



CSRA Economic Opportunity Authority, Inc.

YEAR 5 STRATEGIC PLAN REPORT

4/1/2021 – 3/31/2022



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.

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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 is reviewed twice annually by the Executive Director and the Strategic Planning Work Group/Team. The Board of Directors will receive the strategic plan 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 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	11/2019	Department Heads, Committee Chairs,	Executive Director, Board of Directors Evaluation & Planning Committee

for Year 3 with Progress Reports completed and submitted.		Planner, Executive Director	
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	Program Staff, Planner, Department Heads, Executive Director	Executive Director, Board of Directors, Department Heads
Year 4 Report with Goals, Objectives and Strategies Reviewed. Progressive Elaboration for Year 5	6/2021	Department Heads, Committee Chairs, Planner, Executive Director	Executive Director, Board of Directors Evaluation & Planning Committee, Department Heads
Year 5 Interim Report – Reviewed Progress. Determined next Strategic Plan to align with Agency Operating/Fiscal Year.	10/2021	Program Staff, Planner, Department Heads, Executive Director	Executive Director, Board of Directors Evaluation & Planning Committee, Department Heads
Year 5 Final Report with Goals and Objectives Reviewed.	4/2022	Program Staff, Planner, Department Heads, Executive Director	Executive Director, Board of Directors, Department Heads
Year 5.5 FINAL STRATEGIC PLAN REPORT	10/2022		

Goals

This report describes the accomplishments related to the CSRA EOA, Inc. 2017-2022 Strategic Plan from April 2020 through September. 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 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. Enhance 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.
- L. (NEW 3-2022) Implement processes to develop new three-year strategic plan aligned with agency fiscal/operating year (October 1 – September 30) for improved data verification, and measurement of achievement of targeted outputs and outcomes.

Synopsis

1. Are goals and objectives being achieved or not?

The majority of goals, objectives, action steps and strategies for the Community Services Department, the Head Start and Early Head Start Programs, and the Weatherization Assistance Program have been met. The SARS-CoV-2 Pandemic and Emergency Response have continued to impact our provision of services, and goals, including Head Start attendance, providing most Community Services Department services virtually, and reducing the number of volunteers utilized by the agency to reduce risk of spreading the virus. We have continued to delay forums, resource fairs, and hold virtual, rather than in person meetings. In 2022, we have held an in-person Homebuyer Education Workshop, with social distancing and masking. We continue to have increased resources due to additional funding to address the impact of the SARS-CoV-2 Pandemic and Emergency Response. We continue to offer a wide variety of programs that provide education, training, crisis intervention, and help people overcome barriers and achieve outcomes toward economic mobility.

To better measure the impact of our strategies, objectives and action steps, the Strategic Plan would serve the agency better if revised to align with the agency fiscal/program year, operating October through September. To achieve this and be better able to measure results accurately, the current strategic plan will be extended through September 30, 2022 as we begin steps to develop the new strategic plan. Some measures will be continued forward, but a few new measures are being included, especially as they relate to housing, which has become a significant issue throughout the CSRA with housing prices (rent and home ownership) increasing rapidly and outpacing any increase in wages or income for most residents.

2. Should the deadlines for completion be changed?

Because the Strategic Plan has not been in alignment with the program operating year, it has been difficult to fully measure the goals and objectives. The plan is to extend this 5-year plan to become a 5.5 year plan, as we develop a new strategic plan and get it aligned with the agency fiscal and operating year. This would extend the Strategic Plan to 9/30/22 which will improve the reporting of activities and outcomes reporting. Other than extending annually measured ongoing activity deadlines to 9/30/2022, three specific objectives will have deadlines extended to include:

- (A) Initiate agency newsletter to inform staff, volunteers, partners, community and other stakeholders of our activities, successes, etc.
- (B) Develop an agency-wide marketing plan.
- (C) Creating and posting more online videos and materials for use by staff, partners, clients, and the community, providing information to help people access resources, develop skills and knowledge, and achieve goals.

Two objectives will not be accomplished and may be reconsidered in the next strategic planning process, which include whether to upgrade the current Central Administrative office building, or find a new building that better meets the needs of the agency, and developing an Agency-Wide intake system. We also need to review data and consider our resources to determine if we should change any site locations to better serve the community, and if we should again consider and research “fee-for-service” to meet the needs of households slightly above program income eligibility guidelines (such as 125% for CSBG or 100% for Head Start). Due to the significant increase in duties as a result of the SARS-CoV-2 pandemic, the marketing team has still not had time to develop a marketing plan.

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

The majority of our goals and objectives for the 5-Year Plan have been completed successfully, but four specific objectives have been delayed; most due to unforeseen significant increase in staff duties and responsibilities as a result of the SARS-Cov-2 pandemic. It was determined that some of these needed to be moved into the new strategic plan, and some needed to be revisited as part of the planning process to validate their value. Because the Strategic Plan has not been in alignment with the program operating year, it has been difficult to fully measure the goals and objectives. The Department Heads, Planner and Executive Director determined that we would distribute a request for proposal to attain a facilitator to complete the upcoming strategic planning process due to continued expanded responsibilities of key staff members.

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

Priorities do not need to be changed in the last phase of our plan, other than to get the plan aligned with our agency operating year and now focus on reviewing data and developing a new strategic plan. Our priorities remain focused and we continue expanding our resources in areas that provide more “virtual” access to information, training, etc. will help us achieve our goals, thus continuing to enhance our technology, ensure the security of our data, and provide virtual services, training, meetings, etc. is vital. Our ability to adapt and create our online and telecommunications options enabled us to effectively serve our clients during the SARS-CoV-2 Pandemic and Emergency Response.

As continued throughout Year 5, the SARS-CoV-2 Pandemic, delays our ability to allocate resources to develop a formal marketing plan, but we continue to market programs and services via social media, flyers, meetings, conferences, etc.

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

Emphasis needs to continue as it relates to creating more virtual training, education, and access to resources available. As we began the process of strategic planning in the final months of the current plan, we need to ensure that we include transitioning from the SARS-CoV-2 pandemic in which significant funding became available to help people through the

crisis, to a potentially more financially moderate funding period after the pandemic becomes endemic. The new strategic planning process needs to include review of objectives and action steps from the current plan that had to be delayed due to SARS-CoV-2, including the donor recognition system, newsletter, marketing plan, and continued expanded training, information, and resources available virtually through development of videos and podcasts for easy access. Additionally, we need to extend the current plan and create the new plan to operate aligned with our agency operating year (October – September) for improved data analysis and reporting.

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?

It is critical that we be mindful of program changes-funding decrease/increase as a result of the current economic conditions and government funding as a result of the SARS-CoV-2 Pandemic and Emergency Response. Grant requirements for programs may be changing in the near future, with CSBG up for reauthorization and new Weatherization funding. In the current environment, one strategy for the new strategic plan may need to be focused on staffing, as the current environment of higher wages in the local community due to employers having difficulty finding employees resulting in some of our staff leaving for higher paying jobs with similar job duties.

In the new strategic plan, we must have all report forms available digitally and a schedule provided for data analysis, reporting, and progressive elaboration on specific strategies and objectives. Even during times of crisis this schedule must be maintained by the leadership team in the agency. Due to the closures, illnesses, and additional responsibilities as a result of expanded programs and services to meet the needs of the community during the Pandemic, meetings were postponed. Maintaining focus on strategies and making changes, as needed, is important in ensuring we work to achieve the best results.

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.

Throughout the five-year period, and including in year 5, we continued to offer exemplary programming and developed two new programs specifically that are outcome based, to include Making Money Make Sense financial education and capabilities training workshops, and the Home Possible project creating affordable housing for home ownership for low to moderate income working families. We are working to expand our role in a two-generational education

partnership program, to incorporate financial education, and will soon be providing home modification for persons with reduced mobility (especially senior citizens) for an estimated three households in a couple of rural counties using volunteer labor and funding from a foundation. We continue to explore outcome-based, research driven, programming options to meet the ongoing and changing needs of the population, based on results from the community needs assessment and ongoing situational assessment of applicants and clients. We continue to explore funding options for targeted programs.

The next staff training survey will be conducted in Spring 2022, and a MMMS training is being scheduled for staff, volunteers and partners to cover retirement, savings and investing. A training on providing rental housing counseling is in the planning process and will be available “On-Demand” for staff members this fiscal year. This strategy has become an ongoing part of annual planning. Staff and volunteers participated in targeted training to ensure they receive what is needed to help them be successful in working toward program and agency goals and the mission.

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.

The majority of operating standards were met for FY 21, and we have been working to get the ones not met, met for FY 22. We will develop a schedule to integrate standards into plans, goals and outcomes of programs throughout the agency.

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.

We continue to operate programs and services in partnership with almost 200 partners across the CSRA, state of Georgia, and in partnership with Federal programs and entities. Partnerships include those that provide our agency and/or clients with resources or services; funding partners; partners that provide the agency with referrals or that receive referrals and coordinate services so we work together to serve families. Over the past 6 months, we expanded partnerships to include a partnership with Paine College and with Augusta Technical College to offer Homebuyer Education Workshops and MMMS Financial Education and Capacity Building Workshops on site for students and their families. We continue to work to expand our partnerships to create effective and efficient programs and services to help those we serve increase economic mobility and/or improve or maintain quality of life. Head Start and Early Head start continue to operate a two-generation approach, as does the Community Services Department Harrisburg Two-Generational Literacy Project, which we are working to expand to include Financial Literacy. Options for expanding additional programs to operate in a two-generation/whole family approach will be included in our upcoming strategic planning process.

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

Weatherization utilizes an email address specifically for clients and vendors, and the option to apply and submit an application for services online via the agency website. The LIHEAP and LIHWAP Programs now utilize a software scheduling program so people do not have to try to call and schedule an appointment, but rather can do so online, 24/7 to ensure they get the earliest available appointment. The CS Department continues to operate the online assessment for initial contact and documents are available online to complete for the application process. Head Start uses “Ready Rosie” for Head Start families to access a variety of services and complete activities. We offer On-Demand Homebuyer Education Workshops, information about the HOPE Program, housing counseling via telephone, virtual MMMS workshops, and a variety of online options for information and training. We continue to work on developing online content, including program orientation, training and information for applicants, clients, participants, and stakeholders.

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.

Staff advocate on behalf of the communities we serve in meetings and trainings they attend (virtual and in-person) in grant applications and reports submitted to funders and potential funders, in working with boards of education, mortgage companies, landlords, power companies, financial institutions and others to inform, advocate and enlist their support. We continue to produce and distribute a Head Start Newsletter and a HOPE IDA Program newsletter. This spring (May 2022) the new agency newsletter is scheduled to have the first edition posted with links to videos and additional information and agency programs. This will inform communities on our mission, programs, services, causes and conditions of poverty, and enlist their support, volunteerism, and financial support of the agency. We share information through our website, Facebook page, YouTube Channel, Twitter, and Instagram. Departments also share with our clients, applicants, students, families, participants the information obtained from other service providers for their use in working toward achieving their goals and improving their economic situation.

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.

Staff and volunteers provide all clients with access to the Customer Satisfaction Survey and with access to the Community Needs Assessment Survey when it is open. We also have a HOPE Program participant serving as a member on the HOPE Advisory Council, Head Start has parents

serving on the Policy Council and has parents engaged at the sites, including providing them training to be prepared to conduct meetings, share information, etc. Some training for Head Start parents has been virtual (internet based). Additionally, as we plan events, we work to ensure feedback mechanisms are in place, e.g. post event surveys; planning meetings to obtain feedback in the planning process, etc. The Gavel Club continues to be delayed due to the SARS-CoV-2 Pandemic, and due to the tremendous workload of key staff needed to develop videos and training materials, this has been delayed and will be addressed in upcoming strategic planning.

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.

New technologies are regularly reviewed for cost-benefit analysis and the department has been working to utilize technology to create more efficient and cost-effective operations. We developed online application forms, assessments, virtual housing counseling, and online training have all improved our ability to meet program goals, and report success in those programs. We are currently reviewing potential mapping software that could be used to help us more efficiently meet the needs of our communities by targeting specific areas in which low-income persons live. We still do not have a cost-effective and efficient method for completing the annual report, due to the number of databases used by the various programs and the inability of these databases to share information, but we plan to explore data warehousing options and costs in the summer of 2022. We continue utilizing online resources for training, sharing information, having virtual meetings, and will be working to develop training for staff on how to enhance their communications using technology with staff, partners, and participants, clients and families. Staff have been using Google Meet, Zoom, and Microsoft Teams formats in many meetings and training, and some have learned “on-the-job”, while others have watched videos on how to hold meetings and trainings this way. Additional tools we are reviewing include completing digital requisition to speed up the process, and digital timesheets.

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.

Most activities have been completed and we continue our work to diversify funding streams, with a new focus in FY 22 on looking for additional funding streams for Head Start activities. We have been conducting ongoing research, and networking to learn about new or other resources that have not yet been accessed.

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

Head Start annual training for staff, policy council and the board occurred as scheduled and all training requirements were met, with much training now virtual, rather than in-person training.

The Community Services Department holds quarterly staff training to cover information needed by and useful to staff members, including those topics requested by staff members, topics supervisors and coordinators recognized as needed by their teams, and topics required by program and agency funders. Based on the Program requirements for staff members, additional trainings and workshops were accessed to improve knowledge and skills, obtain needed professional development units/ continuing education units, training hours, etc. and meet program and/or funder requirements. Two HOPE Program staff members are preparing for the HUD Housing Counseling Exam. On-demand workshops are available for Board members on a variety of topics and we are planning additional training to be made available for the Board. The agency is working to make more training for staff available digitally/on-demand with regular workshops available on various topics.

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

The Community Services Department, Head Start/Early Head Start Programs, and the Weatherization Assistance Program utilize marketing materials, including flyers, table cloths, newly purchased tents, business cards, Facebook, etc. developed by the Marketing Team to advertise our programs, services, and events. One of our new agency “Cards” is now printed with English on one side and Spanish on the other and we plan for the next printing of the rest of our agency “cards/flyers” to be printed in English on one side and Spanish on the other. The agency website, Facebook page, YouTube Channel, Twitter and Instagram are all used to market the agency. Developing the agency Marketing Plan has continued to be postponed due to the tremendous increase in duties by all staff engaged in marketing as a direct result of the SARS-CoV-2 Pandemic. As we continue to provide expanded services, we have postponed this activity indefinitely. This will be addressed in the upcoming strategic planning process and will include potentially working with Augusta University to assist in this process.

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

Most Community Services Department sites are located in facilities owned and operated by other organizations, including The Salvation Army Kroc Family First Stop and Kroc Village, One Stop facilities (operated by Department of Labor and funded by WIOA), and Augusta Housing Authority. Site Coordinators ensure facilities are in safe condition for the staff members, volunteers, applicants, and clients/participants. Our facilities are handicapped accessible, except one, which is an historic building located less than a mile from another facility that is accessible. The Weatherization Program is located in a facility owned by The Salvation Army and rented to the agency, and The Salvation Army maintains the unit. Head Start sites are monitored regularly for safety of children, families, staff and volunteers.

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

Changes, Progressive Elaboration, and Iterations

4/2022 Report

Change 7: Extend Plan to end date of 9/30/22 to include:

- (A) Continue measuring CS, HS, and WAP achieving programmatic goals and organizational standards;
- (B) Add in action steps to complete strategic planning process;
- (C) extend deadlines for Newsletter, Marketing Plan and Donor Program through 9/30/22.

10/2021 Report

Revision 16: Delays to some strategic plan activities due to Pandemic impact donor recognition, newsletter and marketing.

- (1) Donor Recognition System and Common Intake– beginning mailing out thank you cards in FY22; will explore in upcoming strategic planning session for new plan.
- (2) Newsletter – process and scheduled planned; quarterly newsletter to begin May 2022.
- (3) Marketing Team will continue to work on Marketing, but comprehensive plan not developed due to lack of resources assigned to project as result of increased duties due to SARS-CoV-2 pandemic.

4/2021 Report

Revision 15: Delays to strategies and activities as a direct result of COVID-19 Pandemic: (Goal.Objective.Strategy)

- 1.2.7.c. Improve signage at Burke County CAC and Screven County CAC delayed to Year 5 due to COVID-19 Pandemic.
- 1.2.8.c. LIHEAP – Enhance application process to include additional access to resources, referrals and linkages.
- 1.3.1.a. Research an Agency-Wide Intake and Referral System in-house to improve referral process across departments.
- 1.4.1.f. WAP - Explore resources and opportunities for roof repair for low-income homeowners in the CSRA.
- 1.5.1.a Fee-for-Svc – Create work groups based on potential projects (WAP, Home Buyer Education & Counseling, Minor Home Repair).
- 1.5.1.b Fee-for-Svc – Research options through Peer-to-Peer learning opportunities, GCAA, other CAAs, SEACAA, and NCAP.
- 1.5. Expand and add services provided by organizing partner activities at the sites, based on training, information, and activity requests from forums and survey process.

- 2.2. Conduct forums to inform communities (elected officials, educators, trainers, employers, faith based organizations, etc.) of the current causes, conditions, and statistics of poverty in the CSRA, and the methods in which we are working to alleviate poverty.
- 3.1.3 Activity – Gavel Club – delayed until FY 2022 or FY 2023 – will plan after COVID-19 Pandemic Recovery is further along.
- 3.1.5. Increase the number of opportunities people with low incomes have to provide testimonies at public hearings, in local forums and at community events. – Contingent on Gavel Club training for public speaking.
- 3.2.3. Encourage more low-income people and participants in Agency Programs to engage in volunteer activities and volunteer positions at CSRA EOA, Inc.
- 4.5.5. Review options for Central Admin based on costs for Rehabilitation (wiring, handicap accessibility, health & safety), parking, and storage.
- 4.5.6. Develop Central Administrative facility update plan.
- 4.6.1. Improve and promote healthy, respectful communication and transparency between departments; directors and staff; and between the board and staff about the work of the agency, organizational operations, and strategies to achieve the mission of the organization.
- 4.6.4. Plan and facilitate agency-wide training opportunities to increase interaction across departments.

10/2020 Interim Report

Revision 13: Timelines for:

- (1) Donor Recognition System and Common Intake– moved to Year 5 of the Strategic Plan.
- (2) Newsletter – staff are being assigned; quarterly newsletter targeted to begin March 2021.
- (3) Marketing Team will continue to work on Marketing, but comprehensive plan targeted for Year 5.

Revision 14: Add Community Needs Assessment and Strategic Planning timelines and activities through progressive elaboration November – December 2020 (to be included in plan for Year 5 and year 5).

04/2020 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.

10/2019 Interim Report

No changes or revisions needed. Next steps – update staff, discuss goals and strategies at Department Heads Meeting, Departmental Meetings, and Committee Meetings.

04/2019 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.

10/2018 Interim Report

No changes or revisions needed.

4/2018 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.

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)

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

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

CAC – Community Action Center

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

Year 5.5: April 1, 2022 – September 30, 2022