



THE ROADMAP TO LAUNCH A
MOVEMENT EMPOWERING
PEOPLE EXPERIENCING POVERTY

2019 - 2024

Community Relations - Social Development Commission

STRATEGIC PLAN



MISSION

“Empowering Milwaukee County residents with the resources to move beyond poverty.”

WHAT WE BELIEVE IN

Community Action changes people’s lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.

~ The Promise of Community Action Partnership

STATEMENT ON CULTURE

The Social Development Commission’s culture is described in the following six statements:

SDC: An organization dedicated to excellence

SDC: Cultivates ambition to ensure success

SDC: Believes that service is a value that defines the collective work

SDC: Thrives on collaboration

SDC: Believes that love drives the passion to help people in poverty

SDC: Succeeds through unity

SDC'S STORY

The Social Development Commission is a Community Action Agency. In a nutshell, this means, per state and federal law, we're tasked with advocating for Milwaukee County residents living in poverty.

We're different. We're not bureaucrats sitting on the outside looking in. Community Action Agencies like SDC were created to give people in poverty influence over policies and resources impacting their lives. One-third of our governing board represents residents experiencing poverty. We amplify their voice as we work together to solve poverty-related issues in our community.

After President Lyndon B. Johnson declared a War on Poverty, Community Action Agencies grew in popularity. As the largest Community Action Agency in the state, we are a trusted authority with outreach and a vast network of community partners.

In 1963, the State of Wisconsin enacted legislation (section 66.433) to establish the Community Relations - Social Development Commission (SDC). Our programs and services address issues like employment, education, finance, health and wellness.

As times change, we change. However, we remain steadfast as we continue to attack the root causes of poverty in Milwaukee County.

Key Questions SDC Must Answer:

HUMAN EMPOWERMENT

How do we define human empowerment as it relates to social services?

How can SDC organize itself to be a leader in the new human empowerment industry?

What will human empowerment look like in the future and how will it impact efforts to eliminate poverty?



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EXECUTIVE SUMMARY

OVERVIEW

To facilitate a strategic planning session, Community Relations-Social Development Commission (SDC) hired Global Capital Group, LLC. It is an entrepreneurship and economic development consulting firm located in Wauwatosa, Wisconsin.

The following strategic plan provides guidelines for implementing a bold strategy that will enable SDC to fulfill its mission and empower Milwaukee County residents experiencing poverty. This document was created with careful planning, thoughtfulness and experience. The plan outlined here will allow the end user to scale up a disruptive roadmap to help end poverty.

The talent, knowledge and know-how inside SDC allows the organization to effectively plot a course of action and change a system in Milwaukee County that has left generations of individuals, families, and communities economically fractured. As inferred with this strategic plan, SDC is expected to pursue opportunities based on recommendations from commissioners, staff and other stakeholders. Tactics are designed to disrupt the status quo in Milwaukee County and beyond.

The plan has a mix of information and clearly defined actions that include positioning the Commission as the lead body addressing poverty. This plan has a plethora of valuable information to ensure that SDC has established a sustainable course of action that may be repeated as needed.

Assessment

During the strategic planning session, SDC commissioners and staff identified over 75 unique opportunities to optimize the organization's work. This includes but is not limited to the following:

Focus the Work of the Commission

Create Data-driven Operations

Offer County-wide Programming

Expand Physical Locations

Improve Branding

Reach More Customers

*Expand Case Management and Counseling Services
Targeting Youth*

Strengthen Grant Writing and Planning Capacity

Study, Analyze, Recommend Solutions

Support Equity, Diversity, and Inclusion

Provide Bilingual Outreach and Services

Operate As A Flexible and Nimble Organization

Roadmap of Priorities

SDC has started to identify specific actions to capitalize on the aforementioned opportunities:

1. *Act on the Commission's Mandate*
2. *Strengthen Technology Infrastructure*
3. *Inclusive Economic Opportunity*

METHODOLOGY



Planning Process

Global Capital Group, LLC used a four-step shared vision model to collect more than 400 data points during a day-and-a-half strategic planning retreat that took place at St. Joseph Medical Center in Milwaukee, Wisconsin. The session was held August 16-17, 2019. A total of 35 SDC commissioners and staff participated in the strategic planning retreat.

The model used is a learning laboratory driven by exploration, creativity, and ideation results. This model exposed participants to new ways of thinking, behaving, and doing. The model gave SDC strategic planning participants the opportunity to go through an intentional thinking process to move the organization forward. Ultimately, it led to a shared vision for SDC.

As a dynamic process, this model created opportunities for all participants to engage in a robust and critical set of conversations. Everyone was able to openly and honestly express their opinion and bring forth a shared vision for the future (mine + yours = ours). Participants selected ideas that could be achieved together. They also selected ideas that will allow SDC to expand its culture so it promotes entrepreneurship.

Participants generated new, bold ideas that will create a more innovative organization. They put forth action steps and identified staff responsible to get the job done.

Results

As a result of this process, SDC is in a better position to evaluate the following:

Existing Programming

Employee Productivity

Branding

Relationships

Partnerships

Impact on Public Policy

Revenue Generation



In addition to envisioning a new organizational future, this model reenergized retreat participants by getting them to rekindle their relationship with SDC and its mission. It also provided retreat participants opportunities to engage in “possibility thinking” opposed to focusing on community problems.

One of the intentional retreat outcomes was to uncover and unlock the special gifts (talents) of commissioners and staff.

- *Gifts of the Head (what do people know)*
- *Gifts of the Hand (what do people know how to do)*
- *Gifts of the Heart (what do people care about)*

Exploration of these gifts allowed retreat participants to identify possible areas for collaboration. What should they do together? What will they do together?



SWOT ANALYSIS

Retreat participants did not go through a structured environmental scan using a SWOT analysis. However, the four-step shared vision model does use information from the strategic planning process to identify strengths, weaknesses, opportunities, and threats.

STRENGTHS

Organizational Agility and Stability

SDC is a turnaround, outcome-driven organization that creatively secures resources. SDC has successfully operated within the parameters of funding requirements, experienced successful audits and has outstanding programming. (See Attachment #1)

The Commission's Work

As structured, SDC's Board of Commissioners has the ability to do the following:

Convene

Fight on behalf of individuals experiencing poverty

Shape the agency's overall strategy, processes and new initiatives

Budget

Support agency tactics



Network

SDC has connections to other community-based organizations and collaborates with other organizations with similar functions.

Political Acumen

SDC is an organization that is:

Strategic and intentional

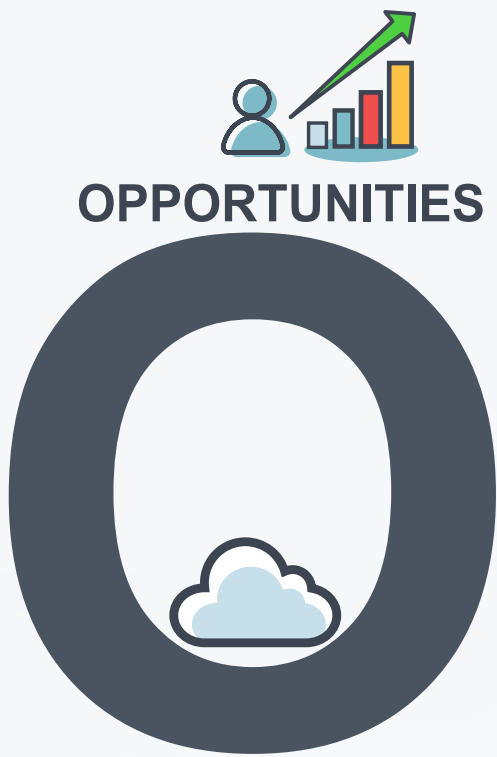
Displays community-respected expertise

Able to leverage relationships with power brokers and leadership to fight on behalf of people experiencing poverty

Knowledgeable and credible when speaking about health care-related issues, as the current CEO is a former hospital executive and industry expert

Dedicated Staff

The organization has a committed staff that is passionate about their contributions and the work. It was mentioned by one participant that SDC has a plethora of untapped talent inside the organization.



WEAKNESSES

Limited Scope and Services Boundaries

The organization is perceived as being limited because the public erroneously believes SDC only serves Milwaukee’s north side residents. There are concerns about a lack of presence on Milwaukee’s south side. In addition, there is the perception that SDC’s programming and issues do not affect the suburbs. SDC has failed to connect area districts and programming.

Limited Financial Resources

SDC has demonstrated limited ability to generate its own financial resources. The agency lacks financial freedom and is overly reliant on government dollars.

OPPORTUNITIES



Unleash the Work of SDC Commissioners

During the strategic planning retreat, the group almost unanimously agreed they should organize the work of the commissioners. This initiative will allow SDC to harness the power of a unified board. This empowers the Commission to not only change the narrative on poverty but help SDC create new ways to assist people experiencing poverty. Secondly, this action could help the Commission be recognized as a foremost research and advising authority.

This will also position SDC as a champion of diversity and inclusion. Other opportunities could allow the Commission to expand its influence on how influential appointing bodies select representatives. This will ensure that SDC is an ongoing agenda item with appointing authorities.

In order to empower the Commission, one must understand its role and responsibility. The Commission is primarily responsible for organizational oversight, management, meetings, compliance, development of partnerships and overall outreach to the community.

Expand SDC’s Footprint in Milwaukee County & Beyond

Increase countywide coverage and expand SDC’s outreach and physical locations to Milwaukee’s south side and northwest side (in particular the Northridge area). It was mentioned that SDC should also collaborate with surrounding counties and other agencies.

Close to the Customers

As an organization, SDC has an opportunity to:

Listen to the customer’s voice.

Convene customer focus groups to expand data retrieval.

Increase the agency’s overall legitimacy as a human empowerment organization.

Improve the Lives of Children

Participants identified several ways the agency can improve the lives of children. Suggestions include:

Develop a partnership with Milwaukee Public Schools to address childhood trauma.

Expand case management and counseling services wrapped around youth.

Develop expertise for kids with PTSD.

Improve the SDC Brand

There was agreement that SDC needs to do a better job of telling its story.

Suggestions include:

Secure additional financial and human resources to improve marketing and branding.

Leverage the success of the annual Summit on Poverty.

Secure funding to put in new windows and increase visibility of SDC's central office on North Avenue.



Business Intelligence

Use data-driven stories and testimonies as assets. Use technology as a strategic tool.

Grow the Social Development Foundation

SDC and the Social Development Foundation have an opportunity to collaborate.

The organizations must clarify signature initiatives and programs for perspective donors.

Collaborative efforts must develop systems and platforms to showcase a well-defined strategy that addresses challenges affecting people in poverty.

Develop a full-time staff for the Foundation. Employees could cultivate donors and assets.

Influence & Power

Retreat participants discussed using the annual Summit on Poverty as a vehicle to strengthen the SDC brand. It would position SDC as the nation's premiere convener on social justice. This status would help SDC become recognized as a human impact organization.

Harness Innovation

In terms of innovation, participants suggested an endless list of possibilities. For example, participants recommended thinking outside the box. They imagined a work environment with no government restrictions. There was discussion about expanding current services and even creating new services.

Participants suggested:

SDC should utilize a W-2 form strategy.

Create a mobile unit that focuses on job and youth development in Milwaukee. Share the commercial kitchen (Teutonia location) to accelerate food innovations in the central city.

Strengthen and grow programs that allow the elderly to remain in their homes with dignity.

Use youth as ambassadors.



Organizational Growth

Organizational growth is mandatory for any organization looking to stay competitive and better serve its customers. Retreat participants believe there are many ways in which SDC can continue to add value and serve people experiencing poverty.

Suggestions from Retreat Participants:

Increase employee buy-in for new programming and initiatives.

Operate as a flexible and nimble organization.

Promote community outreach throughout the organization so everyone can make it a part of their portfolio.

Institutionalize cross-training for staff and Commissioners.

Prioritize and establish achievable goals.

Economic Development

The work of a newly focused human empowerment organization will require involvement in economic development. This is not always available to social service agencies.

For SDC to engage in economic development work, retreat participants stated the agency must do the following:

Work to expand technical training and opportunities.

Begin some economic development-related work in neighborhoods.

Address gentrification.

Encourage investments in low-wealth communities.

Look at expanding delivery of economic education.

Train other organizations to do wrap-around financial empowerment.

Offer back-office support to existing and new businesses.

Help strengthen entrepreneurship among daycare providers.

Help daycare providers become five-star rated organizations.

Support to daycare providers will ultimately “beef up” their ability to keep accurate records and strengthen office functions.

■ THREATS



Government Oversight

There was a constant chorus regarding government oversight as a nemesis. There was agreement that this threat is only getting worse.

Negative Temperament of Local & State Leaders

Getting worse especially with dividing lines between Milwaukee and Madison (state legislature) and the division between Madison and Washington, D.C.

Sketchy Brand

The retreat produced open discussion about SDC's brand. Some felt it was vague, superficial in details or there was a lack of details.

FACT - FINDING THREAD

SHARED VISION

What We Want - SDC

An Opportunity to Empower People

A shared vision in a complex organization can take on different forms. Customers are defined as the thousands of Milwaukee County residents who take advantage of more than 20 SDC programs and services.

Retreat participants stated they would like to meet people where they are and show customers they are valued and respected.

Short of walking in the customer's shoes, SDC retreat participants want to treat all customers with dignity. They want to create more opportunities that will allow staff to know each customer personally. Participants want customers to see SDC as a safe zone. This means customers can be authentic and vulnerable.

Retreat participants want customers to approach SDC staff with a "come and get me" mentality. They hope customers want to be "rescued", even if the customer doesn't want help from SDC.

Organizational Leadership

Retreat participants believe that it is important for the organization to aggressively lead and be a recognized problem solver. To achieve this, the organization must identify and address real problems. To amplify this leadership model, the organization must do the necessary work to change the public narrative in terms of poverty. It must educate and show partners what real poverty looks like. It must communicate poverty's impact on individuals, families, and the community.

As a Commission on Poverty, SDC should take the lead in establishing a community-shared vision and recommend tactics to best address poverty. SDC should convene and act as a connecting agency. It should lead collaborative efforts between SDC and political leaders on the issue of poverty.

Participants stated that SDC's annual Summit on Poverty should be structured so coalition-level partners are rotated each year. Participants believe the intentional rotation of primary partners like Marquette University will ensure that a groundswell of organizations (and their resources) will be available and ready to assist SDC with its fight against poverty.

Showcase SDC's legacy, history, and impressive chronology. That's the new leadership mantra. With a "full court press", retreat participants say they want SDC to tell its story so the public hears more than negative stories that riddled the organization in the past.

Care for Children

Several retreat participants stated that the organization should prioritize accountability to Milwaukee County's children who experience poverty. As expressed by one retreat participant:

"We need to take care of our children."

A commitment to children is also a commitment to the entire family structure - including parents and guardians. This commitment should be clear. All parties should understand the tasks at hand. One, feed and educate children. Two, ensure children become successful and help them achieve well beyond their parents' dreams.

Economic Development

Retreat participants connected the elimination of poverty to economic development. This is also a priority for the organization. In addition to restoring community pride, retreat participants say SDC should help central city residents develop their own economy. SDC should also: improve existing central city housing stock, focus on entrepreneurship and workforce development while increasing employment opportunities in Milwaukee, especially the central city.

What Others Want Silent Voices

There was consensus among retreat participants that SDC customers want to be seen and heard. They want quality care, holistic services and the following:



Honest dialogue

Compassionate and sympathetic service from professionals

Customers want "Superman" and "Superwoman" to arrive in their lives to address their situations on time

A comfortable house and a piece of the American Dream

Employment

The most silent voices want authentic representation on their behalf. They want the organization to be sincere in its daily interface with them.

Simply put, SDC customers want to be treated like real people.

CRITICAL SITUATION ASSESSMENT

What Does Looking into the Mirror Tell SDC?

When the organization looks into the mirror, it sees a lot of different scenarios. It sees a major change agent in Milwaukee County. It sees a resilient, complicated, accomplished, outcome-driven organization with thousands of customers.

Sounds good, right?

While SDC has many attributes, several retreat participants stated the organization suffers from a lack of identity and struggles to answer these questions:

Who are we?

Is the work I'm doing worth my passion and fidelity?

Do I really believe in the organization's mission?

The inward look reveals an organization that fails to connect districts and programming. It does not provide countywide coverage for everyone experiencing poverty. For example, several participants agreed that residents in the 53215 zip code are not familiar with SDC and its services. The 53215 zip code serves a majority Latino population.

As a human empowerment agency, SDC operates in an environment in which the central city is perceived to be a broken, recovering culture with limited opportunities. Milwaukee is a city dominated by “siloeed” behavior driven by neighborhoods, organizations and leaders. This reality and segregated strategy for coexistence continues to divide the city.

Despite the aforementioned realities, SDC retreat participants believe the agency is doing a lot right. SDC continues to perform well in audits conducted by outside firms. It suggests SDC is a good steward of resources and manages the agency's overall finances responsibly.

Participants stated that SDC is a strategic and intentional turnaround agency that speaks truth to power and engages in uncomfortable advocacy with outstanding programming. It is staffed with passionate employees who are real troopers. In one employee's words, “they got each other's back.” Furthermore, SDC is an attention-to-detail agency that values every piece of paper produced. Meaning, information matters.

In conclusion, the critical situation assessment exercise revealed an agency concerned about a lack of niche programming and not



enough ability to generate its own financial resources. There is also concern about an over-reliance on federal dollars.

According to several participants, the agency lacks financial and operational freedom and that a \$50,000 grant requires almost \$100,000 worth of accountability. It was stated on many occasions that government bodies are expanding their oversight, behaving more aggressively, and getting much worse. There are other concerns about the agency's community reputation, a reality that SDC can't do everything, and a lack of marketing capacity.

In addition to funding, budgeting, and financial resources, there were several organizational limits shared during the retreat.

Internally, there is concern regarding employee buy-in and resistance to change. Externally, many participants share concern about a faulty perception that SDC programming and issues do not affect the suburbs. In other words, there is a prevailing belief throughout the region that poverty does not exist in the “burbs.” Furthermore, there is the perception that the agency only has a north side presence.

Here is another concern expressed. The agency's mission is perceived to relegate SDC to stay in its lane of operation (but in a good way).

Participants also raised concerns regarding the political and social attitudes of leaders in Milwaukee and the state legislature. They are concerned about attitudes towards poverty in Milwaukee County, and in particular, the central city.



BRAINSTORM

The brainstorm discussion produced early ideas about where the organization wants to go in the future. Right out the gate, participants shared aspirational ideas like eliminating hunger and poverty.

These ideas set the stage for acting on the following bold ideas:

Economic Development

The discussion revealed several economic development interests like engaging in economic development activities by neighborhoods, homeownership with a focus on retention, and the expansion of the agency's entrepreneurial training and technical training.

Economic Impact

It was stated by a retreat participant that SDC is responsible for putting \$12-\$15 million dollars in the local economy through its varied grants. While there has never been an attempt to do a formal economic impact study, if pursued, SDC could surprisingly discover data that highlights the organizations direct and indirect impact through spending, creation of jobs, and enhancement of human capital. This will also highlight people moving beyond poverty.

Community Engagement

Retreat participants see community engagement (outreach) as a mandatory agenda item moving forward. This intentional community engagement strategy provides hope and opportunities in Milwaukee County. Strategies ensure outreach to diverse population and expands engagement to Milwaukee's south and northwest side.

In addition, SDC should increase public use of its main headquarters. For example, SDC can offer meeting space to the general public. Participants stated that they want to bring more men, women, and families into the building.

Children

Participants' concerns for children were evident in the brainstorming section.

Recommendations:

Partner with Milwaukee Public Schools on childhood trauma

Develop expertise for kids with PTSD

Expand case management and counseling services with more focus on youth services

Become part of a larger renaissance on education in Milwaukee County

Funding

It was no surprise (with SDC's financial staff participating in the retreat) that there were ideas and a greater emphasis on financial resources. The issues ranged from diversifying the organization's funding to strengthening grant writing and planning capacity. Participants also expressed a desire to work more closely with the Foundation to cultivate ready and willing donors.

Branding

The most efficient way to accomplish these goals is to select a set of workable, strategic actions that can be achieved. SDC's desire to retool as a human empowerment organization is a re-imagined organizational brand.

This brand is stacked with new, bold ideas and action steps:

Seek recognition as a national center for research on issues affecting people in poverty.

Develop SDC's brand so it is viewed as a high-impact organization.

Change the narrative about people experiencing poverty.

Position SDC as an advocate and the driving force working to improve statistics that define poverty. The agency has the impact to change/move the needle.

Signature Events

Elevate the annual Summit on Poverty's status so it is viewed as the premier convener on social justice in the nation. Make it an annual practice to convene customers into focus groups. This will allow for the flow of constant information that is community centric. SDC should be recognized for its back-office tools and technical assistance that supports other agencies. Become a local authority and provide advice on how grants should be structured to address human needs.



SCOPE AND SCHEDULED RESOURCES

SPECIFIC ACTION # 1

Act on the Commission's Mandate

Retreat participants strongly recommend that the Commissioners take charge and lead. As a body, the Commission is mandated to be the guardians of the charter establishing SDC. It is to act on the mission and be the standard bearers of the by-laws.

Retreat participants stated that the Commission should:

Leverage its authority through advocacy.

Stay informed about issues that affect people experiencing poverty.

Monitor legislative activity and statutes that affect the Commission.

Take policy positions.

Conduct research and publish studies.

Disseminate critical information on people in poverty.

Make recommendations.

Issue resolutions.

Communicate that SDC is a Commission on poverty.

Lead discussions on racism as a poverty crisis.

Throughout the retreat, participants were emphatic that Commissioners just do their jobs.

The strategic retreat was a major exercise in scaling up a set of role responsibilities for Commissioners. This includes publicly speaking truth to power, engaging in authentic representation, fighting on behalf of people experiencing poverty, demonstrating bold, uncomfortable advocacy, providing political leadership by developing and creating alignment between SDC and political leaders, developing relationships with key appointing authorities, assisting the agency in seeking out individual donors and private money (corporate/foundation), and helping position SDC as a senior partner with financial resources.

SPECIFIC ACTION # 2

Strengthen Technology Infrastructure

The organization realizes to help people experiencing poverty; it must get an IT partner for IT training. So far, this is an elusive activity for SDC. The organization currently uses NEON for its payroll system. Blackbaud is the vendor for marketing and financial accounting software.

In order to track new developments moving forward (especially actions associated with this plan), SDC can use Basecamp. It is a required project management system that allows the organization to post documents. It also has a message board. Basecamp allows SDC to assign due dates to projects and update the group on project progress.

Some retreat participants took an “all hands on deck” approach. They suggested using Basecamp to track new developments after the strategic planning retreat. This would create regular touchpoints with the strategic plan and updates on agreed upon actions.

The social services landscape requires SDC to be more creative, resourceful and knowledgeable. It is imperative that SDC use data to carry out the work of the agency. Strengthening technology infrastructure could help SDC create a valuable database.



SPECIFIC ACTION # 3

Collected data can be used to identify trends, influence policy and ultimately create generational changes for people experiencing poverty.

There were several moments of consensus during the retreat. Participants agreed to use data and a variety of tools to drive decisions, policies, and funding. One of the retreat participants constantly repeated the need for SDC to protect its programs, initiatives, and most importantly its data with a strong cybersecurity posture.

There hasn't been a plethora of news stories highlighting cyber-espionage targeting the social services industry. However, data breaches aimed at organizations charged with fighting the war on poverty are likely the most vulnerable in the case of a cyber-attack. Moving forward, SDC will need to start an internal dialogue on how to best protect its operations and mitigate cyber-attack risks.

One suggestion is to engage and encourage staff to learn more about cybersecurity and the risks associated with not addressing cybersecurity outcomes.

Inclusive Economic Opportunity

Inclusive Economic Opportunity stresses that people are the most important asset in a neighborhood. They are also the centerpiece in a sustainable community. Sadly, too many Milwaukee residents are trapped in low-income apartments or homes that breed crime, unemployment, blight and despair. They live in neighborhoods cycling downward, thanks to disinvestment and the loss of good paying industry jobs.

Retreat participants discussed several initiatives to create a thriving, mixed-income community for all Milwaukeeans. This especially benefits people experiencing poverty in the central city. If we are to expand economic opportunity for low-income individuals, we must develop strong neighborhoods that will contribute to long-term, sustainable change. The primary pillars of this strategy are affordable housing and economic development. This strategy also focuses on jobs that lead to careers.

Entrepreneurship is the tip of the spear when it comes to economic transformation and wealth creation that will have generational impact. SDC must also focus on improving the life for children experiencing poverty.



CONCLUSION AND NEXT STEPS

A Final Word from the Author of This Report

I thought that it might be fitting to end this strategic planning journey and report by acknowledging SDC's hard work and rich history that dates back to President Lyndon B. Johnson's 1964 declaration of a War on Poverty.

As a consultant, I spent a day and a half in serious dialogue with this group of first-rate professionals. They identified challenges. They are determined to fight. When needed, they are prepared to chart a different course that will better help people experiencing poverty. Retreat participants were able to create a shared vision moving forward.

With the appropriate execution and resources, SDC can:

- *Unleash its talent and network to do significant human empowerment work.*
- *Use its influence to engage other organizations like Marquette University and increase the impact of human empowerment work.*
- *Not only invest in low-income communities but create jobs and wealth in these communities.*
- *Raise the impact bar for social service organizations in Milwaukee County and beyond.*
- *Be a re-committed example of spark and force that continues to inspire anti-poverty efforts.*
- *Show other social service organizations how to build a meaningful and outcome-based body of work targeting people experiencing poverty.*
- *Expand SDC's outreach and presence into other parts of the community, including the south side, northwest side and suburbs.*
- *Build new partnerships and relationships that back anti-poverty and advocacy efforts.*
- *Be a shining light in the absence of strong public and private sector leadership fighting on behalf of the people experiencing poverty.*

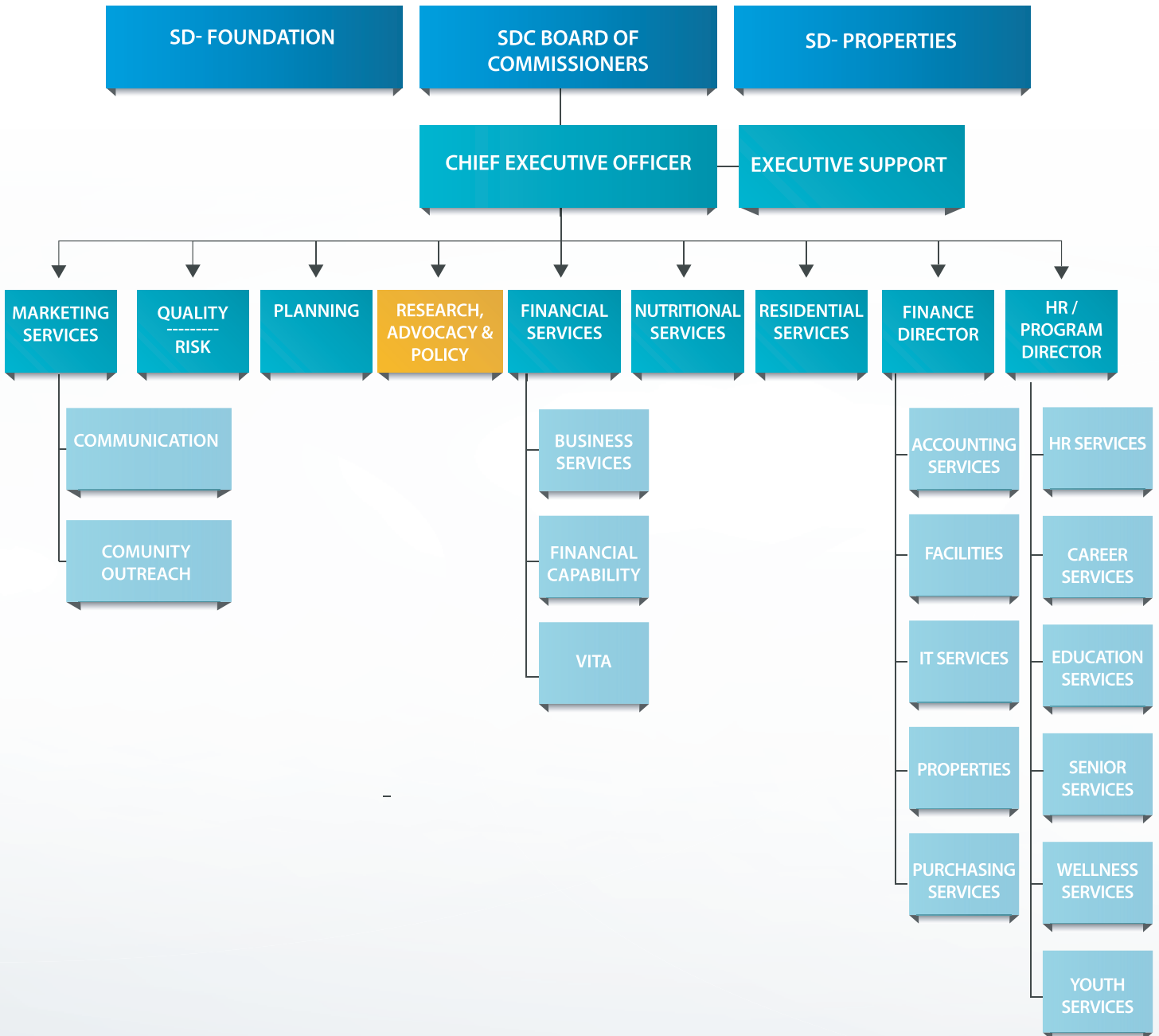
The wisdom laid out in this strategic plan deserves action.

Most importantly, it deserves a commitment and meaningful response to the great thinking that went into drafting this plan.

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SDC Organizational Structure





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