



CSRA Economic Opportunity Authority, Inc.

YEAR 3 STRATEGIC PLAN REPORT

4/2019 – 3/2020



CSRA EOA, INC.

Mission Statement:

Leveraging resources, **E**mpowering pe**O**ple, and **A**dvocating
to alleviate poverty in the **CSRA** 

Promise of Community Action

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.

1261 GREENE STREET, AUGUSTA, GA 30901
P. O. BOX 10104, AUGUSTA, GA 30903-2704
706.722.0493, WWW.CSRAEOA.ORG

LOLA W. JOHNSON, EXECUTIVE DIRECTOR
MARION BARNES, BOARD CHAIR

Core Values

Core values of CSRA EOA, Inc. include integrity, dedication, respect, compassion, cultural competence, diversity, professionalism, accountability, and teamwork. These values are essential as we strive to treat all people with dignity and take action in a united purpose to achieve excellence in the work we do to accomplish the mission of our agency.

Monitoring and Evaluation

The Plan will be reviewed twice quarterly by the Executive Director and the Strategic Planning Work Group/Team. The Board of Directors will review the strategic plan and progress made bi-annually, and the Executive Director and staff will update the plan annually for relevancy. Revisions to the plan will be made as needed to reflect current needs and conditions; all changes will be summarized in appendices and incorporated directly into the Plan.

Responsibilities and Frequencies for Monitoring and Evaluation

Plan section, goals, etc.	Completion date	Responsibility	Written description of results to:
Complete review of plan by all Department Heads, Executive Director, Planner/Evaluator, Technology Team, Marketing Team.	10/6/17	Executive Director, Planner Evaluator, Department Heads, Committee Chairs	Executive Director; Department Heads; Board of Directors Evaluation & Planning Committee
All Goals and Objectives for Year 1	10/14/17	Executive Director, Department Heads, Planner, Committee Chairs	Executive Director, Board of Directors Evaluation & Planning Committee
All Goals and Objectives for Years 1 and 2	4/30/18	Executive Director, Department Heads, Committee Chairs, Planner	Executive Director, Board of Directors Evaluation & Planning Committee
All Goals and Objectives for Years 2 and 3 were reviewed; Progress questions answered; Progressive Elaboration/Rolling Wave Planning for Year 3 began.	11/2/18	Executive Director, Department Heads, Committee Chairs, Planner	Executive Director, Board of Directors Evaluation & Planning Committee
All Goals and Objectives for Years 2 and 3. Progressive Elaboration/Rolling Wave Planning for Year 3 continued.	5/31/19	Department Heads, Committee Chairs, Planner, Executive Director	Executive Director, Board of Directors Evaluation & Planning Committee

Year 3 Goals and Objectives reviewed. Progressive Elaboration for Year 3 with Progress Reports completed and submitted.	11/2019	Department Heads, Committee Chairs, Planner, Executive Director	Executive Director, Board of Directors Evaluation & Planning Committee
Year 3 Final Report with Goals and Objectives Reviewed. Progressive Elaboration for Year 4 – delayed but in progress due to COVID-19.	5/2020	Department Heads, Committee Chairs, Planner, Executive Director	Executive Director, Board of Directors Evaluation & Planning Committee, Department Heads
Year 4 Interim Report – Review Goals and Objectives	11/2020		

Goals

This report describes the accomplishments related to the CSRA EOA, Inc. 2017-2022 Strategic Plan from April 2019 through March 2020. There are four primary goals:

1. Individuals and families with low incomes are stable and achieve economic security.
2. Communities where people with low incomes live are healthy and offer economic opportunity.
3. People with low incomes are engaged and active in building opportunities in communities.
4. Agencies increase their capacity to achieve results.

Strategies

The key strategies employed during this five year period to work toward achieving these goals, include:

- A. Continue to offer exemplary existing and new outcome-based programming.
- B. Meet all Operating Standards Requirements (2016) for Head Start and CSBG; integrate and implement operating standards into overall program operating plans, goals, and outcomes.
- C. Continue to successfully work with partners to increase involvement and engagement in anti-poverty initiatives and programs.
- D. Enhance programs and services availability by developing on-line training, information and scheduling.
- E. Advocate for alleviation of poverty and increase community engagement and investment in improving conditions in which low-income people live and in providing opportunities for increased earned income and assets.
- F. Increase leveraging of resources, maintain diverse revenue sources, and expand on financial partnerships and increase individual and business donor base to further diversify funding streams.
- G. Increase agency feedback mechanisms to improve engagement in community activities.
- H. Broaden volunteer opportunities for people with low-income to increase engagement.

- I. Enhance tools to improve efficiency and capacity to meet programmatic, reporting, and evaluation goals.
- J. Ensure staff, volunteers, and Board members have the opportunity to increase capacity and expertise through training and education.
- K. Develop and implement a Marketing Plan to advance CSRA EOA, Inc.'s brand identity and name recognition throughout the CSRA.

Synopsis

1. Are goals and objectives being achieved or not?

Yes. The vast majority of goals and objectives were achieved between April 1, 2019 and March 30, 2020 on target. The CSBG Department met 100% of Operational Standards. Program goals and objectives, which directly related to targeted activities, services, inputs, outputs and outcomes for participants in most programs were being met for and by participants; though some programs recognized issues that need to be addressed. Most programmatic goals were achieved during this time period. We continue to have positive results from the Client satisfaction surveys in regards to the programs, services, and staff professionalism. Technology (new server, email access for all staff members, portals, website, online assessment for client application process, etc.) is allowing us to improve and increase our capacity and has been beneficial in providing a vehicle for us to continue meeting goals and objectives during the COVID-19 Pandemic, State of Emergency, and Shelter in Place Order. Remote access for employees was implemented.

We have not yet developed an agency newsletter; which continues to be delayed due to lack of staff time to manage the endeavor. This will be reviewed during our upcoming rolling wave planning sessions, but is most likely going to be delayed to year 5. The Resource Development Work Team has not met, but shares information via email on grants and resources available.

Additional planning is ongoing through progressive elaboration on strategies continues based on the results of objectives and research.

2. Should the deadlines for completion be changed?

Due to the manpower required by the COVID-19 Response and the significant expansion of services required to meet the needs of our community during this crisis, some activities scheduled for March were delayed. We began gathering information on "Fee for Service" but that has been delayed until late year 4 or year 5. Additionally, though we targeted starting the newsletter in late Year 3 and did find two staff members to help with newsletter compilation and editing, the newsletter must be delayed. We continue to work to update our HOPE Program to meet the stringent HUD Standards and National Low-Income Housing Counseling Standards to continuously improve our project; we are not yet meeting all of the standards, and it may take somewhat longer than originally planned due to the expansion of services due to COVID-19.

3. Are the goals, objectives, and strategies still realistic?

Yes. Goals, objectives and strategies are realistic; some are being delayed due to the COVID-19 Pandemic, and we are looking at programs and projects and methods for addressing the needs of the community in light of the Pandemic. This may delay some goals, objectives and strategies as we work closely with local, state and federal partners in planning and implemented responses to meet current emergency/ crisis needs during this Pandemic; all activities will remain within the agency mission, and current strategic plan; but some rolling wave planning is occurring and will continue to occur over the next 3 months as we work to address and meet the needs of those who are infected with, and or affected by the COVID-10 Pandemic .

4. Should priorities be changed to put more focus on achieving the goals?

Priorities have been addressed to ensure we maintain focus on our goals and objectives. Well-being of residents in the communities we serve is our primary goal, and at times we focus so much on programs, projects, and services, that we do not focus sufficiently on community education and engagement, advocacy, and developing new, less traditional partnerships that may help us achieve our goals.

5. Should the goals, objectives, and/or strategies be changed?

The Due to the significant expansion of services coming in Year 4 of the Strategic Plan in response to the COVID-19 Pandemic, there will be revisions to goals, objectives, and strategies in Year 4, but only minor revisions, as the overall Goals and Strategies of the current 5 Year plan are still applicable and necessary, but due to the expansion of duties and activities, staff time allocations may reduce our ability to achieve goals mentioned previously (Fee-for-Service research, newsletter, regular meetings for RDWG, and other research. Objectives related to Technology are being reviewed, as it has proven beneficial to make changes due to COVID-19 and we will be further exploring ways to make safe access to programs, services and activities and the safety of our board, staff members, and volunteers a high priority as we deal effectively with this COVID-19 Pandemic.

6. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

The suggestion to hold quarterly meetings with department heads and meetings between department heads and staff to review goals, objectives, and strategies and to discuss programs, needs, and results would be a useful tool in ensuring that we remain focused and progress continues toward our goals as we work through this COVID-19 Pandemic. It is crucial to regularly review targeted services, activities and outcomes and progress toward achieving those outcomes to ensure any barriers and issues are resolved expediently. We have begun discussing a new format for the overall Strategic Plan as we talked about developing a new Strategic Plan that would be on a timeline congruent with our annual program year. This would allow for direct results reporting as related to standards, outcomes, etc. The discussion also suggested that the next Strategic Plan be a three (3) year plan, rather than a five (5) year plan.

Additionally, monitoring and evaluating our progress in meeting our Strategic Plan Goals, Objectives, and Strategies assists the Executive Director, department heads and staff in identifying weaknesses in staffing and program implementation, and helps the agency actively address problem areas. We are able to better promote learning, data driving decision making, and improve accountability.

Progress Report

Goals & Objectives

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Objective 1: Continue to offer exemplary existing and new outcome-based programming.

CSRA EOA, Inc. continues working to meet programmatic goals and outcomes; offer exemplary programs and services and develop new, outcome-based programming. During this time, the Community Services Department was able to meet 100% of the CSBG Operational Standards, maintain HUD Housing Counseling Agency status, partner in two community outcome-based program (YouthBuild with East Central Georgia Housing as a partner; Harrisburg Neighborhood 2-Generational Literacy Project as a partner), and obtain funding and implement a new Affordable Housing Project in which we renovate and repair homes for HOPE Program participants to purchase at an affordable, but market rate price (Habitat for Humanity, YouthBuild, and the City of Augusta Land Bank are part of the Advisory Council for this project); and obtained funding to provide Financial Education mini-conferences in four of our rural counties (occurred in February and March, though the ones in Burke County due to occur in late March have been postponed due to COVID-19). Due to our success in managing funds, meeting targeted numbers and achieving outcomes, we continue to receive funding for our Supportive Services for Veterans Families, Centralize Intake and Assessment, HOPE Program IDA & Housing Counseling, Emergency Solutions Grant, and others. The SSVF Program continues to advocate with landlords and expand partnerships to meet the needs of Veterans throughout the CSRA. Head Start continues to work to meet the Head Start Early Learning Goals and Outcomes and the Weatherization Assistance Program to meet all requirements.

We continue to develop and strengthen partnerships to increase impact and reach – including partnerships with schools systems, units of government, nonprofits, faith based organizations and for-profit organizations. The CS Department Resource Development Section worked to increase donations from local businesses, including the Men’s Wearhouse National Suit Drive (donated clothing was used by the Burke County Community Action Center to provide suits to persons seeking employment); Burlington’s (coats were used for homeless men, women, and children during the Point-in-Time Count and through our Centralized Intake and Assessment Program at the Marion Barnes Resource Center); and Augusta Sportswear (t-shirts, socks, etc. distributed to those in need out of the Burke County CAC and the Marion Barnes Resource Center). The Permanent Supportive Housing Program at Sibley Street is fully operational.

Objective 2: Meet all Operating Standards Requirements for Head Start and CSBG; integrate and implement operating standards into overall program operating plans, goals, and outcomes.

Working to ensure standards are met; in March 2020, 100% of CSBG Operational Standards were being met. CSRA EOA, Inc. continues working on Head Start Requirements. Meeting Standards is an ongoing process, as standards documentation must occur, based on type of documentation, quarterly, annually, every two years, every three years, or every five years, etc.. The Annual Report was completed and submitted on time and the Community Needs Assessment Update was completed. Board members, the Policy Council and staff received training as needed; a training request form is being developed to add to the Board Portal for members to request training and we are developing an “On-Demand” folder that will be available for Board members to complete training at their convenience online.

As we work to develop all of our COVID-19 Plans for CARES Act and other funding, we are reviewing the Strategic Plan, conducting Rolling Wave planning and Progressive Elaboration, and considering the need for new strategies and objectives to meet the needs of our communities during this time. The Technology Goals will especially be addressed further, as the role of technology in helping us continue to serve the community has been of paramount importance.

Objective 3: Continue to successfully work with partners to increase involvement and engagement in anti-poverty initiatives and programs. Adopt a two-generation approach in programming where appropriate.

Though our partnerships with local government, boards of education, nonprofit organizations, colleges and universities, health care providers, faith based organizations, and for profit businesses, we are able to operate Head Start, Early Head Start, and the Community Services Programs. CSRA EOA, Inc. works through collaboratives, direct contact with partners and potential partners, resource fairs and other meetings and events to engage the community in the work of our organization – through participation in community forums, community needs assessment, collaborative partnerships to operate projects, etc. We held “EOA Day” events in some of our rural counties to increase involvement and engagement in our programs and initiatives. We are involved in a two-generational literacy project in the Harrisburg neighborhood that includes the elementary school, a local foundation, a faith based organization, some nonprofit agencies, the local library system, and a local college. Recently, through funding from Wells Fargo, we were able to provide financial education and capacity building in Taliaferro County for Senior Citizens and for the students and their parents at the county school. In this Making Money Make Sense mini-conference, both the children and their parents were able to learn about financial matters. The Making Money Make Sense mini-conferences involved many partners that we were able to bring to the table including the IRS, local banks, a scholarship organizations, YouthBuild, UGA Extension, and others. We continue

to look at methods to expand the two-generational approach in programming to help adults and their children with setting goals, financial education & capabilities building, and literacy, as these all will increase success in overcoming obstacles and improving financial well-being. Our Executive Director is working with Heritage Academy as well.

Objective 4: Enhance programs and services availability by utilizing technology, developing on-line training, information, and scheduling.

In Year 3, the Board Portal was created, all agency staff obtained a CSRA EOA email account for easier communication across the agency, staff began accessing more training online and through webinars and began providing more meetings using technology to include Microsoft Teams and Zoom. Applicants now have the ability to complete an online initial assessment to decrease the need to come into the office (this occurred as a result of COVID-19 and has proven highly valuable in providing quick and efficient services), and to complete their application process through telecommunications. The HOPE Program has developed an online “Home Buyer Education” workshop, and is working on additional training videos that will be available “on-demand” through our Website and/or YouTube Channel. We plan to continue expanding our technological capabilities in the coming year with more phone “housing counseling” sessions and more information and training available on our digital media platforms. The Weatherization Assistance Program Application, Head Start Application, and agency employment applications are all available online for download and complete or to complete online.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Objective 1: Advocate for alleviation of poverty and increase community engagement and investment in improving conditions in which low-income people live and in providing opportunities for increased earned income and assets.

CSRA EOA, Inc. conducted forums and a community resource fair, participated in other resource fairs, a poverty simulation, collaborative meetings and events, and other meetings, and met with Foundations, for profit businesses, and communities to advocate for alleviation of poverty, increase community engagement and investment in the work we do. We invited representatives from local and state government for events, reached out to landlords to inform, educate and engage with them to encourage them to provide affordable housing for low-income families and individuals. We worked closely with financial institutions to garner support for our HOPE Program including Homebuyer Education, Financial Wellness & Education, and Individual Development Accounts. This advocacy has led to our ability to obtain funds to support the HOPE Program and add a new project (creation of affordable housing for home ownership) to the Program.

Goal 3: People with low incomes are engaged and active in building opportunities in communities.

Objective 1: Increase agency feedback mechanisms to improve engagement in community activities. We continue to utilize the agency-wide customer satisfaction survey (available in hard copy or online with results reviewed quarterly), Policy Council participation, and Advisory Councils (HOPE Program, Burke County Senior Center) to improve and enhance community engagement in activities. We continue to review the survey process, and in Year 3 have discussed including a section for “testimonials” to be added to the survey or submitted in other ways beginning in Year 4. All of this data is used to guide continuous improvement in the programs and services we provide.

Objective 2: Broaden volunteer opportunities for people with low-income to increase engagement. Currently we have been unable to establish an agency “Volunteer Coordinator” position; instead, each department works to solicit, train and supervise volunteers. Some volunteer job descriptions have been developed and many volunteer opportunities are available based on program need. We continue to use community fairs, resource fairs, College Internship opportunities, the Head Start Newsletter, direct outreach, work with Legacy Links, and other avenues to encourage volunteers at the agency (low-income and general population). Completed the application process with Georgia Military College to house Federal Work-Study students. We did not develop a donor recognition system, but will discuss possibly developing this in Year 5.

Goal 4: Agencies increase their capacity to achieve results.

Objective 1: Enhance tools to improve efficiency and capacity to meet programmatic, reporting, and evaluation goals.

We continue to maintain an inventory of our systems, software and hardware and work to upgrade, enhance, and provide ongoing staff support to continuously improve and make more effective and efficient our programs and services utilizing technology. Working to further leverage technologies for mass texting software, agency portal software and cloud software to create more cost-effective operations. Databases are utilized and maintained as planned. We continue to use several different databases (throughout the agency and in programs in different departments). Some are mandated by specific funding sources; none allow importing data from other databases, which creates difficulty in determining unduplicated clients served, activities and services per person/family, and outcomes. The cost of data warehousing with reporting software to enter all of these data points to obtain agency-wide demographics, services, etc., is expensive, and difficult to find any foundation or funder to cover costs of such software. We continue to discuss, in Department Head meetings and within departments, ways the agency can further our mission through innovative and effective technologies. We are working to

expand our capacity to utilize social media to help meet programmatic goals and enhance our communication and interaction with stakeholders. Technology staff are now engaged in the Planning process to ensure staff, volunteers and clients will have the tools needed to participate in/operate programs and complete reports. Needed software and hardware updates are being included with upcoming funding requests/grant applications.

Currently the Fiscal Office is exploring “Real time live payroll”, and either obtaining more reporting capabilities using GMS or researching similar accounting systems with the needed functionality that are competitively priced.

We have been working to advance the mission of the agency using innovative and effective technologies to include providing training and easier access to programs, referrals, housing counseling, etc. through telecommunications and online videos, meetings, and training sessions. We have expanded our outreach using social media via the website, Facebook page, twitter, and Instagram.

Objective 2: Increase leveraging of resources, maintain diverse revenue sources, and expand on financial partnerships and increase individual and business donor base to further diversify funding streams.

The Resource Development Work Group has not been able to develop a strategic infrastructure for fundraising and grant writing, but is sharing information about grants, donations, and potential donors across departments. Departments continue to work toward leveraging resources through maintaining and increasing fund sources that are in line with our agency mission, programs, and services. Additionally, we continue to reach out to potential donors (i.e. Burlington, Men’s Wearhouse, Creel Foundation, etc.), and created a list of potential in-kind and financial donors to target in FY 2020.

Objective 3: Ensure staff, volunteers, and Board members have the opportunity to increase capacity and expertise through training and education.

Training schedules are developed within departments, and an agency-wide training annually. Webinars are made available across departments. We are planning to utilize the Employee Portal to enhance interdepartmental training opportunities to include “on demand” training webinars. The Board Portal will provide the Board of Directors with training resources as well.

Each department has training specific to the employees in that department and provides training, as needed, to ensure each staff member has the opportunity to participate in required training. Staff trainings occur regularly on computer, software, and databases, as needed. In-person training is documented through sign-in/attendance sheets, agendas, and materials; we are working to determine methods for recording on-demand/on-line training. Staff are

encouraged to request training, participate in the planning of training (including submitting ideas for training, completing surveys for training or helping obtain trainers), sign up for optional trainings appropriate for the work they do, and to enhance their capacity to do their job through webinars, training, and education. Based on the role of the person in the agency, obtaining and maintaining the needed training and certifications is crucial to increase capacity and expertise. Each department creates a budget for training and internal and free training opportunities are available.

Many staff members have certifications, including Community Action Professionals, ROMA Implementers, HUD Certified Housing Counselor, etc. and are provided the opportunity to maintain those certifications through training. A variety of training opportunities are made available to staff and board members, include the Georgia Community Action Association Conference.

Objective 4: Develop and implement a Marketing Plan to advance CSRA EOA, Inc.'s brand identity and name recognition throughout the CSRA.

The Marketing/Social Media Work Group continues to work on specific activities, updating brochures and flyers, planning for National Community Action Month (online Media blitz), and creating new brochures/cards for projects. Due to the success of the agency “card”, the team created program “cards” that link to the agency website and provide information about specific programs within the agency. The Facebook page, Instagram, Twitter and YouTube channel are being maintained and utilized somewhat, especially for special events, fundraisers, and success stories.

The Work Group designed and ordered runners with program names for events with tables, banners, retractable signs, new signage for the Community Action Centers, and ensured marketing materials were available for all agency events and community events in which the agency participated. The Work Group is meeting with Department Heads, grant writers, and the Planner to include outreach and marketing in any grants and proposals for which that funding can be included. Continue to work inform local media about events; plan to address the communications plan in Year 4.

Objective 5: Ensure Safe, Accessible Facilities That Meet the Needs of Our Participants/Students/Families, Programs, Activities, and Services Agency-wide.

The CSRA EOA, Inc. Safety Committee meets regularly to ensure/enhance safety of facilities operated or utilized by CSRA EOA, Inc. Department Heads maintain a list of their facilities and review the list annually to determine maintenance, updates, and repairs needed, as well as any modifications needed. This information is used when developing annual budgets and seeking funds, with repairs and upgrades occurring as needed and funding permits. Safety plans are reviewed regularly. In our Permanent Supportive Housing facilities, monthly home visit

inspections and annual inspection by the funder are conducted to ensure safety. Several facilities are owned by other organizations, with CSRA EOA, Inc. as a tenant in the facility. In those facilities, CSRA EOA, Inc. conducts self-inspections of offices, reports any issues and follows building safety protocols. In Year 2, research for Central Administrative facility was put on hold until late Year 3. An initial discussion was held about the current facility and potential facilities in the community, but an assessment of the departments space needs as compared to the buildings available space has not yet occurred, but facility issues have been discussed.

As a result of the COVID-19 Pandemic, State of Emergency, and Stay at Home Order, CSRA EOA, Inc. reviewed and began updating policies to follow the guidelines set forth by the Centers for Disease Control. An initial notice was distributed to all staff, volunteers, and was available for all clients about the accelerated outbreak of COVID-19 and the modified client intake process to safeguard the health and wellness of the community. Modified work schedules and Work from Home plans were developed and implemented in March to maintain safe facilities, reduce the spread of COVID-19, and provide needed services wherever possible. Applicants, clients, participants, and students were not allowed in buildings due to safety hazards. The agency is continuing to monitor the situation.

Objective 6: Improve Internal Communication Systems and Activities across all Departments.

The Executive Director continues to work on open and respective communications across the agency. An annual agency-wide training is held to improve communication across departments. When Work Groups are assigned, they include staff from various departments. In Year 3, all staff members were provided with an EOA email address. A Board Portal was created and is used to ensure Board members have ongoing access to information. The Executive Director is currently working to contract with a “Culture Improvement Specialist” to improve interdepartmental communication. The Annual Report, Strategic Plan and Community Needs Assessment are available on the agency website. The Executive Director has implemented an ongoing employee satisfaction survey and reviews the data monthly. Results are used to improve agency communications, procedures, etc. Staff members have access to a “Site list” with contact names and informations for all sites; we are working to develop (in Year 4) an on-line internal staff contact list with all employees that includes site, job title, phone number and email address. Once the newsletter is available, it will be accessible through the agency website.

CSRA EOA, INC. 5-YEAR STRATEGIC PLAN (2017-2022)

10/2017 Report

Change 1: Added Personnel Policy and Procedures Manual update to the strategies. Request made by HR Director. Reason – excellent and up-to-date policies and procedures vital tool in efficiency and effectiveness of organization. (10-2017)

4/2017 Report

Change 2: Added Outreach for Spanish Speaking Population – LAP for LEP, Translation of Documents, Cultural Awareness Training, Targeted outreach. (2-2018)

Change 3: Through progressive elaboration, expanded 2.2.c. adding (1) Explore the creation of affordable housing options – (rental and home ownership). (2-2018)

Revision 1: Report format is being revised at the request of the Head Start Department to be more congruous with other reporting documents designs. (4-2018)

Revision 2: Added in updated Organizational Charts with both Community Services and Head Start focuses. (4-2018 Appendices)

Revision 3: In 2.7.c on signage for Burke County NSC, include Screven County NSC for new signage at building.

Revision 4: 2.9.b. Civic Eng./Comm. Inv. - Research potential partners and interested parties in addressing food deserts. Taliaferro County is interested in developing a grocery store or other local food provider. Add – Research funding options to support the community (Community Economic Development Funds and partner with local government for infrastructure grants). Expand timeline due to additional steps.

4/2018 Report

Change 4: Added Outreach for Spanish Speaking Population – LAP for LEP, Translation of Documents, Cultural Awareness Training, Targeted outreach. (2-2018)

Change 5: Through progressive elaboration, expanded 2.2.c. adding (1) Explore the creation of affordable housing options – (rental and home ownership). (2-2018)

Revision 5: Report format is being revised at the request of the Head Start Department to be more congruous with other reporting documents designs. (4-2018)

Revision 6: Added in updated Organizational Charts with both Community Services and Head Start focuses. (4-2018 Appendices)

Revision 7: In 2.7.c on signage for Burke County NSC, include Screven County NSC for new signage at building.

Revision 8: 2.9.b. Civic Eng./Comm. Inv. - Research potential partners and interested parties in addressing food deserts. Taliaferro County is interested in developing a grocery store or other local food provider. Add – Research funding options to support the community (Community Economic Development Funds and partner with local government for infrastructure grants). Expand timeline due to additional steps.

4/2019 Report

Change 6: Terminate activity to get “Read Only” GMS access for Department Heads. Through research, it was determined access to only specific fund streams in GMS is not currently available. If it becomes available, this will be revisited.

Revision 9: Added Year 3 objective to Resource Development Work Group activities for communication across departments.

4/2020 Report

Revision 10: Add 1.2.2.c(2) Affordable Home Ownership project strategies through progressive elaboration for Years 4 and 5.

Revision 11: For 1.5.1.a and 1.5.1.b Fee-for-Service, postpone to Year 5 (due to need to dedicate staff time to expanding services during COVID-19 Pandemic).

Revision 12: Add to 2.1.2 the option to conduct forums, resource fairs, etc. through telecommunications/digitally.

Abbreviations of Responsible Parties and associated Timeframes are listed below.

ED = Executive Director

CSD = Community Services Director

HSD = Head Start, Early Head Start Director

PE = Planner/Evaluator

HRD = Human Resources Director

FOD = Fiscal Office Director

WAPC = Weatherization Assistance Program Coordinator

DCSD = Deputy Community Services Director

IT = Information Technologies Manager (HS or CSD)

MTC = Marketing Team Chairperson

TTC = Technology Team Chairperson

SCC = Safety Committee Chairperson

RDWG = Resource Development Work Group

CSPC = Community Services Program Coordinator

VC = Volunteer Coordinator

Timeframes

Year 1: April 1, 2017 – March 31, 2018

Year 2: April 1, 2018 – March 31, 2019

Year 3: April 1, 2019 – March 31, 2020

Year 4: April 1, 2020– March 31, 2021

Year 5: April 1, 2021– March 31, 2022