

WACCAMAW ECONOMIC OPPORTUNITY COUNCIL, INC.



STRATEGIC PLAN 2016

Developed by the Board of Directors, Policy Council, and Staff

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WACCAMAW ECONOMIC OPPORTUNITY COUNCIL, INC.

STRATEGIC PLAN DEVELOPED NOVEMBER 2011 *UPDATED JANUARY 2016*

Executive Summary

Waccamaw EOC, Inc. has developed a Strategic Plan for the Agency in order to define its strategies and objectives; accordingly decisions will be made based on identified needs and objectives of the Agency, which will be used to pursue our vision of success. The Board of Directors, Policy Council, and staff of Waccamaw EOC, Inc. have worked diligently to develop a strategic plan that recognizes where the Agency is at present, where we are going and how we will proceed to our vision of success. The Strategic Plan will establish our Agency's short, intermediate and long term direction. In order to develop this plan, our Mission Statement, Vision and Philosophy were taken into consideration as the fundamental purpose and charge of our Agency and the reason for its existence. Our Mission Statement ensures that all stakeholders (Board, Policy Council and staff) have input into its strategic plan thereby assuring a buy-in from everyone involved.

The Board has chartered a course for the Agency to reinforce its place in the Waccamaw Region as the source of information, innovative services and inspiration to our customers, which will lead to their empowerment and provide a pathway towards economic self-sufficiency.

History

Waccamaw EOC, Inc. was organized to hold property in common with education, social, charitable or other eleemosynary purposes and was not organized for the purpose of profit or gain to the members.

The purpose of Waccamaw EOC, Inc. is to mobilize the human and financial resources of Horry, Georgetown, and Williamsburg Counties to combat poverty in these three counties and to implement the “Economic Opportunity Act of 1964”, Public Law 88-452, 88th Congress, S7642, dated August 20, 1964 in these three counties. We are to seek out and eliminate the causes of poverty within the three counties, make the three counties more responsive to the needs and interests of the poor by mobilizing available resources and bringing about a greater institutional sensitivity; to plan and develop a system of priorities among projects, activities, and areas as needed for the most effective and efficient use of resources.

Organization of the Strategic Plan

At the origination of our Strategic Plan Waccamaw EOC, Inc. was governed by a Board of Directors comprised of fifteen members, five representing each of the three counties that make up the Agency service area. The Board currently is comprised of twelve members, four representing each of the three counties. The Board by statute must maintain a tri-partite representation; comprised of one third

business, one third government and one third representing the poor. In order to be in compliance with its largest program requirement, they must establish and maintain a Policy Council for Head Start / Early Head Start (HS/EHS). The Agency has five major divisions; Head Start, Early Head Start, Community Services Block Grant (CSBG), Weatherization and Summer Foods. These programs comprise the core component services provided by the Agency. Support services are provided to these divisions by the Fiscal (Accounts Payable, Payroll and Procurement), Human Resources and Information Technology. This strategic plan will address the acquisition cost as well as time tables for goods and services needed to support service delivery to our customer. Issues regarding services areas, staffing, facilities needs, renovations, repairs, transportation, vehicles, supplies, equipment, Training & Technical Assistance, provisional development and their cost will be addressed.

Mission Statement

To make a positive difference in the lives of children, families, individuals and communities by providing innovative services in addition to collaborating with agencies and organizations through promoting economic self-sufficiency while providing a hand-up to those who need it most. (It must be documented in the minutes that the Board of Directors reviewed the Mission Statement and did or did not make any changes.)

Vision Statement

Waccamaw EOC, Inc. will be the source of information, inspiration, and innovative services to our customers, which will lead to their empowerment and a pathway towards economic self-sufficiency.

Philosophy Statement

To ensure a culture and environment that supports staff's professional development in order to help our customers reach self-sufficiency assuring that staff, customers, and partners are treated with dignity, honesty, and respect.

PROGRAMS AND SERVICES OFFERED

Administration (IDC): Administrative Offices which includes the Board of Directors, Executive Director, Human Resources Department, Finance Department and Information Technologies Department.

Community Services Block Grant (CSBG): General Emergency Assistance, Energy Assistance, Employment Services, Housing Assistance, Youth Employment Services.

Low Income Home Energy Assistance Program (LIHEAP): Emergency and Non-Emergency Household Energy Assistance consisting of electric and heating assistance.

Head Start: Head Start is a Comprehensive Federal preschool Program for low-income children and their families' ages three to five years of age.

Early Head Start: Early Head Start is a Comprehensive Federal infant and toddler program for low-income children and expectant families who are eligible from birth to less than three years of age.

4K Program: A Child Development Program for four year old children and their families.

Weatherization Assistance Program (WAP): Provides energy conservation measures to income eligible (low-income) home owner or renter (with the written consent of the owner) to reducing heating and cooling cost their by reducing energy consumption, allowing the occupant to retain more disposable income.

Summer Foods: A program that helps provide public school age children in Horry County communities a balanced and nutritious meal during the summer months while public schools are not in session.

STRATEGIC GOALS
DEVELOPED NOVEMBER 2011
UPDATED JANUARY 2016

Objectives

Maintain a positive environment in which the Agency can be successful in fulfilling its Mission.

- A. Supporting the Board of Directors (Agency) in their effort to continue improving the confidence of the community at large in the Leadership of the Board of Directors and the Waccamaw EOC, Inc. Brand.
 - a. Review Mission Statement annually.
 - b. Provide Board Retreats for T&TA and Strategic Planning.
 - c. Identifying qualified candidates whose experiences and skill set meet the current needs of the board to be recommended for service.
 - d. Provide Targeted ongoing T/TA for Board of Directors through training opportunities offered locally, state wide, regionally and national.
 - i. Leadership Oversight Responsibility
 - ii. Duties and Responsibilities in general.
 - iii. Responding to changing regulatory requirements

- B. Board of Director's Development Training: Community-Assessment, Self-Assessment, I.S. Report and Strategic Planning:
 - a. Monitor the Agency's comprehensive Strategic Plan at least annually and update it as needed.
 - b. Program Governance for the Board of Directors at every Board Meeting.
 - c. On-going T&TA for Board of Directors at each Board meeting.
 - d. Provide Fiscal and Budget training to Board of Directors, Policy Council, and Management Staff.
 - Desired Outcome:
 - e. To maintain the confidence and support of the community for the agency.
 - f. To continue to improve the professional development and oversight capabilities of the Board of Directors.

- C. Training and Technical Assistant (Administrative Staff)
 - a. All Staff to receive T&TA on new software programs which are deployed agency wide.

- b. Result Oriented Management Assessment (ROMA) training for all CSBG Staff.
- c. Grant Development training for CSBG and LIHEAP staff to identify and secure additional funding source.
- d. Customer Service training for all staff.
- e. Staff will be cross trained within their programs to minimize any possible disruption in service delivery.
- f. CSBG staff will work towards obtaining Associate Degrees
- g. Training HS/EHS Teachers in Teaching Strategies GOLD.
- h. Provide T&TA on the Creative Curriculum with emphasis in reading, math, science, & music for all Education Head Start/Early Head Start staff.
- i. Human Resources will make available to management T/TA addressing supervisory skills, ethics, completing Performance Appraisals and goal setting training.
 - Desired Outcome:
 - i. To promote and provide professional development opportunities to all employees.
 - ii. To ensure employees are meeting their professional development goals in order to maintain their proficiency, acquire new skills and confidence, which will enable promotions from within.
 - iii. To improve the quality of service to our customers.
 - iv. To be able to set a professional example for our customers.

Administration

A. Fiscal

- a. Hire additional staff in the Fiscal Department to handle increase work load in the procurement process when funds are available.
- b. Review and Update Accounting Manual.
 - i. Establish a trust fund account for compensated annual and sick leave in order to limit unfunded liability risk in this area.
 - ii. Implement an effective inventory tracking system which will;
 - a.) Eliminate surplus inventory there by reducing cost of operations.
 - iii. Develop risk management system for vehicles operations (school buses)

- iv. Review and revise the Fiscal desk operating procedures for critical task in order to reduce or eliminate any disruption due to unplanned absence or vacancy
- v. Implement a Purchase order notification program.
- vi. Develop policy and procedures for the implementation of a program to establish employee cloud accounts for wage statements and other benefit information.

B. Human Resources

- a. Continue Individualized Professional Development Plan and goal setting for all employees.
- b. Support all staff in meeting local, State and Federal mandates.
- c. Provide training for staff on Energy Conservation to cut down on waste of utilities at agency sites.
- d. Continue to partner with local Universities to provide intern students with onsite hands on training which will enhance their skills and assist the agency with in kind services.
- e. Revise and implement a comprehensive Salary Placement Schedule for all positions to the extent that funding will allow.
- f. Review and Update the Human Resource succession plan.
- g. Conduct annual mock OSHA inspections for health and safety.
- h. Create a risk management form to have at each site so when staff from other sites visit, they can complete the form. (Sometimes a new set of eyes can see things that you may not notice.)
- i. Reactivate as well as maintain a Health and Safety Committee to aid in managing and abating risk.
- j. Review and revise Employee Guidelines (Personnel Manual) to reflect current laws, regulations as well as to clarify certain policies.
- k. Continue to enhance our current system for the utilization of retired professionals in volunteer service for our programs.
- l. Schedule wellness screenings for all staff through State insurance at no cost to staff. (Includes most important blood screenings, blood pressure and etc.)
- m. Create and promote a wellness program for our employees which would include a part-time clinic to help improve their quality of life while decreasing insurance premiums costs.

C. Head Start/Early Head Start

- a. Acquire and replace programs vehicles (reduce program cost of POV for staff) and buses for children transport in addition to home visits.
- b. Decrease case load for Family Service Workers, there by improving the quality of service.
- c. Seeking new funding opportunities to expand Early Head Start to Horry and Georgetown Counties.
- d. Acquire/request funding to construct a Head Start Center in Kingstree on historical property. In addition, continue expansion of HS/EHS services in Horry County.
- e. Purchase high tech modernized equipment for the Lane Head Start kitchen to reduce cost and improve efficiency of operations.
- f. To have all Centers NAEYC accredited.
- g. To expand 4-K services in Horry, Georgetown and Williamsburg counties.
- h. Establish and implement model class rooms at the Chavis location to be used as a T/TA site.
 - i. For new teacher orientation.
 - ii. To maintain consistency with current teaching staff in the use of best practice methods.

D. Community Services

- a. Explore opportunities for a CSBG satellite office at the Chavis One Stop Shop Facility in Hemingway in order to be more accessible for our customers.
- b. Promoting Self- Advocacy for our customers
- c. Explore opportunities for Respite Care for the elderly and families with children or adults with special needs.

E. Weatherization

- a. Provide staff with T/TA on the budgets development process to improve their understanding and professional development.
- b. Explore opportunities for a Weatherization satellite office at the Chavis One Stop Shop Facility in Hemingway in order to be more accessible for our customers.
- c. Continue marketing program service offerings to rural communities within the three counties in order to raise awareness of our program services.

F. Southern Comfort Home Energy Solution, LLC

- a. Implementing Marketing Strategies
- b. To receive training on the innovation of Solar Energy

- Desired Outcome:
 - i. To improve the overall operational performance for the department.
 - ii. To expand services to additional customers.

Strategic Plan for Overall Agency Programs

A. Technology

- a. Create work order system for repairs of computers and other electronics in order to support the timely completion of work orders.
- b. Add Category 6 cabling to the Main office.
- c. Update Office Suite to Version 2010. (80% completion)
- d. Add I.T. staff person when funds are available. Identify and provide basic I.T. trouble shooting orientation to at least one staff member at each agency facility, in order to reduce down time for minor issues.
- e. To develop and document Standard Operating Procedures (SOP's) for the agency computer network (risk management)to include:
 - i. System diagrams
 - ii. Pass words
 - iii. Etc.
- f. Improve the inter activeness of our web site. Website Redesign and update.
 - Desired Outcome:
 - i. To improve external communication regarding the agencies programs and services.
 - ii. To facilitate marketing information and Agency News to the communities we serve.

B. Improve Transparency

- a. Place public information on the website in a timely manner.
- b. Build and maintain a positive working relationship with local news media.
- c. Improve transparency by placing more content on the website, making it more interactive.

C. Marketing of the Programs

- a. Clarify services offered by the various Programs that Waccamaw EOC, Inc., currently provide in order for our customers to know and understand what resources are available.

- b. Explain eligibility:
 - What kinds of services are they eligible for?
 - How do clients become eligible for the service (Income Eligibility) vs. (Structure and etc.)?
- c. Define availability (When are programs available and for what time duration)
- d. We want to maintain a collaborative relationship with the local media.
- e. Create Marketing tools such as the Annual Report, Brochures and etc, making them available to the public.
- f. Update the Agency website
 - Desired Outcome:
 - i. To improve accessibility for those in need.
 - ii. To increase utilization for eligible customers.

D. Customer Satisfaction

- a. The Agency will make every reasonable effort to resolve legitimate complaints brought to its attention by recipients of service in a timely manner.
- b. Develop policy and procedures for answering complaints timely and with follow up reporting to management staff.
- c. Implement the use of a customer comment form to be completed upon intake.
 - Desired Outcome:
 - i. To improve the overall Customer Satisfaction

E. Develop and publish an Annual Report.

- a. To explain programs and services offered by the Agency.
- b. To explain their economic impact in the respective counties.
- c. To show the number of employees per county.
 - Desired Outcome:
 - i. To show the programmatic and economic impact of services provided.

F. Develop partnerships and collaborations.

- a. With other Human Services Agencies
 - i. Educational Programs

- ii. Governmental Entities
- iii. Community Base programs to expand existing services.

G. Develop new Programs and Initiatives that will be consistent with the mission as identified in the Charter of this Agency.

a. Economic Empowerment

- i. Identify and expand programs that will help to achieve economic empowerment for the individuals and families that we serve in the respective counties.

b. Social Empowerment

- i. We want to expose the clients to learning opportunities which will allow them to acquire skills and confidence.
- ii. To improve their interpersonal communication skills.
- iii. Market themselves in their pursuit of employment.
- iv. Allow them to express themselves about community and civic concerns.
- v. Promoting Self- Advocacy for our customers

c. Education empowerment

- i. Identify and expand programs that will provide educational as well as learning opportunities to support their children in their educational pursuits and prepare clients for future employment opportunities that may become available.
- ii. Teach clients to have appreciation for continued learning.
- iii. Provide a computer lab for clients.
 - Desired Outcome:
 - i. To provide opportunities and services, which will move our customers towards self-empowerment and economic self-sufficiency.

H. Professional Development for Staff

- a. Continue to provide opportunities for staff to remain current in their fields in addition to continue their professional growth and development.
- b. Attend Training conference workshops in their fields.
- c. Make available a schedule on a yearly basis such as, computer courses for skills building in word, spread sheets, Visio Basic, email and basic computer concept.

Timelines

To be completed within one year, Year 2016

- A. All Staff will receive T&TA on new software programs deployed agency-wide.
- B. Human Resources will provide additional training to all supervisors on completing Performance Appraisals and goal setting
- C. Human Resources will provide supervisory and ethics training to all management staff
- D. Completion the of the time clock system.
 - a. Implement a more efficient inventory tracking system
 - i. Eliminate surplus inventory
 - ii. Develop risk management for vehicles (school buses) (Implement the Vehicle maintenance computer program)
 - iii. Revise each Program's desk operating procedures Complete the revision of the Fiscal desk operating procedures
- G. Human Resources to continue Individualized Professional Development Plan for all employees.
- H. All staff will meet and or exceed local, state, and Federal mandates.
- I. Hold mock OSHA inspections for health and safety.
- J. Reactivate and maintain Health and Safety Committee
- K. Update Employee Guidelines to include the latest laws, regulations and to clarify certain policies.
- L. Decrease case load for Family Service Workers where possible.
- M. To have all Centers NAEYC accredited.
- N. Provide professional development training to Program Directors and Managers in order that they may have more control and knowledge of their budgets.
- O. Completion of the annual reports 2013 and 2014
- P. Create work order system for repairs of computers and other electronics.
- Q. Program Directors Staff Retreat
- R. Review and revise Facility Intruder Alert policy and procedures for the agency.
- S. Review and revise agencies organizational structure as necessary to improve efficiencies.
- T. Provide training for staff on Energy Conservation to cut down on waste of utilities of agency sites.
- U. Continue to partner with local Universities to provide intern students with on site on hands training and enhancement of their skills.

- V. To Review and Update the Human Resource succession plan.
- W. Create a risk management form to have at each site so when staff from other sites visit, they can complete the form. (Sometimes a new set of eyes can see things that you may not notice.)
- X. Schedule wellness screenings for all staff through State insurance at no cost to staff. (Includes the most important blood screenings, blood pressure, etc.)

To be completed within three years, Year 2018

- A. ROMA training for all CSBG Staff.
- B. Customer Service training for all staff.
- C. Staff to be cross trained within their Programs.
- D. CSBG staff to work towards Associate Degrees.
- E. Train Teachers in Teaching Strategies GOLD.
- F. Update vehicles for staff and buses for children transport.
- G. Establish a trust for compensated annual and sick leave.
- H. Expand Early Head Start to Horry and Georgetown Counties.
- I. Add I.T. staff person when budget permits.
- J. Create a wellness program for employees to include a clinic for non-life threatening visits.
- K. Purchase recording device for Board and PC Meetings that will type out voice recorded minutes
- L. Develop a Succession Plan for the agency in order to insure continuity
- M. Human Resources will implement Salary Placement Schedule for all positions to the extent that funding will allow.
- N. Hire additional staff for Fiscal to handle the supplementary work load when funds are available.

To be completed within six years, Year 2021

Construct a Multi-purpose Complex to house CSBG, Head Start, Weatherization and other agency programs in Kingstree on an agency owned historical site (Dr. M. L. King give a speech there during the height of the Civil Rights Movement there).

New CSBG Goals

- A. Implement CSBG Organizational Standards by following IM 138 that provides guidelines and describes State and Federal roles and responsibilities.
- B. Implement Customers Satisfaction Agency Wide Survey. Have an additional ROMA Trainer.

2016 IT Strategic Plan

For 2016

Move Myrtle Beach CSBG. The office is being relocated. IT will be responsible for arranging for services like: telephone, internet, security. IT will also make sure all the tech based hardware is working properly at the new location. Proposed completion date: 1 week after the lease is signed.

Move Myrtle Beach Head Start. The center is being relocated. IT will be responsible for arranging for services like: telephone, internet, security. IT will also make sure all the tech based hardware is working properly at the new location. Proposed completion date: 1 week after the lease is signed.

Head Start Classroom Computers. Acquire and install classroom computers at Georgetown and Lane. Proposed completion date: June 15, 2016

CSBG Computer Upgrades. Using the technology grant from the OEO, we will replace 23 computers and printers in all 3 counties. The computers being cycled out, hopefully, can be donated to Head Start. Proposed completion date: 4 weeks after receiving the grant.

Head Start Computer Upgrades. Pending the CSBG upgrades, and approval to donate their old computers to Head Start, 23 system upgrades can be done. That will be enough to cover all center managers and Family Service workers. Proposed completion date: 4 weeks after receiving the CSBG computers.

Time clock System Implementation. We are aggressively working towards finishing the implementation of the Time clock System. The system will streamline tasks performed by the Payroll Department. It will offer employees the ability to review their hours, as well as accumulated personal and sick time without calling Payroll. The system resides on the central file server in the Conway main office. Proposed completion date: August 1, 2016.

For 2017

Head Start Security Cameras. Security cameras are only at Chavis and Choppee. Install similar systems at the other centers. Completion of this project depends on available funds.

Head Start Burglar Alarms. All centers have fire alarms. Upgrade the existing systems to incorporate intrusion detection. Completion of this project depends on available funds.

Remote Door Lock Release. Choppee is the only center with a remote door lock release. Install a similar system at the other centers. Completion of this project depends on available funds.

Agency Wide Communications. New technologies are available that will let us upgrade the way voice and data are delivered to our locations. Completion of this project depends on available funds.

For 2018

Employee Cloud Accounts. Create a cloud folder for each employee in the agency. There we could put: Direct Deposit Notices, W2 Forms, Benefits Information, etc... The savings in postage for just the Direct Deposit notices for 250 employees is \$3185 per year. Technology is already available. Cost is minimal. This will be a joint project with Fiscal.

SOURCES OF INFORMATION

COMMUNITY ASSESSMENT, APPROVED AUGUST 2015

SELF ASSESSMENT, APPROVED SEPTEMBER 2015

HEAD START MONITORING REVIEW

OEO MONITORING REVIEW

STATE AND FEDERAL REGULATIONS

CSBG INFORMATION MEMORANDUM #82

BOARD AND POLICY COUNCIL RETREAT, NOVEMBER 2014

NEW OEO STANDARDS

Appendix

CSBG – Community Services Block Grant

EHS – Early Head Start

FOIA – Freedom of Information Act

HS – Head Start

LIHEAP – Low Income Home Energy Assistance Program

NAEYC- National Association for the Education of Young Children

OSHA – Occupational Safety & Health Administration

POV- Personal Owned Vehicle

ROMA- Results Oriented Management Accountability

T&TA – Training & Technical Assistance

WAP – Weatherization Assistance Program

USDA – United States Department of Agricultural