan	1) Establish baseline goals for the meeting (e.g., programs with a DEI lens; whether the programs have a data/program evaluation component to assess DEI work, etc). 2) Get buy-in from Directors/state entities. 3) Identify state entities and CWDA staff for participation. 4) Identify the meeting space and the frequency of the meeting. 5) Establish goals for the periodic meetings. 6) Determine the level of county participation, if applicable or whether CWDA/state entities will work together to communicate the work achieved from these meetings.	1) Determine the space to discuss this issue with members (e.g., Board meeting + legislative committee?). 2) Define what equitable standards are with members. 3) Discuss and determine how to pursue these standards via state legislation. 4) If pursued legislatively, draft language for state legislation around these standards to support counties with DEI programs. 5) Determine champion(s) for this effort. 6) Get work signed/captured.	1) Identify State staff and CWDA staff that will be part of this effort; determine whether members will be part of the meetings. 2) Develop mutual understanding and agreement between CWDA and state staff on goals of accountability. 3) State staff are involved in developing and agreeing to accountability measures for DEI work happening at the state. 4) Define implementation, such as who would be tracking the work of the state and how to hold the state accountable on its DEI work. 5) Identify the meeting space and the frequency of the meeting. 6) Establish goals for the periodic meetings; Continue meetings until system of feedback and necessary buy-in are reached; reevaluate every 1-2 years.
Measure Success	- Hold periodic meetings. - Assess the effectiveness of these meetings by meeting participants and whether it's achieving the goal of open communication, collaboration on DEI efforts at county/state level, and other established goals. - Ask CWDA membership what impact, if any, have been felt by growing these relationships at annual survey.	- Standards established. - Assay counties for ease of implementation and use/effectiveness.	- Goals for accountability established. - Assess areas of accountability missing and whether they have been filled after accountability implemented. - Input/feedback provided is incorporated into state's work/processes.
Est. Cost:	$1,200	$1,200	$1,200

2.6. Program & Services Equity

Goal	2.6.1. Identify & Explore Opportunities to Standardize Services and Programs Across Counties to Further Equitable Services.	2.6.2. Identify & Explore Opportunities to Set Standards for Equitable Client Qualification for Services and Programs.
Project Lead	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff time, county resource mapping, research/training on equitable services	Current program eligibility requirements, staff time
Timeline	1 year; long-term	6 months
Implementation Plan	1) Assign staff person, or use DEI staff to support goal. 2) Potentially becomes goal of DEI committee. 3) Issue call to counties for resource lists/mapping of services. 4) Identify commonalities, gaps. 5) Publish findings and identify where/develop plan for where this information should be housed on an ongoing basis.	1) Assign staff person, or use DEI staff. 2) Potentially add as goal of DEI committee. 3) Central program eligibility spreadsheet developed/gathered. 4) Complete assessment of eligibility rules that are equitable and those that may be unequitable (given different program purposes). 5) Gather county input from client situations where clients did not qualify but should have. 6) Test implementation in 1-2 programs, 2-3 diverse counties. 7) Gather feedback from test, improve - continue to expand with iterative feedback in more programs and counties.
Measure Success	- Info readily available to directors on how to develop, plan equitable programs and services (for example, "tips" or checklist when standing up or brainstorming services). - Material updated on a quarterly basis. - Material access tracked. - Assay counties on ease of use/effectiveness and ask counties to solicit client feedback.	- Equitable client qualification standards set for pilot program. - Impact of qualification standards on programs (assess diversity, inclusion before and after standards). - Gather feedback from county staff directly working with clients on impact. - Gather feedback from clients in programs new and established.
Est. Cost:	$2,400	$2,400

2.6. Program & Services Equity		
Goal	**2.6.3. Review, Identify, & Implement Opportunities to Center Equity and Inclusivity in Proposal Process.**	**2.6.4. Assess & Implement Opportunities to Gather Data on Service and Program Impact From Staff and Clients.**
Project Lead	Weston Tountas, CWDA Legislative Assistant	TBD at yearly planning
Resources needed	Assessment tool, staff time	Staff time, Program report data gathering, analysis, and sharing
Timeline	6 months	2-5 years; long-term
Implementation Plan	1) Assign staff person/team or use DEI staff. 2) Potentially add as goal of DEI committee. 3) Assess current proposal process for areas that could be more inclusive and equitable and areas that may represent barriers to equity/inclusion. 4) Create standardized assessment tool to ensure proposals are inclusive and equitable with input from members and staff. 5) Test new assessment tool. 6) Gather and incorporate feedback on the tool every proposal period.	1) Identify desired outcomes/goals in order to figure out what data is needed together with county staff, and in conversations with clients (per program/specialization) basis. 2) Assign staff person or use DEI staff, potentially a subgoal of the DEI committee goal. 3) Create, deploy, analyze results of survey tool (if needed). 4) Share results and recommendations. 5) Create plan to apply recommendations.
Measure Success	- All proposals assessed for inclusivity and equity. - "Positive" inclusivity and equity assessments correlate directly with proposals that have outcomes positively impacting inclusivity/equity. - Programs that do not meet "positive" inclusivity and equity assessment are offered support to be more inclusive and equitable through feedback.	- Gather data points on what makes a program or service impactful/successful. - Can assess on a regular basis the current status of data points. - Have a "living" plan that is modified to reflect steps needed to approach success and the most impactful programs/services.
Est. Cost:	$1,200	$2,400

3.1. Community Programming

	3.1.1. Plan & Implement an Annual Diversity Day in Service.	3.1.2. Prioritize Sponsoring Legislation Related to DEI Every Cycle.
Goal	3.1.1. Plan & Implement an Annual Diversity Day in Service.	3.1.2. Prioritize Sponsoring Legislation Related to DEI Every Cycle.
Project Lead	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff time; Small workgroup of CWDA staff and a few directors; public relations; social media; outline/schedule of planned event(s)	Staff time; Criteria for picking legislation to sponsor; director buy-in/support/engagement
Timeline	6 months-1 year	15 months for process development and implementation; To be up for discussion during our CWDA priorities setting process in 2023 (at the end of 2022).
Implementation Plan	1) At least 1 year out for kick off year - to include social media campaign, suggestions, recommendations, stories, tips for county staff related to DEI. 2) Small workgroup to be formed to plan and implement, work with public relations to coordinate, include all staff to have a role. 3) Engage with other advocacy organizations for potential participation. 4) In future years, may consider an actual in-service or in person training or service opportunity.	1) 12 months out and to be determined at CWDA priorities setting meetings on an annual basis. 2) Legislation may be brought up by counties or developed by CWDA depending on needs. 3) Needs assessment component prior to setting priorities. 4) Aim for at least 1 piece of legislation per cycle.
Measure Success	- Implementation of the DEI/Community Day. - Involvement from CWDA and Directors. - Incorporating lessons learned from the event to work at CWDA. - Public, county, advocacy orgs and client participation. - Participant feedback and program/service on the experience/debrief what they would like more of/less of.	- At least 1 piece of legislation per cycle (prioritize impact and quality over quantity). - Whether the legislation gets signed/chaptered. - Impact of DEI-related legislation gathered to inform future priorities and cycles.
Est. Cost:	$6,000	$1,000

3.2. Engage in Public Dialogue of Dei Work and Strategic Plan Process		
Goal	**3.2.1. Share Current DEI Efforts.**	
Subgoal	1. Continuously share DEI work on website.	2. Publish multiyear plan.	3. Share our DEI work on social media.
Project Lead	Christiana Smith, CWDA Director of Information Technology Policy	Traci Metcalf, CWDA Executive Assistant	Cathy Senderling-McDonald, CWDA Executive Director
Resources needed	Staff time to meet and determine what DEI work should be published/updated and at what frequency; staff time to publish/update efforts	Staff time to publish on website once a multi-year plan is determined	Paschal Roth time; staff time
Timeline	3-6 months for initial assessment of what to first publish, what to publish as updates, ongoing approval of additions depending on when certain DEI work is completed and is identified to be highlighted on website	2 weeks - 1 month. After a multi-year plan is determined, publish the plan on website; the plan will be updated should it change	1-3 months to initiate; ongoing
Implementation Plan	1) Internal CWDA staff to meet and determine what DEI work should be published/updated and at what frequency 2) Determine who should be developing the updates to be published/updated 3) Make continuous updates.	Publish plan on website and possibly make updates to it on website .	Conduct social media sharing of DEI work/efforts continuously.
Measure Success	- How many individuals reference/remark the showcasing of DEI work on website.	- How many individuals reference/remark the showcasing of multi-year plan on website.	- How many individuals reference/remark the showcasing of DEI work/efforts on social media.
Est. Cost:	$4,200	$1,200	$70,000

3.3. Create opportunities for Client feedback

	3.3.1. Survey and Assess County Need and Opportunities for Input Solicitation in Development of New Programs and Services.	3.3.2. Survey and Assess County Need for Tools to Receive Feedback From Client Participants and Recipients on Current Programs and Services.
Goal		
Project Lead	TBD at yearly planning	TBD at yearly planning
Resources needed	Staff time and engagement at county and CWDA level; Consider automation; Possible partnership with state.	Staff time and engagement at county and CWDA level; Consider automation; Possible partnership with state.
Timeline	2-3 year design & implementation; ongoing	2-3 year design & implementation; ongoing
Implementation Plan	1) Identify opportunities for feedback in 3-4 counties for pilot. 2) Refine groups where feedback is most needed. 3) Define menu of what may be asked and method(s) of administration and database management and interface. 4) Determine the space to engage with clients. 5) Implement pilot project. 6) Evaluate feedback from counties and impact on clients for further iteration or incorporate into practice/policy.	1) Broadly survey counties' current tools and needed tools for receiving feedback from client participants and recipients on current programs and services. 2) Identify 3-4 counties for pilot. 3) Research and test available tools for feedback and database management. 4) Test best tools with pilot counties. 5) Evaluate feedback from counties and impact on clients for further iteration or implementation/incorporation broadly.
Measure Success	- List of counties' need/opportunities for where client input on development of new programs/services is needed. - Input gathered from counties and clients on impact.	- Consider/incorporate client feedback on current programs and services. - Measure/assess clients' feedback to programs and services.
Est. Cost:	$6,000	$6,000