

CSRA EOA, Inc. Strategic Plan Year 2 Report (4/1/2020-3/31/2021)



YEAR 3 STRATEGIC PLAN REPORT
4/2020 – 3/2021



Mission Statement:
Leveraging resources, Empowering people, and Advocating
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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Meeting Purpose:

- 1. Receive Strategic Plan Report for Year 4 and Review.**
- 2. Progressive Elaboration Plan for Year 5.**
- 3. Meet Organizational Standard:**
6.5 The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.

Evaluation & Planning Committee Strategic Plan Report Review

Progress Report – Review and Accept Report

Year 5 Discussion

Next Steps

- Present report to Board of Directors (July meeting) for receipt of information.
- Progressive Elaboration, Iterations for key Strategies to include additional objectives for October Interim Report.

Are goals and objectives being achieved?

Many goals, objectives, strategies and action steps for Year 4 were initiated and completed on schedule; some are ongoing, and several were delayed. Delays were caused by the COVID-19 Pandemic and State of Emergency. Head Start sites, Community Action Centers, and other agency site closures (initially and intermittent as a result of exposure); school, business, nonprofit, & government closures; self-quarantines of staff and clients. Additional planning ongoing to continue progressive elaboration.

Meeting most Organizational Standards. Not at 100%.

Services were impacted; goals requiring large meetings, increased volunteerism, and specific allocated resources (especially staff time) significantly delayed or negatively impacted. Forums, training, and workshops were cancelled and/or rescheduled. Making Money Make Sense, Homebuyer Education, and Head Start Parent training virtual.

Should the deadlines for completion be changed?

Progressive Elaboration

Deadlines for Year 5 – review early in the year to determine how the continued aspects of the Pandemic and Recovery will impact the schedule. Most deadlines will not need to be extended, but some related to large gatherings, and those requiring a reallocation of staff time may need to be delayed. As a result of the expanded responsibilities, requirements and activities from the COVID 19 Pandemic, the marketing team has not had the time to develop, implement, monitor and control an agency-wide marketing plan, and some departments have focused on COVID 19 funding and have not had staff time to work on diversification of funding sources.

Are the goals, objectives, and strategies still realistic?

Our goals, objectives, and strategies remain realistic.

Some in-person strategies and activities have had to be completed virtually, and we've had to increase our reliance on technology, making many events and training activities virtual, but most goals and objectives remain realistic.

Lack of resources, specifically staff time as a result of increased duties because of the Pandemic, have delayed the completion of some objectives and strategies.

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

Our priorities have remained steadfast on the goals and objectives of the agency and the programs; keeping our focus on supporting and operating programs, projects, services and activities to work toward the achievement of our mission.

The ability of Department Heads and staff members to adapt to a more “virtual” service-delivery has enabled us to maintain our focus on our goals.

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

Current goals and objectives remain important and viable, though some must have minor changes in format as a result of COVID-19 or are delayed to FY 2022 or FY 2023 as a result of COVID-19.

As a result of the Pandemic, we are reviewing the need for and a method to add staff wellness to the strategic plan.

Suggest beginning work immediately on new strategic plan to get in line with agency fiscal year and Head Start, Community Services Department & Weatherization program years and funding cycles.

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?

Create “Dashboards” with quarterly updates to help us monitor progress.

Need to review applicable progress, strategies and objectives in Work Groups/Committees (i.e. Technology, Safety, Marketing/Social Media, Resource Development) and other interdepartmental team meetings.

Need to review barriers that arose as a result of the COVID-19 Pandemic and create a “lessons learned” with how we developed strategies to overcome barriers, to help inform future planning and be more prepared for natural and/or manmade disasters.

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.

Strategies

- 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.

Questions & Comments
