CSRA ECONOMIC OPPORTUNITY AUTHORITY, INC.
FY 2023-2025 Strategic Plan Overview

MISSION STATEMENT

Leveraging resources,
Empowering pe**O**ple,
and **A**dvocating
to alleviate poverty
in the **CSRA**
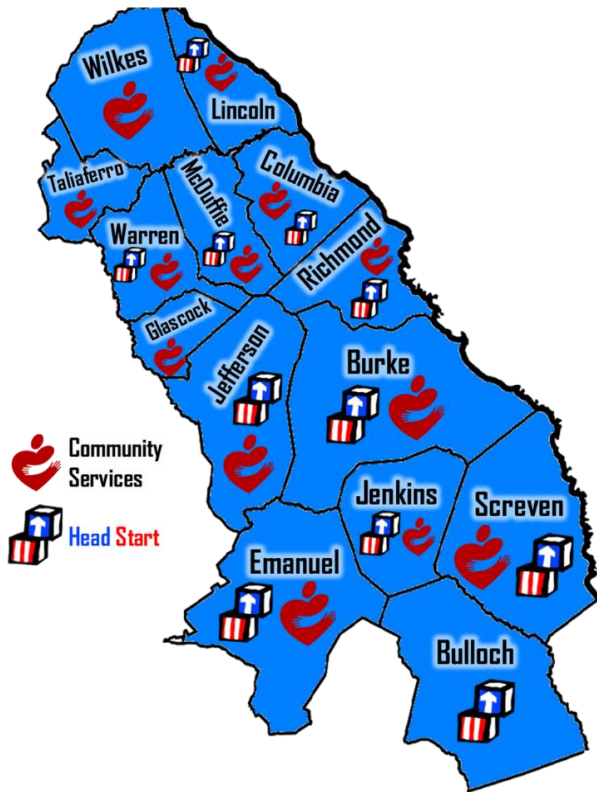
I. Angel Little, Board Chair

Mary Harrison, Interim Executive Director

February 2023

CSRA EOA, Inc. Strategic Plan FY23-FY25

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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CSRA EOA, Inc. Strategic Plan FY2022-2025

Introduction

Agency Overview

CSRA EOA was incorporated January 1966, in the wake of the "War on Poverty" and the enactment of the Economic Opportunity Act of 1964. Created to mobilize local communities and local, state, and federal resources to fight the "War on Poverty", CSRA EOA, Inc. programs and services are designed to create and expand opportunities for low-income families; increase access to needed services and resources; and help families and individuals increase knowledge, education, and skills; obtain and maintain housing and employment; increase their income and assets; and strengthen families and communities.

CSRA Economic Opportunity Authority, Inc. is governed by a tripartite Board of Directors, representing three community sectors - the low-income residents; elected officials or their designees; and the private sector (local businesses, churches, educational institutions, financial institutions, and community organizations). The Board is charged with oversight of the Agency's Mission and overall management of CSRA EOA, Inc. assets. The Board is responsible for monitoring finances to ensure that the Agency has adequate resources and is managing these appropriately and ensuring compliance with legal and funder requirements.

Head Start (including Early Head Start) is the Agency's largest program (financially and staffing) and provides quality comprehensive child development services for children and their families in the counties of Bulloch, Burke, Columbia, Emanuel, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Screven, and Warren. The Community Services Department, utilizes Community Services Block Grant (CSBG) as core funding and obtains a variety of grants (ESG, CDBG, HOPWA, HUD, SSVF, Foundations, etc.), donations, and in-kind donations to provide a myriad of flexible programs, projects, and services to carry out the agency's mission by working to help individuals and families become more self-sufficient through community planning, community building, coordination, collaboration, advocacy, and resource development. The Weatherization Program reduces home energy consumption and lowers energy bills for low-income families. Programs are designed to educate (low-income persons, the community, and policy-makers), divert crisis, develop skills, provide advocacy and information, to empower low-income families and individuals, and to strengthen communities. This is accomplished through advocacy, community engagement, and partnerships and collaborations with the low-income community, local governments, agencies, educational institutions, businesses and the community overall.

Target populations vary, based on program, but overall the agency serves low-income residents in the thirteen (13) county area plus Bulloch County for Head Start, who are at or below 100%,

125%, 130% or 200% of poverty. The agency employs over 400 people and utilizes volunteers to assist with the delivery of services.

Service Area

CSRA Economic Opportunity Authority, Inc. (CSRA EOA, Inc.), incorporated in 1966 under the Economic Opportunity Act of 1964, is a private, nonprofit, community action agency serving the Georgia counties of Burke, Columbia, Emanuel, Glascock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Screven, Taliaferro, Warren, Wilkes, and Bulloch (Head Start only). Additionally, CSRA EOA, Inc. provides operates the Supportive Services for Veteran Families, which, in addition to the previously listed counties, also serves Candler, Effingham, Greene, Hancock, Johnson, and Washington Counties in Georgia. CSRA EOA, Inc. does consider and at times provide programs and services to contiguous areas if there is significant need that we have the capacity to meet, funding resources exist, and partner community action agency(ies) that generally cover the area supports our project.

Mission, Core Values, Community Action Promise, Purpose & Goal

The mission of CSRA EOA, Inc. is to leverage resources, empower people and advocate to alleviate poverty in the CSRA (Central Savannah River Area). 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. CSRA EOA, Inc. holds fast to the Community Action Promise and promises to change people's lives, embody the spirit of hope, improve communities, and make America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

Community Action Purpose, Community Services Block Grant Goal
It is the policy of the United States to eliminate the paradox of poverty in the midst of plenty in this Nation by opening to everyone the opportunity for education and training, the opportunity to work, and the opportunity to live in decency and dignity. It is the purpose of this Act to strengthen, supplement, and coordinate efforts in furtherance of that policy. The United States can achieve its full economic and social potential as a nation only if every individual has the opportunity to contribute to the full extent of his capabilities and to participate in the workings of our society. The goal of the Community Services Block Grant (CSBG) is the reduction of poverty, the revitalization of low-income communities and the empowerment of low-income families and individuals to become fully self-sufficient.

Clients, Customers, Families, Students, Participants

CSRA EOA, Inc. provides a variety of programs, services and activities for families and individuals, but also works to initiate change and strengthen communities through partnerships and initiatives throughout the area. As an organization focused on alleviating poverty, our primary

target population is low-income persons (program targets for Federal Poverty Level vary), but we do work with people of all incomes based on program funding source.

Current Programs, Services, and Initiatives

CSRA EOA, Inc. Programs, Services, and Initiatives include emergency/crisis services, self-sufficiency services, and initiatives to improve and strengthen communities through programs such as the Home Possible program that creates affordable housing for homeownership for low-income working households. We work closely with government, community and faith-based organizations to ensure we use our resources in the most effective manner to address the cause and conditions of poverty in the CSRA. Following are current programs, services, and initiatives in which the agency is currently engaged.

- ⧉ Community Services Programs
  - o The Home Ownership Planning & Education (HOPE) Program is staffed by HUD Certified Housing Counselors and offers Home Buyer Education Workshops, Pre- and Post-Purchase Housing Counseling, Financial Literacy and Fraud/Identity Theft Prevention, The Way Home: Individual Development Account for Home Ownership, Foreclosure Intervention Counseling and Mortgage Assistance, and Rental Housing Counseling
  - o Centralized Intake and Assessment for Housing Stability (decrease incidence and duration of homelessness by providing coordinated entry and referral to appropriate resources to meet the needs of the applicant).
  - o Supportive Services for Veteran Families (rental assistance, utilities, linkage to employment training, employment and mainstream and Veteran benefits)
  - o Homeless Prevention/Rapid-Rehousing Project
  - o Permanent Supportive Housing for Homeless Persons with Disabilities
  - o Family Support & Self-Sufficiency (Emergency assistance, i.e. rent, utilities, food, landlord mediation, referrals, crisis intervention and self-sufficiency)
  - o Senior Nutrition and Wellness (congregate and home delivered meals, exercise and wellness, recreation activities, and educational/information workshops)
  - o LIHEAP (Low-Income Home Energy Assistance Program) and LIHWAP (Low-Income Household Water Assistance Program)
  - o 2 Generational Literacy Project – two neighborhoods in Richmond County
  - o Employment Support Services (One-Stop Career Center partner)

- ⧉ Community Services Department Initiatives
  - o Home Possible - creation of affordable housing for homeownership for low-income families completing HOPE Housing Counseling.
  - o Affordable Housing Development for Homeless Persons – partnership with local government, faith based organizations and nonprofit organizations to create affordable

rental housing for very low and low-income individuals and families who are experiencing homelessness.

- o Resource Development – Ongoing initiative to bring partners and resources (funds, goods, services) to bear on addressing the causes and conditions of poverty.

▲ Early Head Start Program
- o Care and Education for children (0-2)
- o Support services for families of children ages 0-2

▲ Head Start Program
- o Education
- o Social Services
- o Nutrition
- o Health and Disability/Mental Health
- o Transportation
- o Parent Involvement; Parent Training and Career Development
- o Transition to School

▲ Weatherization Assistance Program
- o Energy Conservation Measures

Funding

CSRA EOA, Inc. receives funding primarily through federal, state and local government grants, several of which are cost-reimbursement based. We also receive funds from foundation grants, corporate and private donations, and some minor fundraising. We are exploring the options of creating some fee for service programming, where it would help us meet our mission, goals, and objectives and achieve the desired outcomes for our community and target populations.

Community Needs Assessment/Environmental Scan and SWOT Analysis

To develop an effective strategic plan that will lead the agency toward achieving our mission, the goals of community action, and meeting the needs of our community, CSRA EOA, Inc. conducts a community needs assessment every three years, focusing on the populations and communities we serve, reviewing our most requested services and customer satisfaction surveys, and analyzing surveys from our customers, partners, competitors, and the community at large as well as public data on demographics and targeted topics (housing, employment, etc.).

The 2021 Community Needs Assessment was reviewed, updated surveys (customer needs, customer satisfaction) and updated demographic and other related data available was reviewed. Key community needs indicated include: (1) support services to help vulnerable low-income populations (senior citizens, persons with disabilities, single parents with young children) access

resources to maintain stability and divert crises (Weatherization, LIHEAP, LIHWAP, Food & Nutrition, etc.); (2) crisis intervention services to help stabilize families and individuals in crisis (homeless day shelter, linkages to services for homeless persons; access to food, clothing, hygiene, mental health resources, health resources, dental care, etc. for low-income homeless persons and low-income families); (3) Education and Skills Development to improve employment and income opportunities; (4) affordable rental housing and access to affordable homes to purchase for home ownership; (5) public transportation and/or affordable transportation; (5) self-sufficiency programs and activities related to improving education and training success, increasing employment and income, and achieving the goal of economic success.

The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis helps up define our competitive advantage and determine what opportunities to take advantage of and what challenges we may face as we develop our strategic plan. Based on our analysis, some of our key strengths/capabilities include:

- Skilled, knowledgeable, and certified staff in many positions within the agency.
- Vast and strong partnerships and connections across the area with nonprofits, faith-based organizations, local and state governments, school systems, post-secondary education, health care providers, and for profit entities.
- A wide variety of strong and diverse programs; strong operations and procedures.
- History of and consistency in operating quality programs garnering a good reputation throughout the community.
- A good leadership team (Interim Executive Director, Program Directors, Coordinators).
- Experience and success in grant writing and resource development.
- Evidence of success and outcomes (annual and programmatic reports).
- Advisory Council members who are engaged (program Advisory Councils).
- Professional Development and training readily available for staff and board to enhance knowledge, increase skills and improve capacity – continuous improvement.
- With more rural communities getting broadband access, the agency can expand more services and activities (virtual and on-demand) to rural communities via the Internet so training, information, etc. is more accessible.
- With increasing wages, we can expand partnerships with WIOA, businesses, and other training providers to get increased wages for low-income working persons.

CSRA EOA, Inc. is also aware of our challenges and opportunities to strengthen our agency and programs, which also represent areas for potential strategy development and include:

- A significant proportion of our agency budget is government funding, thus creating a high-dependence on government funding.
  - o Most of our agency funding is restricted, only to be used for specific services, activities, operations, and does not allow for innovation.

- o Many of our government fund streams are reimbursement based, thus not allowing the agency to use reserves for innovation.
- The agency has not, historically, initiated significant fundraising campaigns.
- Many of our sites/locations are owned by other entities and we have agreements for use at lower than market rate – this has, at times, been detrimental as we've been forced to move quickly when they sold the building, or repurposed it for other use.
- The agency is often known for a program – the Head Start Program, or LIHEAP, but not as a "Community Action Agency" or "Anti-Poverty Organization" that operates a variety of programs and services.
- Across the agency, many programs are short-staffed. Leadership positions, especially, need to be filled in a timely manner.

Based on our analysis, and as we recognize the need to continually scan and monitor the environment in which we operate to be aware of political, economic, social, health, and technological trends impacting our community and our agency, some specific items that my impact our strategies include:

- Technology is rapidly changing and we must keep up with those changes; but there is a cost – both a financial cost to the agency and a cost to the populations we serve that may not be able to keep up.
- Staff turnover and vacancies, especially with increasing wages in many industries, will most likely continue.
- Though wages are up in many areas, low-income working families continue to struggle and this may increase as inflation continues to increase, but financial assistance for working families, and wages in some industries – especially low-skill labor, does not.
- The affordable housing throughout the area has dwindled significantly, and we are finding it difficult to find landlords who will accept housing vouchers.
- Homelessness is on the rise especially in the Augusta Metropolitan Statistical Area, with many families and individuals being displaced as properties are bought and rent rates are increased significantly.
- Low-income families often struggle financially and experience crises as a result. This impacts the entire family and may negatively impact children in their ability to do well in school and get the education needed for future success.
- Using data to inform our decision making is critical and having multiple required databases by government fund streams makes data integration difficult.
- Competition increasing for funding streams available – State and National organizations and local organizations struggling financially are competing for funding streams we traditionally receive.

These and other trends were considered as we developed strategies, and will be considered as we progressively elaborate our plan to proactively respond as trends begin to emerge.

Strategic Planning

ROMA Statement (Results Oriented Management and Accountability)

CSRA EOA, Inc. uses ROMA to continuously improve and enhance our performance, programs, services, and results in strengthening families and communities and assisting families, participants and students achieve targeted goals and outcomes. CSRA EOA, Inc. targets innovative programs and services to produce the most significant impact, based on the needs of the local communities we serve. We maintain and enhance our customer-focused services, obtaining ongoing feedback from participants, and regular feedback from partners and community members. Education and advocacy are integral components in all programs and services, and productive partnerships, active and well-trained staff and volunteers, and the leveraging of resources help us address the causes and conditions of poverty and initiate strategies to alleviate and reduce poverty in the CSRA.

CSRA EOA, Inc. chose an approach to strategic planning that would be flexible, adaptable, and help us respond to the rapidly changing environments – local needs, economy, services, and infrastructure; local, state, and federal government funding, regulations, and plans; and the capacity and position of the agency and board. In our planning process, we consulted "A Comprehensive Guide to Community Action Strategic Planning" (Community Action Partnership and CalCAPA), Community Tool Box "Developing Strategic and Action Plans", and US Department of Health & Human Services, ECLKC Foundations for Excellence, "Nuts and Bolts of Strategic Planning". Staff members, the board evaluation and planning committee, and the board membership at large reviewed the Community Needs Assessment (2021 and updated data), FY21 Agency Annual Report, customer satisfaction surveys, program reports, and other information during the strategic planning process.

CSRA EOA, Inc. has, for over 56 years, worked to adapt to the ever-changing environment and needs of our low-income citizens, while also working to adapt to changes in service delivery models, funder requirements, and other environmental factors. Our Strategic Plan represents our effort to map out specific directions and steps the agency plans to initiate to better identify and define our role in the community moving forward. This strategic plan is a long-term, high-level overview of the organization. The Agency will use this plan to help guide operational planning and Programs and Departments will use this plan as they develop (programmatic) tactical plans (CAP, Head Start, WAP) that will have goals, budgets, resources, and tactics that will be used to achieve the strategies in this plan.

Our strategies are coordinated efforts or actions that will help create and sustain a clear path to achieving our goals and mission. Strategies include organizational, operational and programmatic. Organizational strategies include the agency mission, purpose and promise and all programmatic and operational strategies should be consistent with the mission. Operational strategies define how we do our work, including systems, policies, procedures and administrative

tools. Programmatic strategies help determine what approach we will take to achieve our mission – programs, initiatives, targeted outcomes for families, individuals and communities.

To effectively and efficiently utilize resources available to advance our purpose and mission, meet the national community action goals, and local goals and objectives, we develop strategic and tactical plans that are flexible, responsive, and adaptable so we can pivot as needed. Strategies must be fluid, but grounded in mission, purpose and the promise of community action. Goals included must help the agency meet and advance our mission, address an identified need, have an overall measurable outcome/impact, capitalize on our strengths, be within the scope of the work we do as a community action agency, and must be within the capacity of the agency to achieve the targeted results. Key questions we considered in developing our strategic plan include:
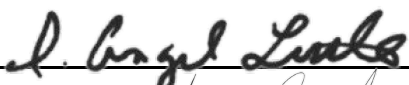
- What social challenge are we working to address and how do we believe we can make a difference?
- What part of the problem should we work on, what role should we plan, and were should we focus our efforts?
- What are we doing now that needs to be enhanced/changed or needs to be discontinued?
- What actions are required and how will we measure our success?
- What skills, abilities will we need individually and collectively to create the impact we've set out to achieve?
- What technologies, resources, partnerships, training, etc. do we need to target to improve our capacity to achieve results?

The following strategies reflect four overarching community action goals and include five strategic priorities/goals with key objectives and activities to achieve those goals.

Authorization and Approval

Board Authorization and Executive Director Approval of Strategic Plan

Authorization designates board members approval, by vote of board members, of the strategic direction and actions described in this strategic plan document. Signature by the Board Chair indicates the board approved the strategic plan for FY 23 – FY 25. Signature by the Executive Director indicates approval of the plan and commitment to ensure plan is implemented.

Board Chair: _____ Date: 03/01/2023

Executive Director: _____ Date: 03/01/2023

Strategic Plan

CSRA EOA, Inc.'s Strategic Plan for FY 2023 – FY 2025 is linked to ROMA Goals and National Performance Indicators, and each objective and action step is connected to a targeted outcome, responsible party, and timeframe for completion.

Four (4) National Community Action Goals

Goals outlined in the strategic plan are consistent with the national anti-poverty goals established by the Community Services Network and include:

- Goal 1: Individuals and families with low incomes are stable and achieve economic security. (Strategies 1, 2, 3, 4, & 5)
- Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity. (Strategies 2, 4)
- Goal 3: People with low incomes are engaged and active in building opportunities in communities. (Strategies 1, 2, 4)
- Goal 4: Agencies increase their capacity to achieve results. (1, 2, 3, 4, 5)

Strategic Priorities/Goals, Objectives

Setting and achieving goals is the hallmark of a successful organization and is a critical element in our strategic planning process. The following strategies will guide the agency as we take advantage of opportunities and strengthen our agency and community to help us alleviate poverty in the CSRA.

Five Strategic Priorities/Goals

1. INCREASE AWARENESS OF ISSUES OF POVERTY, THE AGENCY'S MISSION AND PROGRAMS AND ACTIVITIES INCREASE CIVIC ENGAGEMENT FROM ALL SECTORS.

2. BROADEN THE INFLUENCE OF THE AGENCY THROUGH ENGAGING THE ENTIRE COMMUNITY IN ACHIEVING THE MISSION OF THE AGENCY.

3. INCREASE AGENCY CAPACITY TO ENSURE EFFECTIVE PROGRAMS, SUPPORT AND IMPACT FOR LOW-INCOME POPULATION TO ACHIEVE POSITIVE RESULTS (INCLUDES GENERATING NEW FUNDING, GENERATING NON-GOVERNMENTAL FUNDING, AND INCREASING FUNDING FOR DIRECT SERVICE PROGRAMMING).

4. ENHANCE THE QUALITY AND IMPACT OF AGENCY PROGRAMS AND SERVICES THROUGH INTERNAL MONITORING, EVALUATION, RESEARCH AND COMMUNITY ENGAGEMENT (MOVE PEOPLE OUT OF POVERTY).

5. IMPROVE AGENCY PROCESSES AND PROCEDURES TO INCORPORATE EFFICIENCIES TO HELP US MORE EFFECTIVELY ADAPT TO THE CHANGING ENVIRONMENT AND REQUIREMENTS OF FUNDERS.

Goals & Strategies to achieve Strategic Priorities/Community Action Goals

Goals and strategies will be included in Plans for each Program (Community Services Block Grant, Head Start, Early Head Start, Weatherization) in FY24 and FY25 to include measurable metrics that will be included with annual Strategic Plan Reports (targeted and achieved). Agency Board of Directors Committees, Program Directors, and key staff will meet in FY23 Quarters 2 and 3 to further develop specific metrics to be measured as it relates to the role they play in enacting the strategies and achieving the goals and objectives in this Plan.

STRATEGY 1: Increase awareness (of issues of poverty and agency's mission statement and programs/activities to achieve mission).

    1.1. Develop and implement strategic marketing plan.
- 1.1.1. Improve branding across the agency.
- 1.1.2. Develop online and hard copy materials for marketing, outreach, and resource development.
- 1.1.3. Utilize marketing plan strategies to attract partners and funders.
- 1.1.4. Develop training and materials for Board, Staff, and Volunteers and provide training to ensure all are able to relate the agency mission, core values, and programs information in an "elevator speech" or "boiler plate" manner.

    1.2. Increase online presence.
- 1.2.1. Redesign and update website; develop schedule for updates.
- 1.2.2. Increase and tailor social media presence.
- 1.2.3. Increase information available online to better inform and engage partner agencies.

    1.3. Increase e-learning and informational opportunities for applicants, clients, participants, families.
- 1.3.1. Develop curricula/list of specific training, workshops, and info segments for clients.
- 1.3.2. Develop metrics for determining use and impact of e-learning and informational materials.

    1.4. Enhance outreach and engagement activities to increase enrollment, attendance in programs, services, and activities/events. Specific elements will be measured in Programmatic plans to measure impact.
- 1.4.1.

    1.5. Develop and follow a Communications Plan (stakeholders)
- *1.5.1.* Develop a communications plan to include: What, when, how, who and why to communicate as it relates to funders/regulators; agency leadership (Board, Executive Director, Department Directors); staff and volunteers; families, clients,

students, participants; partners; community (general community, elected officials, leaders throughout the communities we serve).

    1.5.2.   Utilize a system of communication that delivers timely, accurate information to the Board of Directors, Policy Council, Executive Director, staff parents, and volunteers.

Planned Impact: *Community members (low-income residents, service providers, and leaders) will know what CSRA EOA, Inc. is, the programs and services available for target populations, and how low-income people can access services for support, empowerment, and advocacy to navigate systems and achieve goals.*

STRATEGY 2: **Broaden the influence of the agency through engaging the entire community in achieving the mission of the agency**

   2.1. Inform, Educate and Advocate across the CSRA on the causes and conditions of poverty, programs and services of the agency, and methods to get involved.

     2.1.1.   Expand use of data – to inform, educate and advocate.

     2.1.2.   Increase publications that connect quantitative data and narratives with impact reports (include maps)

     2.1.3.   Provide general information sessions and education for the community about the need to alleviate poverty and about the impact poverty has on the community at large.

     2.1.4.   Be the "go to" organizational resource for elected officials, community and faith-based organization, and other organizations working toward the goal of alleviating poverty.

     2.1.5.   Participate in Resource Fairs, Housing Fairs, other activities throughout the communities served to discuss community resources, agency programs, collaboration, etc.

   2.2. Enhance community engagement by engaging clients/families to participate in program creation and evaluation.

     2.2.1.   Recruit clients, families, students, participants through engagement with partner agencies and other nonprofit, government entities, etc.

     2.2.2.   Engage target communities, low-income populations to strengthen their voice in program creation and evaluation.

     2.2.3.   Provide training to improve public speaking/presentation skills of program participants to advocate on behalf of themselves and their communities.

     2.2.4.   Enhance community engagement to ensure families with the greatest need are connected to the agency through trusted relationships (family, friends, churches, partner agencies, etc.)

     2.2.5.   Meet with community groups to discuss information that will foster collaboration for Head Start, Early Head Start, and Community Services Block Grant Program.

2.2.6. Maintain and develop new written, formal agreements with community partners.

2.3. *Maintain partnerships, expand partnerships and develop new partnerships with organizations that have similar missions.*

3.3.1. Determine key collaborations/groups to join; ensure agency is on specific groups, partnerships, collaborations that will help the agency achieve its mission.

2.3.2. Maintain childcare partnerships for Early Head Start to positively impact communities served.

2.3.3. Measure the impact of these partnerships on communities served.

2.4. *Establish/strengthen ties to state organizations/associations.*

Planned Impact: **CSRA EOA, Inc. will maintain and increase its capacity to achieve results through community engagement.**

STRATEGY 3: *Increase Agency capacity (funding, staff, resources, programs, operations, technology) to ensure effective programs, support and impact for low-income population to achieve positive results.*

3.1. *Review SWOT/Strategic Plan and update, as needed, after new leadership roles are filled (Executive Director, Fiscal Officer and new Board members) in FY23.*

3.2. *Strengthen fundraising to increase and diversify resources to ensure sustainability and executive strategic goals.*

3.2.1. Actively seek out and target available resources to support agency operations and programs to meet community needs.

3.2.2. Increase non-federal cash match contributed for programs, especially for Head Start and Early Head Start.

3.2.3. Remain vigilant for new funding opportunities maintaining a funding chart for reporting activity.

3.2.4. Explore Fee-for-Service options and the impact they would have on the community we serve, the agency and the mission of the agency.

3.2.5. Initiate conversation with Board on creating a standing Fundraising Committee to begin planning fundraisers for the agency.

3.3. *Recruit and maintain a skilled and proficient workforce (staff and volunteers) that feel valued and are committed to the mission of the agency.*

3.3.1. Board Personnel Committee, HR & Training Director, HR Staff and Program Directors and coordinators meet to create planned activities and metrics to achieve this goal.

3.4. *Targeted training and certifications for staff, board members, and volunteers to ensure they have the capacity to fulfill their obligations and duties for the agency.*

3.4.1. Update staff/volunteer training survey and make available for staff members to request training and certifications.

3.4.2. Update job descriptions to include preferred training and certifications.

       3.4.3.   Work with Board of Directors to develop Board Member and Committee Member job descriptions.

       3.4.4.   Create training request survey for board members and make available.

3.5. *Engage with federal, state, and local leaders across industries, government, and nonprofits to stay abreast of future trends to help secure funding.*

3.6. *Utilize technology plan to enhance programs and services and continuously improve program and agency operations.*

Planned Impact: *CSRA EOA, Inc. will maintain and increase its capacity to achieve results.*

STRATEGY 4: Empower Families for lasting social and economic independence by enhancing programs and services, implement whole-family approach programming, and researching and developing evidence-based, best-practices, and/or pilot projects to meet community needs.

4.1. *Empower families to achieve economic/financial success, education and training success, and quality of life through developing Whole-Family Approach (multi-generational) to services.*

4.2. *Decrease incidences and duration of Homelessness & increase affordable Housing opportunities*

    4.2.1. Increase availability of and access to safe, affordable rental housing.

    4.2.2. Increase availability of and access to affordable housing for home ownership.

    4.2.3. Increase availability of temporary shelter and permanent supportive housing for persons experiencing homelessness.

    4.2.4. Work with community to open and operate a day-shelter for homeless persons to access basic needs and resources that lead to becoming housed.

    4.2.5. Expanding housing counseling (certified housing counselors) to provide homeless and rental housing counseling and increase financial capacity building.

4.3. *Assess the overall capacity of the agency and review programming to ensure it matches community needs and is consistent with the mission to empower people and alleviate poverty.*

4.4. *Meet School Readiness Goals for Early Head Start and Head Start Programs (see EHS and HS Program targets and reports), including targeted goals for approaches to learning, social emotional, language and communication, cognition, and perceptual, motor and physical development.*

4.5. *Utilize new Bipartisan Infrastructure Law (BIL) Weatherization funding to expand Weatherization services to significantly increase the number of homes weatherized throughout the CSRA.*

Planned Impact: *Improve the community by providing improved housing opportunities and increased number of families that are stable and that achieve economic security through*

services including, but not limited to housing, employment, linkages, increased income, decreased energy costs, and increased knowledge for low-income families and individuals.

STRATEGY 5: Provide continued support and impact for families fighting poverty by enhancing processes and procedures to ensure agency capacity, efficiency, and effectiveness to adapt to the changing environment and the requirements of funders.

5.1. Develop a schedule and evaluate programs, services, operations, partnerships, targeted and achieved activities and outcomes.

    5.1.1. Monitor all facets of the program to ensure requirements are met, quality is evident, and targeted outcomes are achieved in the program, annually.

    5.1.2. Evaluate programs/determine impact of programs and review against strategies, plans, mission

    5.1.3. Create Evaluation team of staff, volunteers, clients, and Evaluation and Planning Committee members to review reports and make recommendations.

5.2. Align program goals to ensure they are achievable, within guidelines of any funding requirements, and supported by clients/families/ participants and local community.

5.3. Promote a culture of leadership and engagement making CSRA EOA, Inc. an employer of choice.

5.4. Meet enrollment targets for Programs annually.

    5.4.1. Programs will develop and implement strategies annually to meet targeted enrollment numbers.

    5.4.2. Programs will report quarterly on enrollment metrics.

5.5. Meet targeted outcomes for families and individuals within 10% for Community Services Programs, Head Start Programs, Early Head Start Program and Weatherization Program (based on targeted outcomes in annual plan for each program).

5.6. Ensure all facilities are healthy and safe, and meet local, State and nutritional requirements (EHS, HS, Senior Centers)

Planned Impact: Families and individuals will have increase opportunities and achieve long-lasting economic security.

Progress Monitoring, Progressive Elaboration, Reporting and Evaluation

The Strategic Plan will be monitored and reviewed quarterly by the Executive Director and the Strategic Plan Work Group/Team to ensure Program Plans are in congruence and progress made toward achieving program plans and strategic plan is documented. Key questions that will be considered while monitoring the implementation of the plan include the below:

1. Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.

2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (be careful about making these changes -- know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
8. 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?

Twice per year the Board of Directors Planning and Evaluation Committee will meet to review progress and annually the Board of Directors will receive the Strategic Plan Report. This process will include completing a written report on the status of implementation, evaluation of the targeted activities and outcomes, and the trends in progress toward goals, recommendations about the status of each strategy, and recommended actions needed by management.

The plan will be updated, at least annually for relevancy. Revisions to the plan will be made as needed to reflect current needs and conditions; all changes will be presented to the Planning and Evaluation Committee and approved by the Board of Directors, then summarized in appendices and incorporated directly into the Plan. All iterations of the plan will be maintained and dated, with the most current always available on the agency website.

Progressive elaboration and rolling wave planning (refinement of plans over the course of the project period by adding additional details) are part of overall planning and will not need a change order process. Progressive elaboration and rolling wave planning will entail developing specific action steps, timelines, assigning responsible positions/persons, indicating measurements, and funding streams to achieve the strategies and goals of the plan, and making minor program changes to improve impact. Departments will, as program plans are developed, ensure that they are consistent with the strategic plan and the Department Head will submit to the Executive Director a copy of the Program Plan along with a form indicating the Strategic Plan strategies, goals and objectives addressed in the Program Plan. Once approved, these documents will be submitted to the Planner/Evaluator to include in the appendices of this plan and will be distributed to the Evaluation and Planning Committee and provided to the Board of Directors via the Board Portal. Board Committees will develop plans, based on their role with the Board, to implement board related activities that will help achieve the strategies in the Strategic Plan. Committee Plans will be reviewed by the Evaluation and Planning Committee to ensure mission and strategies are addressed, and will incorporated into the Strategic Plan in the appendices.

Changes in specific objectives, goals or strategies that are due to changing trends, information, funding, technologies, etc. require a change request. The Change Request process will include making an official request to the Program Director, which will be forwarded to the Executive Director.

Changes requests must answer the following questions:

1. What is causing changes to be made?
2. Why should the change(s) should be made (the "why" is often different than "what is causing" the changes)?
3. What specific changes should be made, including to goals, objectives, responsibilities and timelines?
4. Who requested the change and who approved the change?

COMMUNICATING THE PLAN

- This plan will be widely communicated including use of the following approaches:
  - Every Board member and Program Director/Department Head will receive a copy of the plan.
  - The Strategic Plan (not appendices) will be available on the agency website; the Strategic Plan with appendices will be available in the Employee and Board Portals.
  - Portions of the plan will be published in regular agency communications and advertising and marketing materials (brochures, ads, etc.).
  - Board members, employees, and volunteers will be trained on portions of the plan during orientations.
  - Portions of the plan will be included in program plans, and policies and procedures manuals.

Appendices

1. *Organizational Chart*

2. *SWOT Chart and Surveys*

3. *Planning Process Summary*

4. *Program and Operational Plans with Strategic Plan Priorities Form*

5. *Board Committee Plans*

6. *Strategic Plan Monitoring and Evaluation Progress Reports*

7. *Communication Plan*