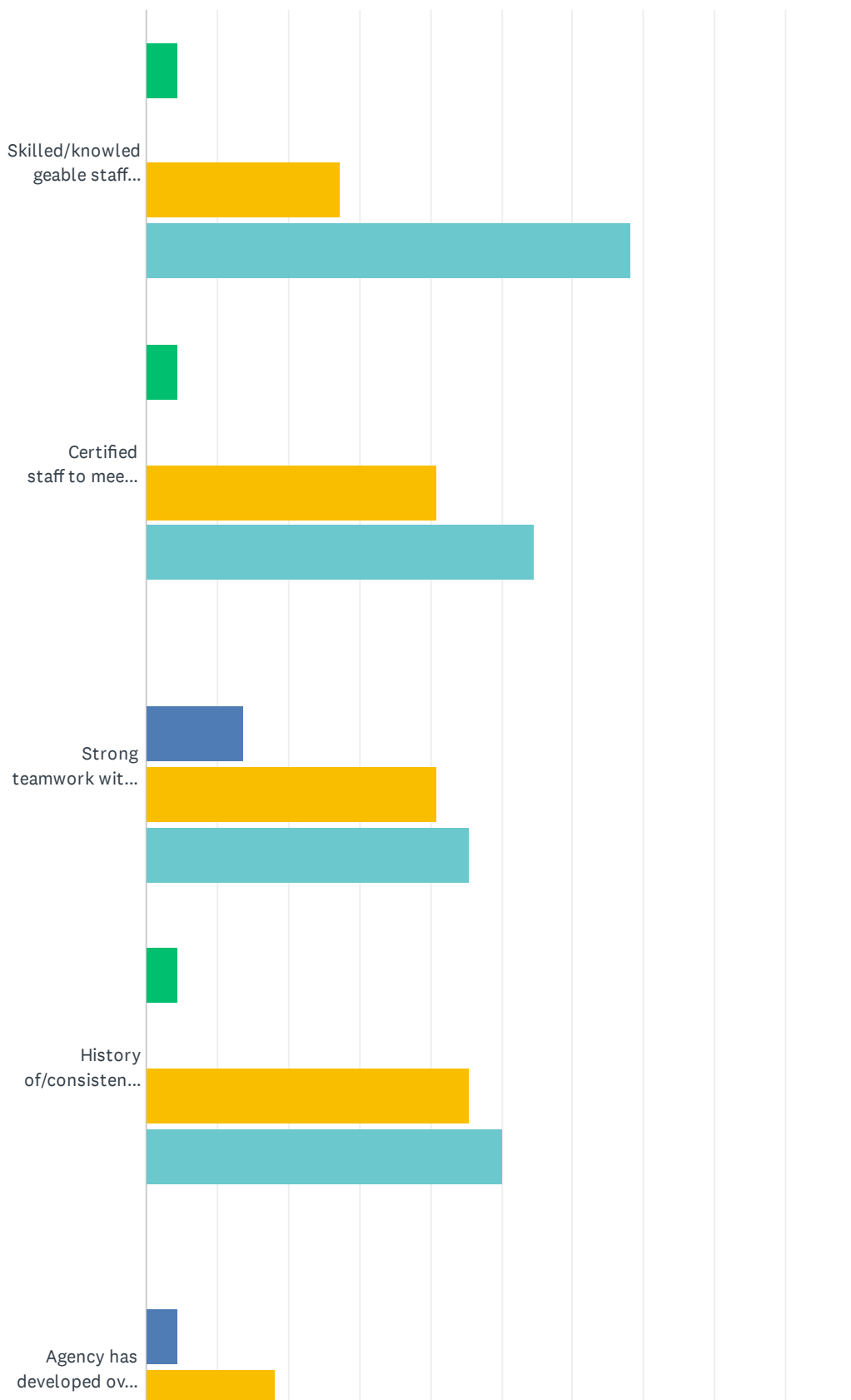
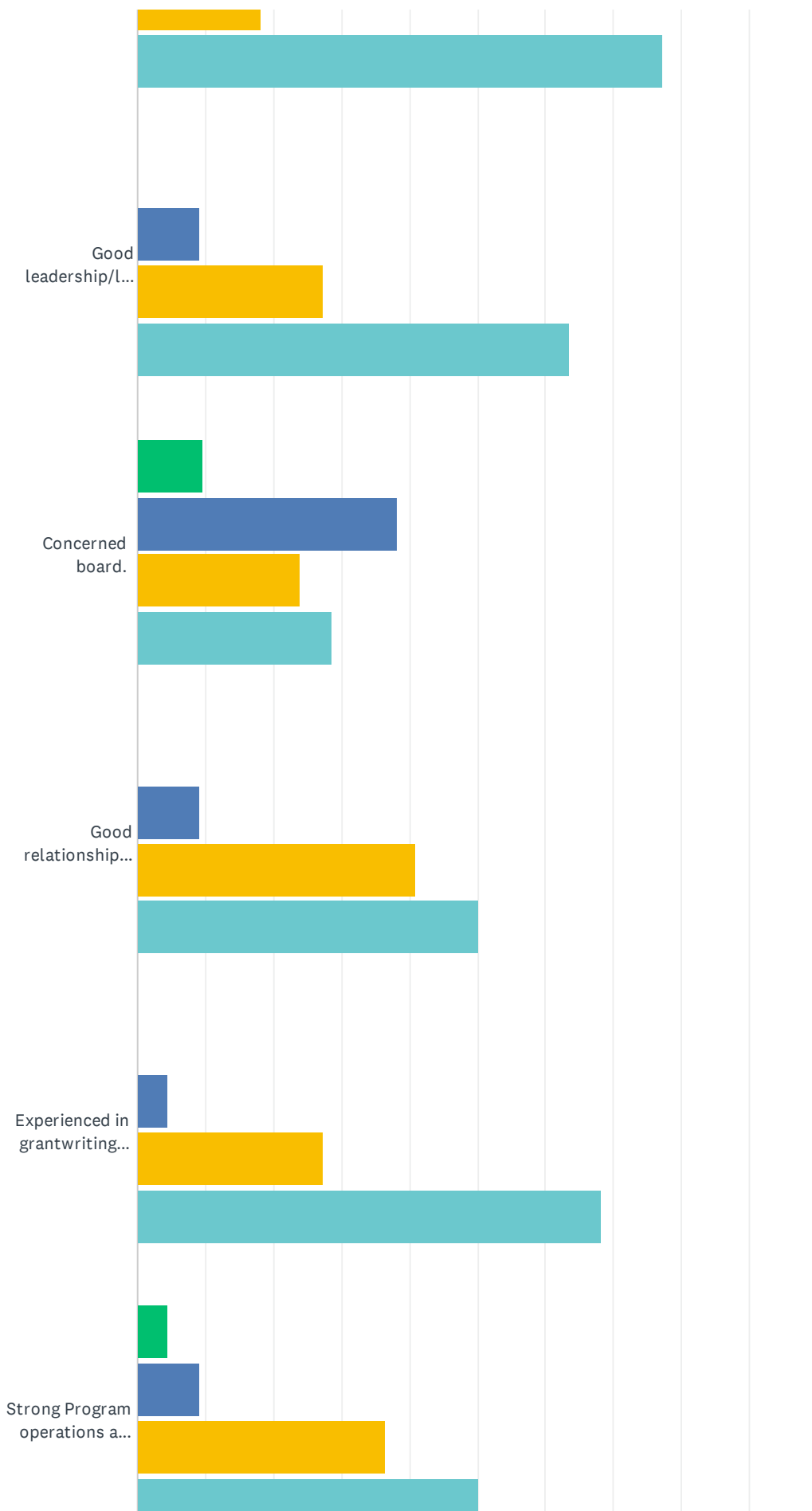


Q1 Please rate the following agency strengths:

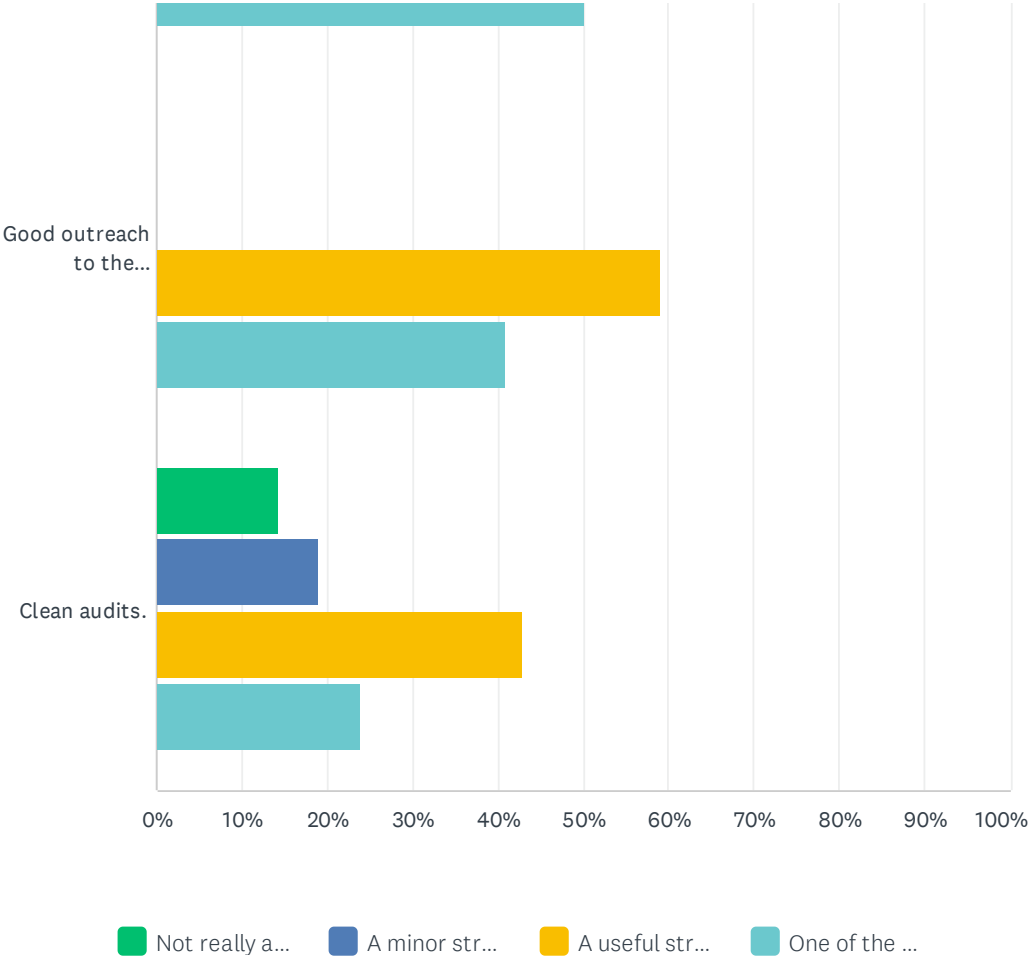
Answered: 22 Skipped: 0



SWOT (Strengths, Weaknesses, Opportunities and Threats)



SWOT (Strengths, Weaknesses, Opportunities and Threats)



SWOT (Strengths, Weaknesses, Opportunities and Threats)

	NOT REALLY A STRENGTH FOR THIS AGENCY	A MINOR STRENGTH FOR THIS AGENCY	A USEFUL STRENGTH FOR THIS AGENCY	ONE OF THE TOP 5 STRENGTHS IN THE AGENCY	TOTAL	WEIGHTED AVERAGE
Skilled/knowledgeable staff in many positions within the agency.	4.55% 1	0.00% 0	27.27% 6	68.18% 15	22	4.55
Certified staff to meet requirements and funder preferences.	4.55% 1	0.00% 0	40.91% 9	54.55% 12	22	4.41
Strong teamwork within departments.	0.00% 0	13.64% 3	40.91% 9	45.45% 10	22	4.18
History of/consistency in operating quality programs/good reputation in community.	4.55% 1	0.00% 0	45.45% 10	50.00% 11	22	4.36
Agency has developed over 200 partnerships across the area with nonprofits, faith based organizations, local government, state government, for profit, education, post-secondary education, etc.	0.00% 0	4.55% 1	18.18% 4	77.27% 17	22	4.68
Good leadership/leadership team.	0.00% 0	9.09% 2	27.27% 6	63.64% 14	22	4.45
Concerned board.	9.52% 2	38.10% 8	23.81% 5	28.57% 6	21	3.24
Good relationship with funders - local, state, and federal.	0.00% 0	9.09% 2	40.91% 9	50.00% 11	22	4.32
Experienced in grantwriting and resource development.	0.00% 0	4.55% 1	27.27% 6	68.18% 15	22	4.59
Strong Program operations and procedures.	4.55% 1	9.09% 2	36.36% 8	50.00% 11	22	4.18
Good outreach to the community to engage potential participants/students/clients.	0.00% 0	0.00% 0	59.09% 13	40.91% 9	22	4.41
Clean audits.	14.29% 3	19.05% 4	42.86% 9	23.81% 5	21	3.43

Q2 Strengths are internal. Are there additional strengths, things we have control over internally, that can help us achieve goals, take advantage of opportunities and help face any threats to the agency and the work we do? These can relate to agency operations, agency programs, agency resources, capacity, leadership, etc.

Answered: 9 Skipped: 13

ANSWER CHOICES	RESPONSES	
1.	100.00%	9
2.	66.67%	6
3.	44.44%	4
4.	33.33%	3
5.	33.33%	3
6.	33.33%	3
7.	33.33%	3

#	1.	DATE
1	Focus on our behavior	12/30/2022 3:46 PM
2	Strong Interim ED	12/21/2022 9:35 AM
3	Collaboration and Collaboration with the agency programs	12/20/2022 8:15 PM
4	Internship with local colleges or volunteers (students or retired individuals)	12/20/2022 12:29 PM
5	COMMUNICATION	12/14/2022 4:16 PM
6	Training opportunities to increase program knowledge capacity.	12/14/2022 12:22 PM
7	Cross train employees	12/14/2022 9:59 AM
8	Board Training	12/14/2022 9:55 AM
9	strong leadership ability	12/14/2022 9:03 AM

#	2.	DATE
1	Use windsom wisely	12/30/2022 3:46 PM
2	Public Connection with area Radio/TV sharing information upcoming events to potentially gain volunteers or even a Share-A-Thon or Donate/Share day event as a fundraiser	12/20/2022 12:29 PM
3	DEDICATION	12/14/2022 4:16 PM
4	Better interaction with Board	12/14/2022 9:59 AM
5	Continued staff trainings	12/14/2022 9:55 AM
6	knowledge of regulations and Federal guidelines	12/14/2022 9:03 AM

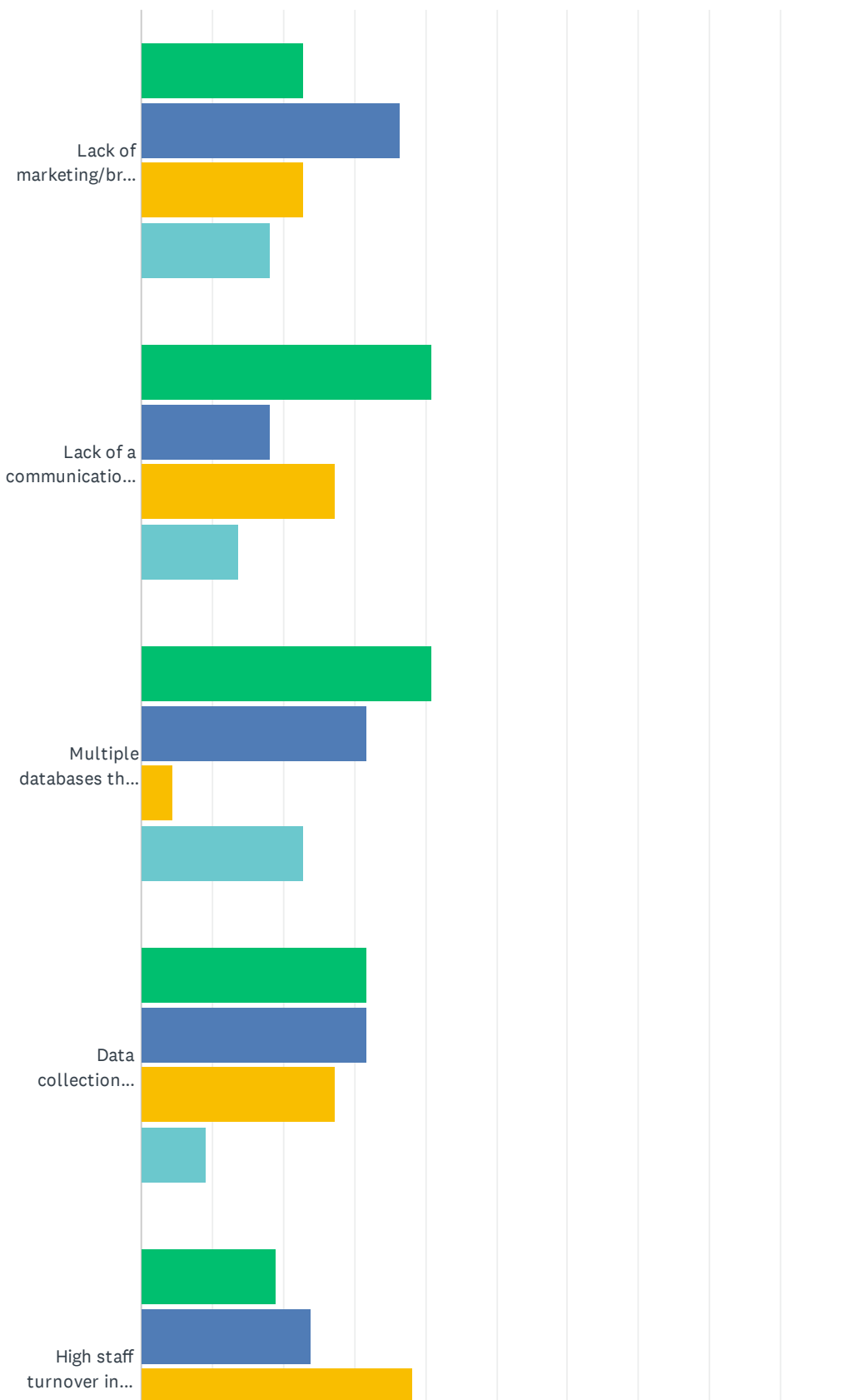
#	3.	DATE
1	challenge yourself as you are growing knowledge on your job	12/30/2022 3:46 PM
2	Friendly Working Atmosphere with the entire agency as a whole	12/20/2022 12:29 PM

SWOT (Strengths, Weaknesses, Opportunities and Threats)

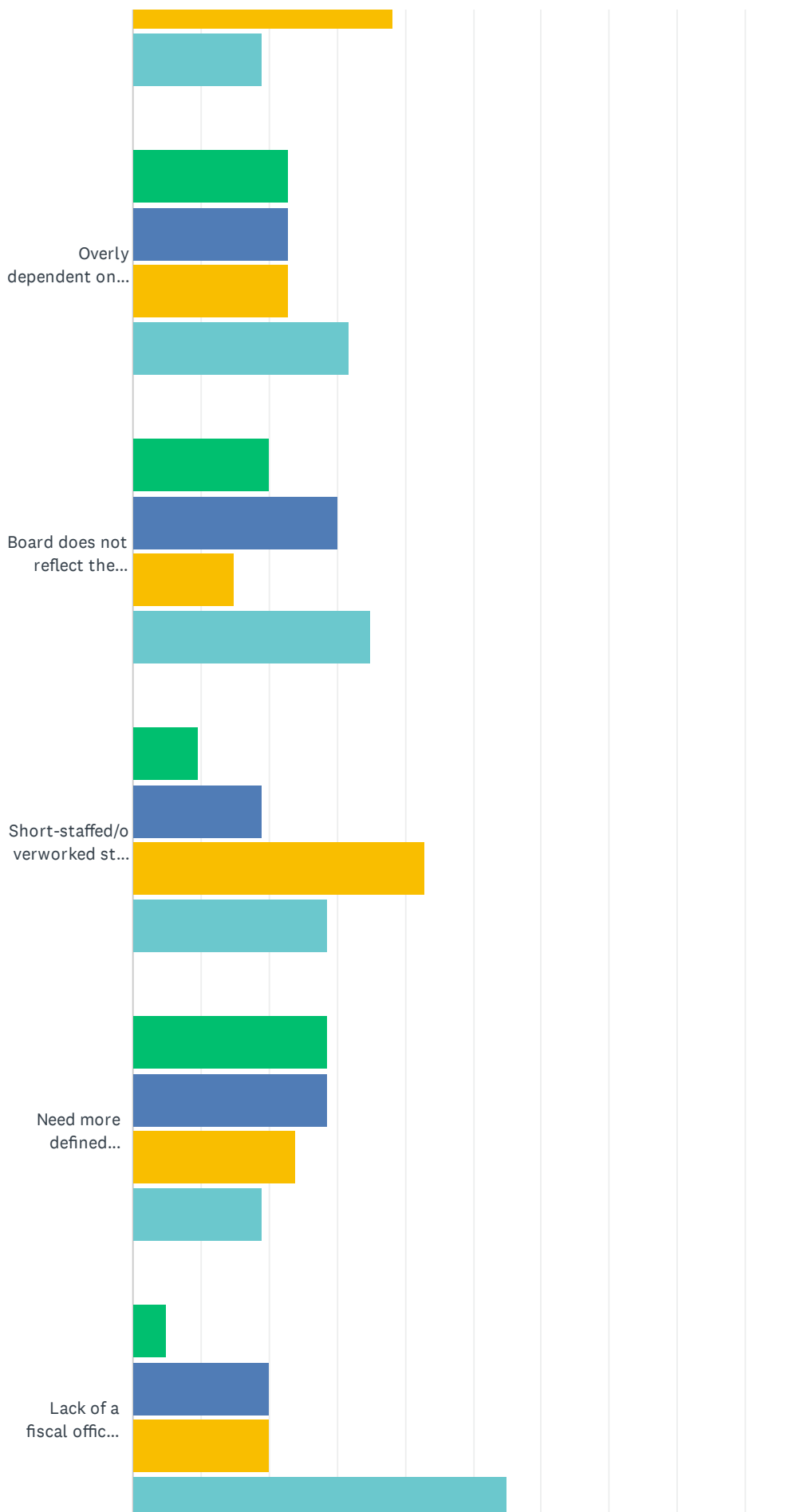
3	RESILIENCE	12/14/2022 4:16 PM
4	Dedication of staff	12/14/2022 9:03 AM
#	4.	DATE
1	Learn from those around you	12/30/2022 3:46 PM
2	Training. Giving a better understanding of the moving pieces of the program	12/20/2022 12:29 PM
3	PATIENCE	12/14/2022 4:16 PM
#	5.	DATE
1	Have a positive attitude	12/30/2022 3:46 PM
2	Adding new board members to replace or potentially (add/delete) the current number if needed	12/20/2022 12:29 PM
3	ACCURACY	12/14/2022 4:16 PM
#	6.	DATE
1	Encourage one another	12/30/2022 3:46 PM
2	Advisory Board members who are engaged	12/20/2022 12:29 PM
3	UPDATED SKILLS AND TECHNICAL AND AGENCY GUIDELINES	12/14/2022 4:16 PM
#	7.	DATE
1	Be honest	12/30/2022 3:46 PM
2	Agency web access to review paystubs, leave balance and make changes to where check is deposited if needed and changing number of dependents	12/20/2022 12:29 PM
3	DETERMINATION FOR ADEQUATE REPORTING	12/14/2022 4:16 PM

Q3 Please rate the following agency weaknesses:

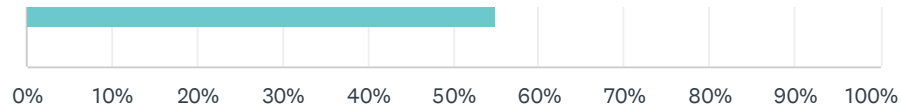
Answered: 22 Skipped: 0



SWOT (Strengths, Weaknesses, Opportunities and Threats)



SWOT (Strengths, Weaknesses, Opportunities and Threats)



■ Not a weak...
 ■ A minor we...
 ■ A weaknes...
 ■ One of the ...

	NOT A WEAKNESS FOR THIS AGENCY	A MINOR WEAKNESS FOR THIS AGENCY	A WEAKNESS THAT IMPACTS THIS AGENCY	ONE OF THE TOP 5 WEAKNESSES IN THE AGENCY	TOTAL	WEIGHTED AVERAGE
Lack of marketing/branding to our community.	22.73% 5	36.36% 8	22.73% 5	18.18% 4	22	2.77
Lack of a communications plan to communicate effectively to a variety of stakeholders (clients, partners, across programs, funders, community members, elected officials) on the agency goals, programs, services, etc.	40.91% 9	18.18% 4	27.27% 6	13.64% 3	22	2.55
Multiple databases that keep the agency from having one unduplicated set of data to relate agency accomplishments.	40.91% 9	31.82% 7	4.55% 1	22.73% 5	22	2.36
Data collection methods do not sufficiently reflect work accomplished by the agency.	31.82% 7	31.82% 7	27.27% 6	9.09% 2	22	2.50
High staff turnover in some positions.	19.05% 4	23.81% 5	38.10% 8	19.05% 4	21	3.14
Overly dependent on government funding - especially federal and federal pass-through.	22.73% 5	22.73% 5	22.73% 5	31.82% 7	22	3.18
Board does not reflect the community - not enough diversity (age, ethnicity, race, economic sector - i.e. banking, housing, large employer, health care, etc.)	20.00% 4	30.00% 6	15.00% 3	35.00% 7	20	3.15
Short-staffed/overworked staff members.	9.52% 2	19.05% 4	42.86% 9	28.57% 6	21	3.62
Need more defined communications plan across departments to share information, plan events, work together to access resources.	28.57% 6	28.57% 6	23.81% 5	19.05% 4	21	2.76
Lack of a fiscal officer - causing a back up in the work in the fiscal office due to long-term lack of fiscal officer.	5.00% 1	20.00% 4	20.00% 4	55.00% 11	20	4.00

Q4 Weaknesses are internal. Are there additional weaknesses, things we have control over internally that may keep us from achieving our goals, may cause us to miss out on opportunities and cause us to fall victim to threats to the agency and the work we do? These can relate to agency operations, agency programs, agency resources, capacity, leadership, etc.

Answered: 8 Skipped: 14

ANSWER CHOICES	RESPONSES	
1.	100.00%	8
2.	62.50%	5
3.	62.50%	5
4.	37.50%	3
5.	12.50%	1
6.	12.50%	1
7.	12.50%	1

#	1.	DATE
1	Short staff	12/30/2022 3:46 PM
2	Case manager pay is not in line with industry pay.	12/28/2022 10:46 AM
3	Board needs to fill the Executive Director Position - Interim is having to do 2 full time jobs - cannot continue this long-term.	12/21/2022 9:35 AM
4	Community awareness of services that are not well known	12/20/2022 12:29 PM
5	We need up to date technology-digital app for timesheets, maybe a interoffice chat feature besides google?	12/15/2022 12:49 PM
6	LACK OF COMMUNICATION	12/14/2022 4:16 PM
7	Head Start, CSBG and Indirect are not a cohesive team as one agency. This separation has a huge negative impact on the agency as a whole.	12/14/2022 12:22 PM
8	underpaid staff	12/14/2022 9:03 AM

#	2.	DATE
1	Having time to do theW jobs in a timely manner	12/30/2022 3:46 PM
2	Board members are arguing and disrespectful to one another.	12/21/2022 9:35 AM
3	Digital requisitions	12/15/2022 12:49 PM
4	NOT FOLLOWING GUIDELINES	12/14/2022 4:16 PM
5	overworked staff	12/14/2022 9:03 AM

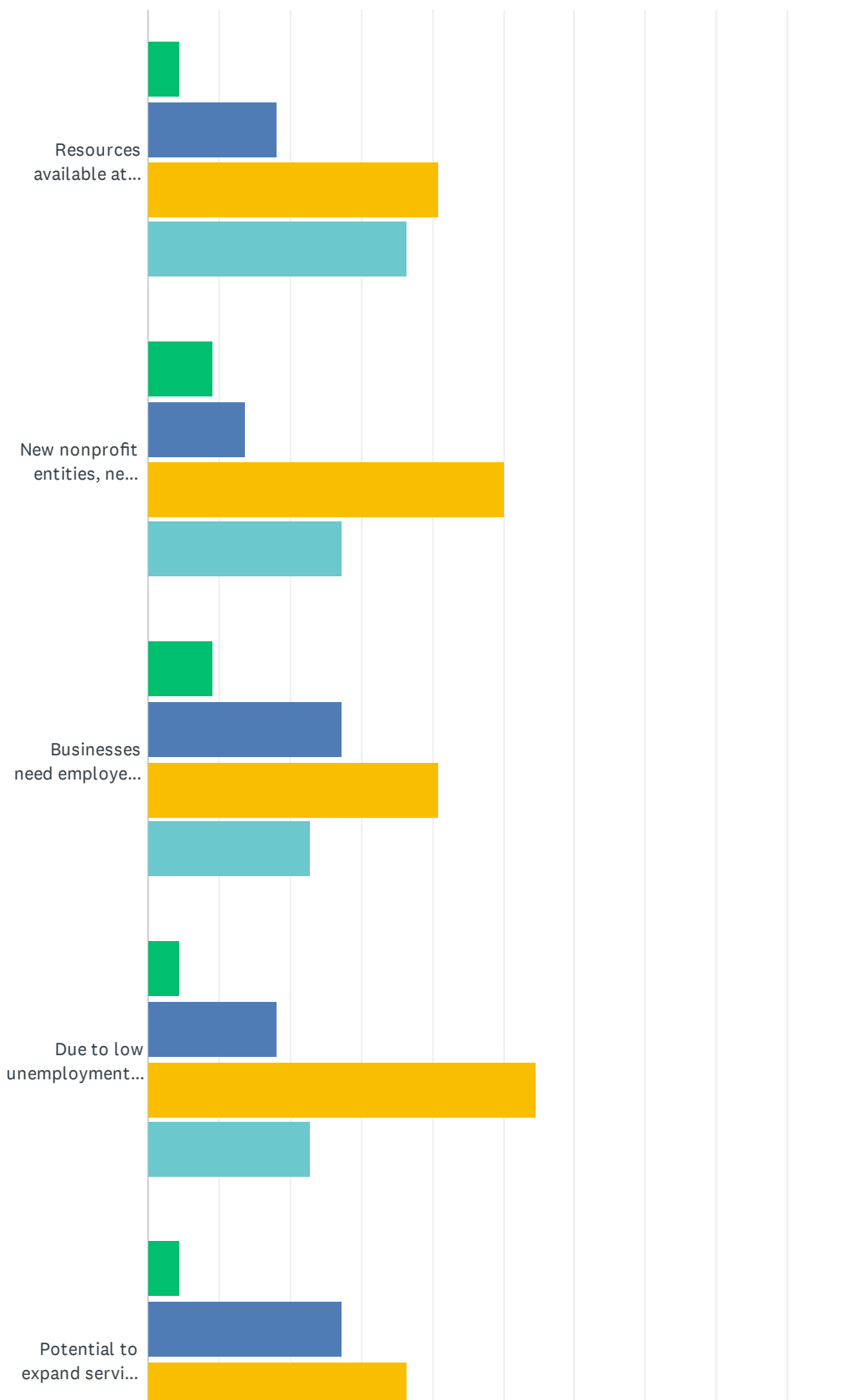
#	3.	DATE
1	High staff turnover in some positions	12/30/2022 3:46 PM
2	Some board members do not appear to be focused on the mission of the agency and do not appear to support the agency based on their actions.	12/21/2022 9:35 AM

SWOT (Strengths, Weaknesses, Opportunities and Threats)

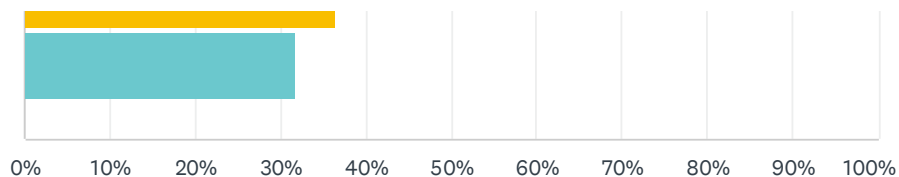
3	agree with overworked staff. If new employees are more difficult to come by, compensate the overworked ones.	12/15/2022 12:49 PM
4	MISMANAGEMENT	12/14/2022 4:16 PM
5	understaffed areas	12/14/2022 9:03 AM
#	4.	DATE
1	lack of oversight	12/30/2022 3:46 PM
2	The lack of board investment in the agency and lack of good marketing contributes to lack of sufficient nonfederal dollars.	12/21/2022 9:35 AM
3	AFRAID OF CHANGE	12/14/2022 4:16 PM
#	5.	DATE
1	To communicate with each other	12/30/2022 3:46 PM
#	6.	DATE
1	Having patience	12/30/2022 3:46 PM
#	7.	DATE
1	when the equipment brake down is a weakness for the company.	12/30/2022 3:46 PM

Q5 Please rate the following agency opportunities:

Answered: 22 Skipped: 0



SWOT (Strengths, Weaknesses, Opportunities and Threats)



■ Not really a...
 ■ A minor str...
 ■ A useful str...
 ■ One of the ...

	NOT REALLY A STRENGTH FOR THIS AGENCY	A MINOR STRENGTH FOR THIS AGENCY	A USEFUL STRENGTH FOR THIS AGENCY	ONE OF THE TOP 5 STRENGTHS IN THE AGENCY	TOTAL	WEIGHTED AVERAGE
Resources available at the local, state and federal levels to tap into.	4.55% 1	18.18% 4	40.91% 9	36.36% 8	22	3.86
New nonprofit entities, new interest in faith based organizations to tap into.	9.09% 2	13.64% 3	50.00% 11	27.27% 6	22	3.73
Businesses need employees - may be able to get more people hired; more on-the-job training.	9.09% 2	27.27% 6	40.91% 9	22.73% 5	22	3.41
Due to low unemployment, wages going up in some areas - can connect clients to these jobs.	4.55% 1	18.18% 4	54.55% 12	22.73% 5	22	3.73
Potential to expand services (virtual & on-demand) in rural areas that are getting more broadband access.	4.55% 1	27.27% 6	36.36% 8	31.82% 7	22	3.64

Q6 Opportunities are external. List additional external opportunities you know about that the agency could take advantage of to help us achieve our mission, goals, and objectives; these can relate to agency operations, agency programs and services, agency resources, capacity, leadership, etc.

Answered: 4 Skipped: 18

ANSWER CHOICES	RESPONSES	
1.	100.00%	4
2.	75.00%	3
3.	75.00%	3
4.	75.00%	3
5.	50.00%	2
6.	50.00%	2
7.	25.00%	1

#	1.	DATE
1	To have our agency stand out	12/30/2022 3:46 PM
2	CONNECTING TO MORE FAITH BASESD ORGANIZATIONS	12/14/2022 4:16 PM
3	I don't know of any additional opportunities at this time.	12/14/2022 12:22 PM
4	Serve on other agencies boards	12/14/2022 11:16 AM

#	2.	DATE
1	People will the same goal of helping people	12/30/2022 3:46 PM
2	MORE COMMUNITY RESOURCES	12/14/2022 4:16 PM
3	Attend other agencies public meetings	12/14/2022 11:16 AM

#	3.	DATE
1	on the job training	12/30/2022 3:46 PM
2	MORE PRIVATE DONORS	12/14/2022 4:16 PM
3	EOA can head up a quarterly meeting for non-profits to share information	12/14/2022 11:16 AM

#	4.	DATE
1	what we learn what the other departments does	12/30/2022 3:46 PM
2	THE LOCAL COLLEGES AND SCHOOLS	12/14/2022 4:16 PM
3	Expand staffs educational opportunity that would add to services that could be offered perhaps as paid for services	12/14/2022 11:16 AM

#	5.	DATE
1	The agency has hardworking employee, they go the extra mile	12/30/2022 3:46 PM
2	OUR LOCAL CITY AND SHERIFF OFFICES	12/14/2022 4:16 PM

SWOT (Strengths, Weaknesses, Opportunities and Threats)

#	6.	DATE
1	solving difficult task and problems	12/30/2022 3:46 PM
2	LOCAL REALTY COMPANIES AND BANKS	12/14/2022 4:16 PM

#	7.	DATE
1	Having resources ready and available	12/30/2022 3:46 PM

Q7 Threats are external. List up to 10 external threats (or potential threats) you know about or that concern you as they relate to the agency. These threats may be related to our programs, services, funding, partnerships, staffing, volunteers, etc. as they relate to our ability to accomplish the mission, goals, and objectives of the agency.

Answered: 12 Skipped: 10

ANSWER CHOICES	RESPONSES	
1.	100.00%	12
2.	66.67%	8
3.	33.33%	4
4.	33.33%	4
5.	33.33%	4
6.	33.33%	4
7.	33.33%	4
8.	33.33%	4
9.	16.67%	2
10.	8.33%	1

#	1.	DATE
1	Funding	12/31/2022 11:43 AM
2	Natural disasters that affect normal business operation	12/30/2022 3:46 PM
3	Underpaid staff will seek better employment opportunities.	12/28/2022 10:46 AM
4	HHS is not letting us fill the Fiscal Director position which lacking that role and having a contractor only is detrimental to the agencies ability to plan long-term and operate as effectively.	12/21/2022 9:35 AM
5	Banking system should have separate accounts	12/21/2022 9:18 AM
6	funding	12/20/2022 8:15 PM
7	EMPLOYMENT	12/14/2022 4:16 PM
8	Funders are requiring more and more guidelines for providing client services.	12/14/2022 12:22 PM
9	An unfriendly Congress to our mission and programs.	12/14/2022 11:16 AM
10	Board not keep aware of company policies	12/14/2022 9:59 AM
11	morale	12/14/2022 9:03 AM
12	Our board needs to be strengthen	12/14/2022 8:15 AM
#	2.	DATE
1	A break in	12/30/2022 3:46 PM
2	State government is trying to convert nonprofit into a government like agency with all of its	12/21/2022 9:35 AM

SWOT (Strengths, Weaknesses, Opportunities and Threats)

bureaucratic leanings - making the work of the agency less efficient, which means either more costly or less effective to do the work.

3	Comparability of Wages	12/20/2022 8:15 PM
4	TRANSPORTATION	12/14/2022 4:16 PM
5	More organizations providing the same services that we provide. This should not be a threat because there are so many people in need. Unfortunately, for some agencies this can be viewed as competition which is a threat.	12/14/2022 12:22 PM
6	Many agencies offering the same services	12/14/2022 11:16 AM
7	employees who are overworked tend to have more issues	12/14/2022 9:03 AM
8	Teamwork Between CSBG and Headstart	12/14/2022 8:15 AM
#	3.	DATE
1	The economy	12/30/2022 3:46 PM
2	Audits	12/20/2022 8:15 PM
3	JOB SKILLS	12/14/2022 4:16 PM
4	Not being forward looking. Not really seeing the the needs of the community	12/14/2022 11:16 AM
#	4.	DATE
1	spyware	12/30/2022 3:46 PM
2	Limitations on Assistance	12/20/2022 8:15 PM
3	JOB READINESS	12/14/2022 4:16 PM
4	Not having a well trained and informed staff agency wide	12/14/2022 11:16 AM
#	5.	DATE
1	Material shortage	12/30/2022 3:46 PM
2	Head Start Funding	12/20/2022 8:15 PM
3	ILLITERACY	12/14/2022 4:16 PM
4	The community not knowing who CSRA EOA, Inc, is	12/14/2022 11:16 AM
#	6.	DATE
1	physical threats	12/30/2022 3:46 PM
2	Early Head Start Funding	12/20/2022 8:15 PM
3	COMMUNICATION	12/14/2022 4:16 PM
4	Not having a tag-line that people remember	12/14/2022 11:16 AM
#	7.	DATE
1	Malware	12/30/2022 3:46 PM
2	Administrative Requirement	12/20/2022 8:15 PM
3	OBSERVING AND SEEKING RELATIONSHIPS	12/14/2022 4:16 PM
4	The loss of funding	12/14/2022 11:16 AM
#	8.	DATE
1	Rising cost of gas	12/30/2022 3:46 PM
2	Technical Assistance and Training	12/20/2022 8:15 PM
3	PARTNERS	12/14/2022 4:16 PM
4	Not being true to the Mission Statement	12/14/2022 11:16 AM

SWOT (Strengths, Weaknesses, Opportunities and Threats)

#	9.	DATE
1	Data security	12/30/2022 3:46 PM
2	Appeals, Notice, and Hearing	12/20/2022 8:15 PM

#	10.	DATE
1	equipment break down in the office	12/30/2022 3:46 PM

Q8 What do you consider to be the Five top opportunities and/or threats we should focus on FY 23 - FY 25?

Answered: 14 Skipped: 8

ANSWER CHOICES	RESPONSES	
Number 1	100.00%	14
Number 2	100.00%	14
Number 3	78.57%	11
Number 4	64.29%	9
Number 5	42.86%	6

#	NUMBER 1	DATE
1	fiscal management	12/31/2022 11:43 AM
2	Working together as a team	12/30/2022 3:46 PM
3	Case manager pay	12/28/2022 10:46 AM
4	Marketing Plan	12/21/2022 9:35 AM
5	Make sure put salary in separate account	12/21/2022 9:18 AM
6	Funding	12/20/2022 8:15 PM
7	A new Executive Director leading the agency to make sure the staff is well-equipped to meet the agency's goals	12/20/2022 12:29 PM
8	LEADERSHIP	12/14/2022 4:16 PM
9	We should focus on getting more non-federal funds that don't carry such strict guidelines.	12/14/2022 12:22 PM
10	More educational opportunity for staff that might lead to for pay services	12/14/2022 11:16 AM
11	Cross training employees	12/14/2022 9:59 AM
12	Staffing	12/14/2022 9:55 AM
13	increase salary in some areas	12/14/2022 9:03 AM
14	Hire an Ex director	12/14/2022 8:15 AM

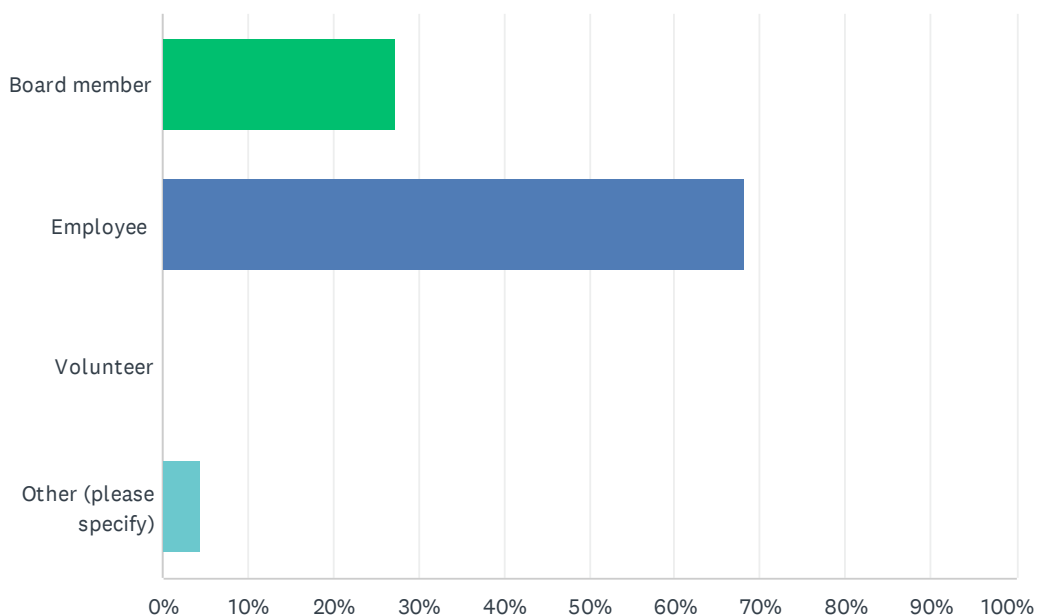
#	NUMBER 2	DATE
1	Funding	12/31/2022 11:43 AM
2	getting help on different projects	12/30/2022 3:46 PM
3	Promoting capable leaders	12/28/2022 10:46 AM
4	Communications Plan	12/21/2022 9:35 AM
5	A good Fiscal Officer	12/21/2022 9:18 AM
6	Head Start	12/20/2022 8:15 PM
7	Potential Donors	12/20/2022 12:29 PM
8	REPORTING	12/14/2022 4:16 PM
9	We should also focus on getting more salary dollars to be able to pay staff their worth for the work they do. As well as increase the entry level salary for new employees.	12/14/2022 12:22 PM

SWOT (Strengths, Weaknesses, Opportunities and Threats)

10	The loss of funding	12/14/2022 11:16 AM
11	Improve relationships with the Board	12/14/2022 9:59 AM
12	Board Training	12/14/2022 9:55 AM
13	helping overworked staff	12/14/2022 9:03 AM
14	Hire a CFO	12/14/2022 8:15 AM
#	NUMBER 3	DATE
1	Having determination and dedication for your job	12/30/2022 3:46 PM
2	Improve relationship with the Board; demand support.	12/28/2022 10:46 AM
3	Having all positions filled	12/21/2022 9:35 AM
4	Balance book	12/21/2022 9:18 AM
5	Early Head Start	12/20/2022 8:15 PM
6	Keep and develop interest of our current and future partners	12/20/2022 12:29 PM
7	AUDITS	12/14/2022 4:16 PM
8	Another focus should be to provide more Life Skills courses for the clients we serve. This can help clients prevent returning to the same situation that caused them to need financial assistance in the first place.	12/14/2022 12:22 PM
9	Expanding programs that educate clients to become self-sufficient	12/14/2022 11:16 AM
10	Getting funding restored	12/14/2022 9:59 AM
11	teaching regulations	12/14/2022 9:03 AM
#	NUMBER 4	DATE
1	being a good hard worker	12/30/2022 3:46 PM
2	Seeking/obtaining significantly more non-government dollars for operating	12/21/2022 9:35 AM
3	Raise the salaries	12/21/2022 9:18 AM
4	Wages Increase	12/20/2022 8:15 PM
5	Efficient Staff	12/20/2022 12:29 PM
6	COMMUNICATION	12/14/2022 4:16 PM
7	Revamping our Board members/structure.	12/14/2022 12:22 PM
8	Expanding funding sources	12/14/2022 9:59 AM
9	mental health	12/14/2022 9:03 AM
#	NUMBER 5	DATE
1	to be caring and compassion for people	12/30/2022 3:46 PM
2	Creating fee-for-service or socially responsible businesses for agency income.	12/21/2022 9:35 AM
3	Operational Funds	12/20/2022 8:15 PM
4	Agency Intranet for the staff	12/20/2022 12:29 PM
5	PARTNERS	12/14/2022 4:16 PM
6	working together with the Board	12/14/2022 9:03 AM

Q9 Which role do you play in the agency?

Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES
Board member	27.27% 6
Employee	68.18% 15
Volunteer	0.00% 0
Other (please specify)	4.55% 1
TOTAL	22

#	OTHER (PLEASE SPECIFY)	DATE
1	staff	12/14/2022 9:03 AM