



**Thames Valley Council  
for Community Action, Inc.**

## Community Action Plan 2023

*Reviewed and approved by TVCCA's Board of Trustees: June 27, 2023*

## Contents

Section 1: Contact Information:.....	4
Section 2: Comprehensive Community Needs Assessment .....	4
2a. Needs Assessment .....	4
2b. Primary source(s) for quantitative and qualitative data (Organizational Standard 3.3) .....	4
2c. Board Acceptance.....	7
Section 3: Description of Service Delivery System.....	7
3a. CSBG Service Area .....	7
3a1. Undesignated areas served by TVCCA .....	7
3b. Catchment area's service delivery system and TVCCA's role .....	7
3c. Description of low-income population.....	8
3d. Services targeted to low-income individuals and families.....	9
3e. Use of CSBG funds to address prioritized issues.....	11
3f. Human Services Infrastructure (HSI) Service Delivery System .....	11
3g. How HSI activities/functions support CSBG .....	12
3h. Key CAA personnel .....	12
3i. Alliances with key community partners and providers.....	14
3j. TVCCA service location(s) .....	15
3k. Staff trainings .....	16
3l. ROMA training for staff.....	16
3m. ROMA training for Board .....	16
3n. Board roster .....	16
Section 4: Identifying and Meeting Needs.....	17
4a. Addressing service gaps .....	18
4b Strategic Plan Objectives – link to CAP .....	21
Section 4c: Prioritized Issue/Service Gap.....	22
Section 5: Linkages.....	24
5a. Three closest partners.....	24
5b. On-going initiative working with community partner(s) .....	24
5c. Development of additional linkages.....	26
5d. Additional partnerships .....	26

Section 6: Coordination of Funding .....	27
6a. Leveraging CSBG and HSI dollars.....	27
6b. Utilization of in-kind services or contributions.....	28
6c. Creatively seeking additional funding .....	28
6d. New funding streams.....	29
Section 7: Performance Measurement.....	32
7a. Client data systems .....	32
7b. Client data quality issues .....	32
7c. Unduplicated counts .....	33
7d. Change in goals and/or priorities.....	33
7e. Tracking agency, family, and community goals .....	33
7f. ROMA goals and National Performance Indicators .....	34
7g. Progress toward reaching previous CAP goals.....	37
7h. Board receipt of annual update of strategies .....	39
7i. Change to goals and/or strategies based on community needs.....	39
Attachment A: 2023 Comprehensive Community Needs Assessment.....	39
Attachment B: Board Minutes 05.23.23 Board Minutes .....	40
Attachment C: TVCCA Partnerships .....	41
Attachment D: TVCCA Staff Trainings .....	42
Attachment E: TVCCA Board List_ May 2023.....	43

### Section 1: Contact Information:

**1a. Name of Agency:** Thames Valley Council for Community Action, Inc. (TVCCA)

**1b. Principle Contact Name:** Barbara Crouch

**1c. Principle Contact E-Mail:** bcrouch@tvcca.org

**1d. Principle Contact Phone #:** 860-425-6522

**1e. Federal Fiscal Year:** October 1 – September 30

### Section 2: Comprehensive Community Needs Assessment

*Agencies are federally required to submit a Community Needs Assessment as part of their Community Action Plan. NASCSP's Community Action Guide to Comprehensive Community Needs Assessments states, "[t]he CAA's assessment is unique within its community and state. It offers a focus on local conditions, analyzing the economic opportunities and barriers for all residents who are at risk of remaining or becoming economically insecure. It identifies existing and potential resources to expand opportunities. It prepares the CAA leadership to plan a multi-year strategy."*

#### 2a. Needs Assessment

Please see attached file titled Attachment A TVCCA Community Needs Assessment Combined Final

#### 2b. Primary source(s) for quantitative and qualitative data (Organizational Standard 3.3)

Describe how CAA analysis of customer satisfaction data and customer input (collected as part of the comprehensive community needs assessment) was included in the strategic planning process (Refer to Organizational Standard 6.4); and provide at least one example of how customer satisfaction/feedback data is specifically incorporated into the strategic plan.

Description of how Customer Satisfaction Data and Customer Input Included in the Strategic Planning Process
Based on feedback from the Community Needs Assessment survey and information from the Customer Satisfaction Survey for several key programs – Case Management, Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants and Children (WIC) and Housing Programs, TVCCA has targeted the issues of Employment, Access to Affordable Early Childhood Education, Affordable Housing, Asset Development and Financial Education, and Transportation. These needs identified through TVCCA's Needs Assessment fall under the umbrella of Social Risk Factors (Social Determinants of Health): "the structural determinants and conditions in which people are born, grow, live, work and age". They include factors like socioeconomic status, systemic barriers (zoning laws, racism, etc.), education, the physical environment, employment, and social support networks.
<b>EXAMPLE(S): Customer Feedback Specifically Incorporated in Strategic Plan</b> (add more rows below if needed)
<b>Customer Satisfaction or Customer Input Item Analysis</b>

<p>Clients in the focus group stated that there is a lack of coordinated effort within the agency to address long-term needs. A review of Staff and Client Satisfaction surveys, highlight services are provided with little follow-up or analysis of long-term impact of programs and intervention on clients. Staff Quote: “We see generations of people who need our services – mothers, daughters, granddaughters – am I making a difference?”</p>
<p><b>Strategic Plan Goal, Objective, Strategy or Action Developed as a Result of Customer Satisfaction or Customer Input Item Analysis</b></p>
<p>Goal 1: Further organize and align our programs and services to provide comprehensive assistance to our clients and more deeply engage with the systems that enable poverty in our communities to persist.</p> <ul style="list-style-type: none"> <li>• Explore the feasibility of establishing a Family Executive Center to provide coordinated (one-stop) services for families engaged with TVCCA</li> <li>• Pilot two-generation approaches to service delivery across multiple programs (e.g., prioritize employment and training for parents of children in Head Start)</li> <li>• Create a traveling case management team that provides home and community based services for TVCCA families</li> <li>• Develop and implement financial literacy programs for families</li> <li>• Bring WIC and Heating and Energy Assistance to larger child care centers and co-locate with other child and family services in the community to integrate services and increase ease of access</li> <li>• Expand our community health worker program</li> <li>• Explore creating a mentorship program to support clients through beginning challenges of a new job with housing and childcare subsidy attached.</li> <li>• Pursue opportunities to provide, support, or facilitate transportation resources for families to access TVCCA and other community services.</li> </ul>
<p><b>EXAMPLE(S): Customer Feedback Specifically Incorporated in Strategic Plan</b> (add more rows below if needed)</p>
<p><b>Customer Satisfaction or Customer Input Item Analysis</b></p>
<p>More than 35% of respondents to customer satisfaction surveys did not know that TVCCA offered Meals on Wheels, Housing and Early Childhood Education Services. Feedback from staff, Board, clients and external stakeholders highlight the fact that individuals view TVCCA as its individual programs but not as an agency that has a comprehensive anti-poverty mission. Additional staff training will assist staff in providing comprehensive, consistent programs to staff to the community.</p>
<p><b>Strategic Plan Goal, Objective, Strategy or Action Developed as a Result of Customer Satisfaction or Customer Input Item Analysis</b></p>
<p>Goal 2: Develop and advance a unified organizational brand and community presence</p> <ul style="list-style-type: none"> <li>• Expand self-advocacy training and education for clients</li> <li>• Provide training on advocacy for TVCCA staff and Board members</li> <li>• Increase TVCCA’s strategic presence at local town and community meetings</li> </ul>

<ul style="list-style-type: none"> <li>• Have our branding agency evaluate and update TVCCA's brand, logo, and tagline that reflect a unified organization that serves the entire community</li> <li>• Develop consistent messaging and marketing communications materials that reflect the entirety of the services that TVCCA offers</li> </ul>
<p align="center"><b>EXAMPLE(S): Customer Feedback Specifically Incorporated in Strategic Plan</b> <i>(add more rows below if needed)</i></p>
<p><b>Customer Satisfaction or Customer Input Item Analysis</b></p>
<p>90% of customers in the Focus Group stated that they have difficulty reaching TVCCA by telephone. More than 55% recommended that each client have a contact person to help navigate the system and 47% recommended that we minimize confusion over what documentation is needed by multiple programs. Customers have barriers (lack of transportation being mentioned in the Community Needs Survey) that may prevent multiple visits to the office for appointments or to submit documentation.</p>
<p><b>Strategic Plan Goal, Objective, Strategy or Action Developed as a Result of Customer Satisfaction or Customer Input Item Analysis</b></p>
<p>Goal 3: Invest in our people and our workplace to become a leading employer in the region.</p> <ul style="list-style-type: none"> <li>• Strengthen mid-manager and supervisor trainings to build concrete management skills as well as focusing on building organizational culture</li> <li>• Implement a Diversity, Equity, Inclusion, and Belonging (DEIB) learning and training initiative for all staff</li> <li>• Develop training at all staff levels to create a path to promotion</li> <li>• Develop and implement an internal communications plan and program for TVCCA</li> <li>• Expand the use of cross functional and departmental task forces to create more inter-departmental communication and learning</li> <li>• Conduct periodic retreats and staff gatherings to promote learning and team building</li> </ul>
<p align="center"><b>EXAMPLE(S): Customer Feedback Specifically Incorporated in Strategic Plan</b> <i>(add more rows below if needed)</i></p>
<p><b>Customer Satisfaction or Customer Input Item Analysis</b></p>
<p>During focus groups, clients highlighted some of the challenges that clients have accessing services and their service provider. For example, some clients reported having difficulty reaching TVCCA by phone. Many recommended having one person to call to help navigate the system, minimize confusion over documentation, and make it easier to apply for services. In addition, it was also noted that clients may need to share the same information multiple times depending on which services they seek to access at TVCCA, rather than having their information provided one-time and universally available to the other departments.</p>
<p><b>Strategic Plan Goal, Objective, Strategy or Action Developed as a Result of Customer Satisfaction or Customer Input Item Analysis</b></p>
<p>Goal 4: Strengthen and align our internal systems and processes to best support our programming: Strengthen our Internal Operations</p>

- Explore centralized/coordinated intake models to provide comprehensive assessments at the point of service entry
- Evaluate new models for clients and would-be clients to contact and communicate with TVCCA
- Continue to monitor and assess the impact of CARES Act and ARPA funds winding down on long-term financial sustainability
- Provide annual customer service training for direct service staff.
- Explore and seek to obtain an IT solution to the challenge of multiple and silo-ed data systems to create seamless access for both clients and staff to the information needed to provide appropriate and timely services.

## 2c. Board Acceptance

On June 27, 2023 the TVCCA Board adopted the Community Action Plan.

## Section 3: Description of Service Delivery System

*The Community Action Plan must provide a description of CAA's service delivery system, including how CSBG and Human Services Infrastructure (HSI) funds are used in the delivery of services. Responses should focus on the economic and social conditions of the catchment area and provide context for strategic planning and programmatic decision making.*

### 3a. CSBG Service Area

TVCCA's primary CSBG service area encompasses all of New London County, 665 square miles, and is made up of the following towns and cities: Norwich, Montville, Lebanon, Colchester, Franklin, Sprague, Lisbon, Bozrah, Salem, Old Lyme, Waterford, New London, Groton, Preston, Ledyard, Mystic, Stonington, North Stonington, Griswold, and Voluntown.

#### 3a1. Undesignated areas served by TVCCA

TVCCA also serves households in Windham County and Tolland County. The agency directly provides Meals on Wheels and Retired & Senior Volunteer programs to these residents and subcontracts with Windham Regional Community Council (WRCC) for provision of Housing programs. TVCCA also serves Middlesex County through our Alliance for Family Support Program. Most services provided through this program are provided via subcontracts with Yale New Haven Health Systems and Hartford HealthCare. TVCCA also has subcontracts with Windham Regional Community Council (WRCC) for childcare slots in Willimantic and with Care Lot for childcare slots in Brooklyn and Killingly.

### 3b. Catchment area's service delivery system and TVCCA's role

Community based collaborations are at the heart of TVCCA's mission. For the past 58 years - since its incorporation in March of 1965, TVCCA has coordinated client services with a network of agency partners to ensure every client has access to appropriate assistance for his/her needs. While the lead provider of many vital programs, such as housing, nutrition, early childhood education, energy assistance, employment and training, TVCCA continually refers clients to organizations that deliver equally essential services, like healthcare, mental health and recovery services, and programs tailored to specific needs, i.e. substance use disorder, domestic violence, developmental issues. TVCCA case management is designed to integrate and monitor the provision of all services, whether delivered by TVCCA or other community agencies. TVCCA utilizes the HSI model to deliver services in the region. TVCCA works closely with our Federal Health Centers – UCFS and Reliance Health.

Larger municipalities in New London County have multiple non-profits to provide services. However in many rural municipalities, TVCCA takes the lead in providing services to those underserved communities. TVCCA has executed two (2) Memorandums of Understanding: the first with the largest affordable housing complex in Groton to provide services on-site and the second with the Pawcatuck Neighborhood Center to provide on-site services. In the summer of 2023, TVCCA will launch a mobile office that will be used for outreach and service delivery in rural and underserved areas.

### **3c. Description of low-income population**

In 2021 New London County had 8.9% or 23,102 individuals living in households with incomes below the federal poverty rate. This is a slight decrease from 2011 when the poverty rate was 9.0% with 23,554 individuals living in households with income below the poverty rate. Several municipalities (New London, Sprague, Norwich, Montville, and Groton) exceed the county wide percentage. The share of the population living under the poverty line varies within the TVCCA service region. Poverty in Sprague, Ledyard, Old Lyme, and Lisbon more than doubled from 2016 to 2021. Surprisingly, the poverty level in New London decreased from 28.2% to 24.3% during the same time period. However, the poverty rate of 24.3% is still the highest rate in New London County by 10%. Sprague is second highest at 13.1% and the only rural town with double digit poverty rates as of 2021. (Colloborative, 2022) Groton's poverty maintained a 9% rate with Norwich decreasing from 15.8% to 10.6% during the five-year period. The Federal Poverty Level does not paint the most accurate picture.

Many families that earn above the federal poverty level guidelines continue to struggle to provide for their basic needs. The living wage for a household with one (1) adult and one (1) child in New London County is \$45.11 per hour and the minimum wage is currently \$15 per hour (increased on June 1, 2023). (Massachusetts Institute of Technology, 2023) This clearly shows that in order to provide basic needs- childcare, food, medical, housing, etc. – the average two person family must earn three (3) times the minimum wage. In general, people living under the poverty line are working. According to the American Community Survey, of those living under the poverty level in New London County in 2021, 74% were employed and only 26% were unemployed. (Census, 2021) Some of the challenges we found through our data analysis include the following: food insecurity; income not sufficient to meet basic needs; reduction of income or job loss during the pandemic. Of the respondents to the 2023 Community Needs Assessment Survey, 37% listed food and the lack of healthy food as a basic need for



which they have needed assistance in the past 12 months with slightly over 11% of respondents utilizing a food pantry to supplement their household. Although 37% of respondents received Supplemental Nutrition Assistance Program benefits (SNAP), 44% reported running out of food before the end of the month.

As part of the Community Needs Assessment survey distributed to over 4,900 people, TVCCA heard from multiple individuals that felt they should have qualified for benefits, but found themselves just over the income thresholds. More than 33% of respondents reported their incomes below \$25,000, with 63% falling below \$50,000. And more than a quarter of survey takers state that their household's income situation has decreased a little or a lot (more than \$5,000) over the last 12 months. As with previous TVCCA surveys, when asked about the greatest challenges currently facing their household, 32.78% of respondents select credit card debt, healthy food access (24.9%), affordable housing (21.58%) and getting a job with a livable wage (17.84%). One responded stated "We don't qualify for food stamps because we make too much but also have trouble paying our mortgage and electricity bills some months."

It is important to note that significant inequalities in income exist within TVCCA's service area by ethnicity and race. In New London County the median household income for a White family is \$78,000; for a Black family that number is \$42,000 and for a Latino/Hispanic family that number is \$51,000. (Census, 2021) For populations experiencing poverty in New London County (8.9% total), 7% (13,203) of that number are White; 24% (3,359) are Black; 20% (5,366) are Hispanic/Latino; 7% (797) are Asian and 6% (91) are Native American.

### **3d. Services targeted to low-income individuals and families**

Of the 9,982 unduplicated households who received assistance from TVCCA in 2022(Energy and Community Services only), almost three-quarters (69%) are at or below 125% of Federal Poverty Level. As noted on the 2022 CSBG Annual report, more than half are renters (58%) and 1.4% have employment based income as their only income. It is interesting to note that three (3) years ago 69% of our clients were renters and 0.4% reported employment income as their only form of income. This may indicate that our client basis is changing based on the increased cost of living and an aging population in New London County. As TVCCA notices this shift, we are responding by targeting the systemic causes of poverty in a more direct way.

CSBG funds are used primarily for linkages, domains and capacity building which provide an infrastructure designed to benefit people at 125% or below the federal poverty level by providing direct services, advocacy, education and activities that address the systemic and structural barriers causing the condition of poverty.

For over 58 years, TVCCA has provided low to moderate income residents of Southeastern CT access to critical basic human needs services like food, shelter, child care, employment and training, and heating assistance. Each customer that comes through our doors is connected to the tools, resources, programs, and services they need to move toward short- and long-term economic self-sufficiency. Services include:

**Housing:** TVCCA Housing Services provides assistance to families/individuals facing the possibility of losing their current rental housing. Housing Navigators are available to explore options and funding sources to stop an eviction, provide mediation services between tenants and landlords and, possibly, help search for a new living space. Housing Services can also help with the search and application process for senior housing options in New London County. We have extended our Housing services to include the Connecticut Housing Engagement and Support Services (CHESS) program and TVCCA is diligently working toward becoming a HUD-Approved Housing Counseling Agency.

**Energy Assistance:** The Connecticut Energy Assistance Program serves households that are at or below 60% of the state median income with their home energy bills. Program services include: financial assistance toward a household's energy bill; emergency assistance if a household's home energy service is shut-off, about to be shut off, or out of fuel; and a range of other energy related services including heating system repair and replacement, budget counseling, and referrals for weatherization improvements. TVCCA also operates Connecticut Low Income Household Water Assistance Program (LIHWAP) which provides funds to assist low-income households with water and wastewater bills

**Nutrition Assistance:** The Women, Infants and Children (WIC) Program is a supplemental food and nutrition education program for income eligible pregnant, postpartum, breast feeding women, and infants and children to 5 years of age. Nutrition education, counseling, and food package vouchers average \$60/month. In addition, TVCCA's Meals on Wheels delivers hot, nutritious meals to seniors, allowing them to remain independent in their home. Drivers make daily contact and check on the well-being of seniors they visit. Meals are delivered hot and provide 1/3 of the recommend dietary needs. The Senior Nutrition Program also provides meals to seniors in a congregate setting to allow for socialization and education surrounding nutrition.

**Case Management:** TVCCA's Client Services navigators assist clients with accessing programs within the agency, the State of Connecticut Department of Social Services, and throughout the community like food banks, furniture banks, and housing applications. TVCCA also helps to prepare new DSS applicants for eligibility determination interviews by explaining DSS programs, assisting with assembling necessary eligibility documentation, and, upon the client's request, helping complete the DSS application.

**Financial Education:** TVCCA's Financial Education and Self-Sufficiency Program provides supportive services designed to foster and develop positive household budgeting and credit management skills, and to assist households with overcoming their current hardships by taking command of their financial futures. The program provides financial education through a one-on-one services, basic needs case management supports.

**Childcare and Preschool Programs (Early Head Start, Head Start, and Little Learners):** TVCCA provides affordable, quality, comprehensive infant/toddler, pre-school & childcare programs that serve children from birth through age five. Our programs are child-focused and increase the school readiness skills. All sites are NAEYC accredited and have a sliding fee scale.

**Employment & Training:** TVCCA staffs the American Job Center – Eastern CT, which is a partnership of agencies. Whether you are a job seeker, under-employed, or switching careers, we can assist you with

your job search and career development. This includes veterans' services, manufacturing pipeline, and hosting job fairs to provide candidates with a myriad of employer choices.

**Alliance for Family Support:** TVCCA is the lead agency for a community effort in New London and Windham counties to provide support for families via services in the home (home visiting). The partnership includes Yale New Haven Health Visiting Nurse Association of Southeastern CT, Madonna Place, Day Kimball Healthcare, Hartford Healthcare – Backus Hospital and Yale New Haven Healthcare – Lawrence and Memorial.

**Retired and Senior Volunteer Program (RSVP)** TVCCA's RSVP offers community members that are 55 and older the opportunity to positively impact the community by participating in various programs to help seniors. RSVP has volunteer opportunities to provide non-emergency medical rides, support veterans, and help homebound seniors with shopping and other services.

### 3e. Use of CSBG funds to address prioritized issues

CSBG funds support the core functions of TVCCA, ensure its accountability to serve those residents who are most in need, and allow our agency flexibility to manage multiple programs throughout the region. These resources have been invested into building a comprehensive, outcome-based approach to service delivery that brings all of our disparate programs together to help people attain self-sufficiency.

### 3f. Human Services Infrastructure (HSI) Service Delivery System

The Human Services Infrastructure, or HSI, is a statewide social service delivery system focused on the coordination of social service programs in order to address client needs holistically and comprehensively. HSI is designed to protect and increase one's self sufficiency over time, reducing the client's dependency on social service programs in the future.

TVCCA's "No Wrong Door" philosophy is the agency's internal implementation of the HSI service delivery system. The No Wrong Door Philosophy ensures that clients receive full access to agency and community services regardless of what "door" they enter. Utilizing ROMA (analysis of customer feedback and the Community Needs Assessment), TVCCA has recognized that our customers may need greater support around referrals and "warm handoffs" (introduction to a program by creating an appointment or giving a name to contact instead of just a telephone number) and has included this as Goal 3 in our strategic plan. This system is coordinated and can assist people find the services that they need whether or not they are eligible for DSS programs. For those customers that are eligible for DSS services, case management will discover their barriers; work with them to create a program (Service Plan) that will reduce or eliminate those barriers so that they can create a foundation of success. Our customers will exit our system with better skills and informed of the services that are available to them in their community to maintain their self-sufficiency. TVCCA's Case Management system will track and record customer progress and outcomes to not only provide a road to self-sufficiency for the customer but to also create a data-driven approach to addressing the systemic condition of poverty.

Based on these key, influential concepts, all TVCCA Case Management programs utilize the information gained by the initial universal intake, comprehensive needs assessment and goal assessment to create a

Service Plan with the Client. This Service Plan coordinates access to the full array of eligible social service programs through the State of Connecticut’s Department of Social Services, TVCCA, and the extensive network of support programs throughout New London County. This coordination of services is designed to address access to basic needs; stabilize client crisis; provide long-term strategies to address the causes and conditions of poverty in our community; analyze data over multiple years to determine which interventions are most beneficial to the community and the customers we serve.

### 3g. How HSI activities/functions support CSBG

HSI provides the core funding for all front line emergency services staff and their administrative support at TVCCA. TVCCA utilizes these funds primarily through the empowerment of low-income families to become more self-sufficient by providing services; linking clients to other non-profits and systems that create the opportunity for long-term self-sufficiency; identifying and helping reduce the barriers to self-sufficiency. TVCCA creates and maintains systems that are responsive to the needs of the community and allow maximum input and participation of residents in the low-income community. TVCCA achieves these goals by creating and maintaining a robust group of partners and seeking funding opportunities that will support these goals. TVCCA has received funding from 4CT that is designed to provide flexible funding to meet the crisis needs of community members. TVCCA has expended more than \$75,000 assisting 117 families with needs as diverse as car repairs, travel assistance for medical needs, and assistance to support legal fees to become a citizen.

### 3h. Key CAA personnel

Name	Title	Roles & Responsibilities (R&R)	How R&R relate to CSBG and/or HSI, if any
Deborah Monahan	Chief Executive Officer	Overall direction and operations of TVCCA	She works very closely and in accordance with the policies formulated by the agency’s Board of Trustees. She is responsible for meeting with federal, state and local officials to keep them informed of what TVCCA provides to the communities that it serves and to secure funding for the agency. Furthermore, she meets with various funding sources to advocate for the programs and to ensure that TVCCA has the resources necessary to meet the goals of the programs and to serve those who are in need of the agency’s services. THE CEO advocates for legislation that will

Name	Title	Roles & Responsibilities (R&R)	How R&R relate to CSBG and/or HSI, if any
			reduce systemic barriers; creates and maintains partnerships with other agencies; provides guidance to ensure that all programs work together to focus on the agency mission.
Brian Vanasse	Chief Financial Officer	Overall financial direction of the agency	He is responsible for meeting federal, state and local audit compliance standards and internal control over financial reporting guidelines to secure funding for the agency. Additionally, he oversees the agency budget to ensure that the agency has the necessary resources to meet the needs of the many programs that TVCCA operates. Provides fiscal guidance to ensure that all programs work together to further the agency mission.
Megan Brown, NCRI	Chief Operations Officer	Oversees daily operations of the agency's programs and client services	She works directly with program directors as they implement the contracts/programs for which they are responsible. She is a Certified Fund Raising Executive and Nationally Certified ROMA Implementer. She nurtures partnerships, externally and internally, to ensure the needs of the customers and clients are met.
Jay Connolly	Chief Human Resource Officer	Responsible for the overall management and implementation of the human resource function within the agency, including, but not limited to, employee relations, benefits, compensation, performance management, staff and management training and general policy development.	Responsible for overseeing the recruitment, hiring, and orientation of agency personnel, including those funded by CSBG and others perhaps not funded by CSBG directly, but serving CSBG-eligible clients. . Provides guidance to ensure that all agency staff are provided with the support and

Name	Title	Roles & Responsibilities (R&R)	How R&R relate to CSBG and/or HSI, if any
			training to further the agency mission.
Tom Sullivan	Senior Director, Finance	Responsible for the daily financial operations of TVCCA	He provides direct assistance to Program Directors, oversight of grants management, and direct support for the agency's financial activities in his role to ensure funds are available for the agency to carry out its work. He provides fiscal guidance to ensure that all programs work together to further the agency mission.
Barbara Crouch	Senior Director, Marketing & Development	Responsible for all fundraising, outreach and marketing of the agency, community health workers.	She works with program directors and staff to ensure sufficient funding is available for programs and special projects, markets the agency and programs to the public, ensures compliance with current contracts and Organizational Standards, and leads the organization's strategic planning process. She is also responsible for finding and nurturing new partners and identifying new revenue streams. She seeks to identify agencies and organizations for partnerships and funding to ensure the needs of the customers and clients are met.

### 3i. Alliances with key community partners and providers

Describe alliances with key community partners and providers and how you specifically work together to address the causes and conditions of poverty. The description must reference at least one (1) condition and one (1) cause of poverty related to the agency's work with partners and providers.

TVCCA executed a MOU with Latinos for Educational Advocacy (LEAD) to expand both agencies reach and ability to assist the growing Hispanic/Latino population to receive CEAP, employment and training and housing services. LEAD case managers work directly with TVCCA to provide a "warm handoff" for referrals and inclusion in the Manufacturing Pipeline Apprenticeship Program creating the opportunity for increased economic self-sufficiency. LEAD Case managers work with TVCCA navigators around cultural competency and unique cultures of Hispanic population in the area. LEAD also completes a pre-

screen of clients and prepares them for the process of applying for DSS benefits. LEAD also provides translation services if needed. (Address the Causes and Conditions of Poverty)

- **Condition:** Hispanic Households have a median income of \$51,000 per year compared to \$71,000 for White population.
- **Causes:**
  - Educational attainment is lower
  - Language may be a barrier
  - Systemic barriers in job training programs

TVCCA works with United Way of Southeastern CT around the social risk factors with an emphasis on creating a network of Community Health Workers, Access to Medical care and access to food. (Address the Causes and Conditions of Poverty)

- **Condition:** 6% of the households served by TVCCA report having no health insurance: 53% of respondents to the Community Needs Assessment reported that Physical or Mental disability was an employment barrier: 37% of respondents to the Community Needs Assessment stated they needed help with food.
- **Causes:**
  - Employment that does not provide health insurance
  - Lack of transportation to access health insurance
  - Rising costs of food and reduction in food benefits

### 3j. TVCCA service location(s)

TVCCA Office Address	Towns Served
401 West Thames St., #201, Norwich	Lebanon, Franklin, Sprague, Lisbon, Griswold, Voluntown, Colchester, Bozrah, Norwich, Preston, North Stonington, Ledyard, Montville, Salem
83 Huntington St., New London	Stonington, Groton, New London, Waterford, East Lyme, Lyme, Old Lyme
American Job Ctr: 601 Norwich New London Turnpike, Suite 1, Uncasville	Lebanon, Franklin, Sprague, Lisbon, Griswold, Voluntown, Colchester, Bozrah, Norwich, Preston, North Stonington, Ledyard, Montville, Salem, Stonington, Groton, New London, Waterford, East Lyme, Lyme, Old Lyme
TVCCA Little Learners/Head Start-Taftville: 380 Taftville-Occum Rd., Taftville	Norwich area
TVCCA Little Learners/Head Start -New London: 387 Bayonet St., New London	New London area
Head Start and Early Head Start: Colchester Elementary School, 315 Halls Hill Road, Colchester	Colchester

TVCCA Little Learners-Griswold: 303 Slater Avenue, Griswold	Griswold
Early Head Start: UCFS, 70 Main St., Jewett City	Griswold
TVCCA Little Learners/ Head Start _ Groton: 36, 38 & 40 Central Avenue, Groton	Groton area
Head Start: Charles Murphy School, 500 Chesterfield Rd., Oakdale	Montville
Head Start/Public School Collaboration: Bishop School, 526 E. Main St., Norwich	Norwich
WIC	Branford Manor Apartments 62 Branford Ave, Groton
Commissary: 81 Stockhouse Rd., Bozrah	New London County, Windham County, and Columbia, Coventry, Mansfield, Willington
RSVP: 185 Broad St, Danielson	Danielson, Killingly
WIC, Alliance for Family Support and Community Services	Pawcatuck Neighborhood Center 27 Chase Street Pawcatuck

### 3k. Staff trainings

Please see attached file titled Attachment D TVCCA Staff Training

### 3l. ROMA training for staff

ROMA training was provided during the previous year. Please refer to attachment noted above for details.

### 3m. ROMA training for Board

Megan Brown, NCRI, and Barbara Crouch provided ROMA overview training to the Board on March 28, 2023 and following Board members were in attendance:

Bill Eyberse  
Juliette Parker  
Kathleen McCarty  
Debbie Kievits  
Tammie Hullivan  
Michael Lampasona  
Franca Parra-Polimeni  
Cindy Beauregard  
Dan Falkenstein

Tricia Volpe  
Tracey Holland  
Teresa Jackman  
Tony Madeira  
Clarence Neal  
Crystal Sides

### 3n. Board roster

Please see attached file titled Attachment E TVCCABoard\_List May 2023”



#### **Section 4: Identifying and Meeting Needs**

*The Community Action Plan must identify service gaps and describe how the agency plans to address them. The information should be presented for the three-year period to be updated on an annual basis as priorities and conditions change. The description should highlight the roles and responsibilities of community partners with specifically identified purposes (Organizational Standard 2.1).*

*A compliant response will address the following questions: How will the agency use linkages to fill identified gaps in services through the provision of information, referrals, case management, and follow-up consultations? In other words, if an identified community need exceeds your agency's capacity to meet it and/or there are others already working to meet it in the community, have you answered questions such as: Can our agency bring more attention to this need in the community? Can our agency leverage resources to meet this need? Can our agency fill a service gap by coordinating with others to address this need?*

#### 4a. Addressing service gaps

Prioritized Issues	Service gap	Narrative on How Agency Plans to Address	Associated Partners with specifically identified purpose(s)
Employment	Lack of Employment that Pays Living Wages - According to the Community Needs Survey and a focus group of Human Service Professionals, the community needs more comprehensive guidance about careers and career ladders. This group identified the lack of job coaching in the major population centers as a service gap	<ul style="list-style-type: none"> <li>• Collaborate with Department of Labor to staff the American Job Center in Montville.</li> <li>• Enroll individuals into programs that provide career guidance and opportunities to update their skills through training.</li> <li>• Provide services to clients enrolling into the Manufacturing Pipeline Initiative</li> <li>• Participate in the creation of Early Childhood Education Pipeline</li> <li>• Be a regular Presence at local job/educational fairs</li> <li>• Provide Case Management services to individuals receiving TANF to gain self-sufficiency for them and their families through employment</li> <li>• Provide individualized assistance including resume development, interview skills, and job referrals.</li> </ul>	Eastern CT Workforce Investment Board - funder American Job Center - referrals CT DOL – funder and referrals OEC – partner and funder LEAD- referrals and partnerships for Hispanic/Latino
Access to affordable early childhood education	<ul style="list-style-type: none"> <li>• Lack of Quality Early Childhood Education - More than 40% of the people needing childcare do not have access.</li> </ul>	<ul style="list-style-type: none"> <li>• Market TVCCA early education programs (Little Learners, Early Head Start, and Head Start) to ensure low-income families are aware and have access to these services</li> <li>• Advocate at the regional and state levels for increased resources to expand affordable, quality early education slots, including</li> </ul>	CT OEC - funder School Readiness Councils – community-based program collaboration HUD- Funder HHS- partner

		<p>Infant/Toddler, in the community</p> <ul style="list-style-type: none"> <li>• Create new childcare slots through the construction of a new Early Childhood Education Center within 3 years</li> <li>• Seek partnerships and funding outside of state and federal sources</li> </ul>	
Affordable housing	<ul style="list-style-type: none"> <li>• Lack of Affordable Housing - The major gaps in affordable housing are as follows: number of affordable units; wages do not support housing options; transportation.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure to the greatest extent possible that there is access to the affordable housing opportunities that are currently in the community</li> <li>• Continued intra-agency integration of case management and Housing programs</li> <li>• Partnership in the ECAN and CHEO— regional approach to addressing affordable housing in our community</li> <li>• Advocate for additional affordable housing projects in the community</li> <li>• Monitor municipal Affordable Housing Plans</li> <li>• Provide training opportunities for self-advocacy by community members</li> </ul>	<p>Eastern CT Coordinated Access Network – regional collaboration</p> <p>Southeastern CT Housing Alliance - education and advocacy services to promote the development of affordable housing</p> <p>Community Foundation of Eastern CT – Center for Housing Equity and Opportunity in Eastern CT (CHEO)</p>
Budgeting & paying for bills	<ul style="list-style-type: none"> <li>• Lack of Information/Service – Asset Development - Many of the individuals who want and would benefit from Financial Education Services cannot access them due to lack of transportation; services are not offered in the evenings and weekends; customers are not comfortable utilizing banking services.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial literacy training to staff throughout Agency, with specific tools for sharing with persons in crisis, high debt, or limited financial knowledge</li> <li>• Expand IDA</li> <li>• Budgeting/saving education programs for kids, adults, seniors</li> <li>• Financial education as education but also as an intervention tool</li> <li>• Partner with local lending institutions to develop financial education programs</li> </ul>	<p>Liberty Bank – IDA program funding</p> <p>United Way of Southeastern CT – IDA program funding</p> <p>Chelsea Groton and Liberty Bank – providing financial education classes</p>

		available on-line and in-person	
Transportation	<ul style="list-style-type: none"> <li>• Lack of Public Transportation - The major gaps in transportation are around the hours and times that public or mass transportation provides services.</li> <li>• There is a lack of funding for car repairs, insurance, etc. for those people experiencing poverty.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand partnership with ECTC to increase opportunities for public transportation</li> <li>• Advocate for additional funding for transportation</li> <li>• Advocate of expanding Public Transportation in rural municipalities</li> <li>• Continue to provide resources for private transportation</li> <li>• Provide non-emergency medical rides to seniors</li> </ul>	Partner with SEAT, ECTC and the Council of Governments

#### 4b Strategic Plan Objectives – link to CAP

<b>Goal and/or Objective Identified in Strategic Plan</b>
<p>Goal 1: Strategy 2: Create a traveling case management team that provides home and community based services for TVCCA families; Bring WIC and Heating and Energy Assistance to larger child care centers and co-locate with other child and family services in the community to integrate services and increase ease of access</p> <p>Increase of 2% in number of people served in Pawcatuck, Sprague, Griswold, and other rural areas</p>
<b>Programs and Approaches Identified in CAP to Meet Strategic Goals/or Objectives</b>
<p>TVCCA is launching a mobile van that will provide services in the community addressing the transportation barrier. This van will be staffed by Navigators that will be able to provide intake; assessments and services where people live without the need for transportation to our office sites. Staff from WIC, Alliance for Family Support, Energy, and Housing will also utilize the outreach van to target underserved areas/communities.</p>
<b>Goal and/or Objective Identified in Strategic Plan</b>
<p>Goal 1: Strategy 3: Pursue opportunities to expand child care, home visiting and center-based Early Head Start to create more capacity and access for families with young children. Expand our community health worker program.</p> <p>Train an additional five (5) CHWs within the agency.</p> <p>Decrease the wait time by 2 months for Infant/Toddler enrollment.</p>
<b>Programs and Approaches Identified in CAP to Meet Strategic Goals/or Objectives</b>
<p>TVCCA is currently in the pre-construction phase to construct a 22,000 square foot child care center that will increase capacity by at least 65%. This center will provide flexibility in meeting the needs of the community by containing rooms that can covert from pre-school to infant toddler space. TVCCA is researching options to increase staff recruitment/retention and the number of childcare professionals.</p> <p>TVCCA is selecting staff to become Community Health Worker sand has a cohort of five (5) staff members in CHW training with an anticipated completion date of August. We anticipate another cohort of staff members to begin CHW training in Fall 2023.</p>
<b>Goal and/or Objective Identified in Strategic Plan</b>
<p>Goal 2: Strategy 1: Build the capacity to better internally market services within and across the agency so all staff can maintain continued awareness of TVCCA services and resources. Re-launch agency program orientation days.</p>
<b>Programs and Approaches Identified in CAP to Meet Strategic Goals/or Objectives</b>
<p>TVCCA has begun the process of scheduling the program orientation which should launch in the fall of 2023. We have also developed the Outreach Group designed to coordinate outreach and marketing throughout the agency.</p>

<b>Goal and/or Objective Identified in Strategic Plan</b>
<p>Goal 4: Strategy 1:</p> <ol style="list-style-type: none"> <li>1. Explore centralized/coordinated intake models to provide comprehensive assessments at the point of service entry</li> <li>2. Evaluate new models for clients and would-be clients to contact and communicate with TVCCA</li> <li>3. Develop a comprehensive agency-wide assessment tool so that clients do not have to tell their story more than one time</li> <li>4. Provide annual customer service training for direct service staff</li> </ol>
<b>Programs and Approaches Identified in CAP to Meet Strategic Goals/or Objectives</b>
<p>TVCCA is utilizing the CHW grant to develop a process to complete universal intakes. This two (2) year test period will allow us to determine best practices around coordinated universal intakes and assessments. This grant along with the LEP (Limited English Proficiency) grant will allow us to provide customer service and cultural competency training programs for staff.</p>

#### Section 4c: Prioritized Issue/Service Gap

4c. For each Prioritized Issue/Service Gap, describe how plan described in 4a is outcome-based (changes in status for individuals, families and/or communities) and anti-poverty focused to satisfy Organizational Standard 4.2. The plan needs to be focused on outcomes, i.e., changes in status (such as hunger alleviation vs. food baskets). Identify agency goal(s) associated with expected outcomes over the three-year action plan period including anticipated impact on poverty in the catchment area. Enter information in the chart below as demonstrated in the CAP Form Guidance document. Add charts as needed for each Prioritized Issue/Service Gap. NOTE: Do not enter National Community Action Network Theory of Change Community Action Goals or National Performance Indicators (NPIs) here as those items will be completed at Section 7 of this CAP Form.

<b>Prioritized Issue</b>
Income/Living Wage Employment
<b>Service Gap (as identified in CNA Template)</b>
Lack of comprehensive community-based employment training services (knowledge of career path training)
<b>Expected Outcome(s) – change(s) in status</b>
TVCCA's plan to provide employment training opportunities through the Family Executive Center and Mobile Outreach van will result in the following outcomes: the workforce participation rate will increase in the community and among our clients.
<b>Explain anti-poverty focus</b>
Our program provides free, community based employment training opportunities to low-income adults in order to increase employment skills and provide a path to self- sufficiency
<b>Goal(s)</b>
Annually, there will be a 5% increase in the number of participants in our programs who achieve

employment.

<b>Prioritized Issue</b>
Early Childhood Education
<b>Service Gap (as identified in CNA Template)</b>
Lack of available slots in early childhood programs resulting in long waiting times
<b>Expected Outcome(s) – change(s) in status</b>
TVCCA will create additional infant/toddler and preschool slots by completing a 22,000 square foot Childhood Education Center. The completion of the center result in the following outcome: Parents will have access to quality, affordable childcare which will enable them to seek employment or continue to work. Parents will have the opportunity to participate in free parenting activities which will increase their knowledge and parenting skills and be automatically provided information on additional community services.
<b>Explain anti-poverty focus</b>
Our program provides free parenting support activities for families enrolled in Little Learners (75% low-income enrollees) and Head Start (90% low-income enrollees) in order to improve participants' parenting skills, reduce stress levels, increase enjoyment of family life, and supports to provide long-term pathways to self-sufficiency.
<b>Goal(s)</b>
Annually, at least 60% of children will meet School Readiness Goals and 50% of parents will be enrolled in other services provided by TVCCA.

<b>Prioritized Issue</b>
Asset Development
<b>Service Gap (as identified in CNA Template)</b>
Lack of available services surrounding financial education
<b>Expected Outcome(s) – change(s) in status</b>
TVCCA will enhance programs that provide financial education by training staff and partnering with local lending institutions which will result in the following outcomes: case management and housing clients will have access to programs and staff that can assist them with debt reduction, budgeting and credit repair resulting in increased economic stability; reduction of stress; and reduced costs for housing and utilities (deposits are linked to credit score).
<b>Explain anti-poverty focus</b>
Programs and strategies identified will reduce financial barriers experienced by low-income individuals and families in our community increasing their assets, housing choices and knowledge of financial institutions.
<b>Goal(s)</b>
In each of the next three (3) years, four (4) families will enroll in the IDA program. In three (3) years, seven (7) families' or individuals will report increase in credit score. In three (3) years, 50% of the participants in financial education workshops will report and increase in understanding of budgeting.

## Section 5: Linkages

*CT CAAs are contractually required to establish linkages with other agencies in the community to improve coordination, avoid duplication, and enhance the delivery of services to alleviate the causes, and improve the effects of, poverty on the target population. Such linkages shall be intended to promote the development of improved delivery systems for services that include, but are not limited to, community-based services designed to promote active participation in the community; and other social services designed to specifically promote and facilitate strengthened family and other support systems.*

### 5a. Three closest partners

Organization	Coordination of activities to provide services & avoid duplication
<b>City of Norwich</b>	<ul style="list-style-type: none"> <li>• Collaboration between programs to provide resources &amp; information to TVCCA families.</li> <li>• Coordinate to ensure families and individuals that are low-moderate income receive needed resources</li> <li>• Provide funding for housing assistance for low/moderate income residents</li> </ul>
<b>United Community &amp; Family Services (UCFS)</b>	<ul style="list-style-type: none"> <li>• Co-location of services – TVCCA WIC clinics at UCFS Griswold</li> <li>• Cross-referral of mutual clientele</li> <li>• Provides dental, behavioral health and medical services for clients who do not have insurance</li> </ul>
<b>Eastern CT Coordinated Access Network (ECAN)</b>	<ul style="list-style-type: none"> <li>• Comprised of multiple agencies in Eastern CT that meet to review client cases and determine which agency is best suited to support him/her, based on location, funding, caseload.</li> <li>• The ECAN Coordinator, employed by TVCCA through a collaborative funding structure between multiple funders and ECAN partners, facilitates and adds structure to the meetings and activities.</li> </ul>

### 5b. On-going initiative working with community partner(s)

TVCCA's Alliance for Family Support is comprised of five home visiting programs and a Coordinated Intake Office with Thames Valley Council for Community Action. TVCCA's Alliance for Family Support provides outreach & recruitment for the five other Alliance member programs whose primary responsibilities are to provide home visiting services in their respective communities. The Alliance members include TVCCA, Madonna Place, Day Kimball Healthcare, Nurturing Families, L & M Hospital Nurturing Families, Visiting Nurse Association's Nurse-Family Partnership of Eastern CT, and TVCCA's Early Head Start Home Visiting.

Alliance Home Visiting is funded through the Office of Early Childhood (OEC) and MIECHV.

The Purpose of the Alliance is to serve all towns in Region 3 with well-established, evidence-based home visiting programs. Through the Alliance, TVCCA serves as lead contractor for outreach, coordinated intake, and program support.

Home visiting services provided by Alliance partners include the following:

- Day Kimball Healthcare (DKH) – Parents as Teachers
- Lawrence & Memorial Hospital (L&M)– Parents as Teachers



- Madonna Place (MP) – Healthy Families America
- Visiting Nurse Association of Southeast Connecticut (VNASC) – Nurse-Family Partnership
- TVCCA - Early Head Start

#### **A. Parents As Teachers (PAT)**

The goal of PAT is to provide parents with child development knowledge and parental support, provide early detection of developmental delays and health issues, prevent child abuse and neglect, and increase children's school readiness. The PAT model includes one-on-one home visits, monthly group meetings, connection, developmental screenings, and linkages and connections for families to needed resources. Parent educators conduct the home visits using structured visit plans and guided planning tools. Families are served for at least two years between pregnancy and kindergarten. PAT has four components:

- One-on-one home (or in person) visits during which the parents educator meets with the family in their home. Adjustments can be made if the home is not safe or if the family is homeless
- Group connections, which are planned events such as family activities, parent groups, and presentations,
- Health, hearing, vision, and developmental screenings for children.
- Linkages and connections for families to needed resources.

#### **B. Nurse-Family Partnership (NFP)**

NFP model is designed for first-time, low income mothers and their children.\* It includes one-on-one home visits by a trained registered professional nurse to participating client. The visits begin early in the woman's pregnancy. Program enrollment occurs no later than the 28th week of gestation. Services conclude when the woman's child turns 2 years old. NFP is designed to improve (1) prenatal and maternal health and birth outcomes, (2) child health and development, and (3) families' economic self-sufficiency and/or maternal life course development. \*Enrollment beyond 28 weeks gestation is possible to multiparous and to first time mothers who meet NFP defined high risk eligibility criteria.

#### **C. Healthy Families America (HFA)**

HFA's goals include reducing child maltreatment, improving parent-child interactions and children's social-emotional well-being, and promoting children's school readiness. Visits begin prenatally or within the first three months after a child's birth and continue until children are between 3 and 5 years old. Services include hour-long home visits at least weekly until children are 6 months old, with the possibility of less frequent visits thereafter. In addition, parent support groups and father involvement programs are offered.

#### **D. Early Head Start (EHS)**

EHS serves low income mothers during pregnancy until the child is three years old with the goal of supporting families in enhancing their relationships and creating a healthy environment. This is accomplished through the following strategies:

- Weekly home visits
- Playgroups
- Educating parents to be their children's primary teachers.
- Assessment of all areas of development.

- Education and referrals in nutrition, resources, mental health and parent engagement.
- Development of family goals.
- Transition to Head Start/preschool.

Alliance's Success is as follows:

- 86.9% of clients screened for depression
- 66% of clients report safe sleep habits
- Only .04% of children were identified as being maltreated
- 94.8% of caregivers reported appropriate Early Language Activities

### **5c. Development of additional linkages**

TVCCA's community stakeholder survey and focus groups were conducted as part of our the Community Needs Assessment, asked questions about the network of services in the community, i.e. how the stakeholders are meeting needs, how well TVCCA is doing in meeting needs, and how our organizations might work together to meet needs. Many respondents commented that our agencies provide a valuable partnership in the community. However, some responded that greater dissemination of information and partnering to secure funding resources would be of value in meeting the community's needs. TVCCA will continue to work with our existing partners, strengthening those partnerships when needed, and seek out new collaborations in pursuit of opportunities for providing services to the community by the expansion of funding for new programs and services.

TVCCA has been innovative and open-minded in the formation of partnerships and collaborations to meet the needs of our communities. In the past two (2) years, TVCCA has increased partnerships with organizations that serve traditionally marginalized communities – Hispanics, Native Americans and the LGBTQIA+ Community to name a few. The majority of needs identified through TVCCA's Needs Assessment fall under the umbrella of Social Risk Factors. TVCCA is working with the Eastern Connecticut Health Collaborative (EHC) to better coordinate the recruitment, training and coordination of Community Health Workers (CHW) and to increase positive health outcomes of the entire community with particular focus on low and moderate income individuals and families.

TVCCA has partnered with neighborhood groups and organizations that represent low and moderate income families and individuals that may not have a formal structure or staff and have provided support for those groups – most significantly Whalers Helping Whalers. Whalers Helping Whalers started as a grass-roots effort during the pandemic to provide food security to the residents of New London. With the support and encouragement of TVCCA and numerous other community groups, Whalers Helping Whalers has become a 501 C 3 with an active pantry, diaper bank, and producing ready -made meals for those not qualified for Meals on Wheels.

### **5d. Additional partnerships**

TVCCA collaborates with hundreds of other organizations to assure the best possible support and outcomes for program participants. These include local governments, schools and colleges, state

agencies, private non-profits and community organizations, medical and mental health providers, local businesses, and faith-based organizations. We also participate in numerous local and statewide advocacies, planning, and coordinating groups that address community conditions and systems change and offer the opportunity to form new partnerships with participating organizations. We place a high priority on having staff participate in and provide leadership in such groups. TVCCA is in the process of working with Social Venture Partners to provide training for leaders to increase advocacy.

## Section 6: Coordination of Funding

### 6a. Leveraging CSBG and HSI dollars

As a CAA, we reach out to low-income people in their communities, address their multiple needs through a comprehensive approach, develop partnerships with other community organizations, involve low-income clients in the agency's operations, and administer a full range of coordinated programs designed to have a measurable impact on poverty.

For every CSBG/HSI \$1 TVCCA receives, we are able to leverage an additional \$7 in non-state, non-federal funds. These resources have been invested into building a comprehensive, outcome-based approach to service delivery that brings all of our disparate programs together to help people attain self-sufficiency. If our programs are like individual bricks, then CSBG funds are the mortar which binds them all together into a solid wall. The influence of these funds and the functions they support extend inextricably throughout all aspects of our programming; without the CSBG we would not be a community action agency, but a conglomeration of disjointed programs.

TVCCA directly leverages funding with its partner organizations, acting as subcontractor with some agencies and awarding subcontracts to others. For example:

- TVCCA is both a subcontractor of and subcontracts to EASTCONN for several workforce programs through the Eastern Workforce Investment Board
  - TVCCA subcontract to EASTCONN (JFES): \$539,840
  - TVCCA subcontractor of EASTCONN (WIOA & OSY): \$74,589
- TVCCA subcontracts with Windham Regional Community Council (WRCC) to provide Next Steps Supportive Housing in Windham County for \$55,052. WRCC also contracts with TVCCA to provide fiscal support for \$60,000.

With more than 300 partnerships, MOU's, and subcontracts, there is much more funding leveraged against CSBG and HSI than can be listed in this document. TVCCA works diligently to ensure that dollars are used throughout the community and in the most efficient manner possible.

FFY 2023		
Source	Amount	Percentage
Federal/ State	\$31,446,188	89%
Local/Other	\$547,092	2%

Non-Cash	\$265,902	1%
Program and Other Income	\$2,599,846	8%
Total CAA Revenue	\$35,212,832	100%
CSBG	\$516,507	1.6% (of Federal/State)
HSI (State & Federal) (includes linkages)	\$428,746	1.4% (of Federal/State)

#### 6b. Utilization of in-kind services or contributions

Yes, TVCCA utilizes in-kind services and contributions for the delivery of services.

In-kind services vary, but they generally fall into the categories of providing space (rental and utility/maintenance costs associated with same), providing personnel, and providing supplies, materials, and foodstuffs. Many towns where we provide Senior Nutrition services provide us with storage and kitchen space, personnel to deliver the meals, use of vehicles for meal delivery and fuel at cost or free. Libraries, churches, municipalities, businesses and non-profits routinely provide space at no charge to TVCCA.

Volunteers provide to support daily activities in classrooms at our early childhood education centers, working with Little Learners and Head Start. Last year they delivered more than 15,250 hours of in-classroom assistance, the majority of which was donated by low-income parents and caregivers. The volunteers focus on children's social/emotional development. Their skills are varied and so are their assignments: tutoring individuals and small groups, leading story time, organizing group projects, offering one-on-one attention when a child needs additional attention. The pandemic has increased the number of children who need additional support and interaction. Volunteers encourage engagement and participation and positive peer interactions; they may reinforce learning objectives; redirect children who may veer off task and serve as nurturing presences.

#### 6c. Creatively seeking additional funding

TVCCA continues to work with local funders to leverage resources. We solicit and receive funds from municipalities and the private sector to supplement Federal and State funding. TVCCA has received municipal ARPA funding to assist in ensuring our infrastructure is sound and can respond to emergency events in the future.

TVCCA employs a small but productive Development and Planning staff that has worked with our program staff to develop successful proposals that provide support to our community. Program Staff have themselves sought opportunities to increase service delivery and occasional complete grant applications themselves.

These are successful in leveraging hundreds of thousands of dollars in the past two (2) years private sources. Below are some examples of our creative efforts:

- Share the Love participation with local Subaru dealer raises about \$25,000 annually for Meals on Wheels
- Shared positions of Senior Director of Finance and Chief Human Resources Officer with other area non-profits
- Successful grants with 4CT to provide unrestricted funds to residents for emergencies and basic needs
- Solicitation of all municipalities in TVCCA's service area for contributions toward services
- Solicitation of more than \$100,000 in ARPA funding from municipalities.

#### 6d. New funding streams

TVCCA continually seeks new funding opportunities and joint ventures with other community agencies, businesses, projects and foundations to leverage CSBG funds. TVCCA integrates sustainability strategies into its program development activities. Below is a list of new funding sources applied to and/or received in the last year.

Funding Source	Purpose	Amount Requested	Application Date	Result
Frank Loomis Palmer Fund	Homelessness Prevention/Diversion Financial Assistance in City of New London	\$35,000	5/2/2023	Received \$35,000
Pfizer Local Community Grant	Emergency Client Assistance Fund	\$3,500	3/30/2023	Received \$3,500
Chamber of Commerce of Eastern Connecticut Foundation	Construction of Playground at Griswold Early Learning Center	\$5,000	3/10/2023	Received \$2,500
Emergency Food & Shelter Program - Phase 40 (FEMA via United Way)	Emergency Client Assistance Program-Rent Support for Clients Impacted by COVID-19	\$10,800	2/17/2023	Received \$8,686
National Council on Aging (NCOA)	Outreach campaign to people w/limited English proficiency & LGBTQ community	\$2,000	1/17/2023	Received \$2,000
City of New London Community Development Block Grant	Meals on Wheels & Congregate meals in City of New London	\$39,619	1/10/2023	Received \$7,820

Funding Source	Purpose	Amount Requested	Application Date	Result
City of New London Community Development Block Grant	Mileage reimbursement for RSVP volunteers driving New London seniors to medical appointment; funding to launch new Veterans' Coffeehouse at Mitchell College	\$6,000	1/10/2023	Received \$2,444
Community Foundation ECT, Willimantic Basic Needs	All Senior Nutrition Services in the Town of Windham	\$3,000	12/19/2022	Received \$3,000
The Rotary Club of the Stonington's	Refreshments for Veterans' Coffeehouse @ Pawcatuck Neighborhood Center	\$500	12/8/2022	Received \$500
The Rotary Club of the Stonington's	Mileage Reimbursement for Volunteers Driving Clients to Grocery Store & Medical Appointments	\$500	12/8/2022	Received \$500
Kiwanis Club of New London	Meals on Wheels & Congregate Program in New London	\$750	12/5/2022	Received \$500
Berkshire Bank Foundation	Homelessness Prevention/Diversion Financial Assistance Program	\$5,000	12/1/2022	Received \$5,000
Frank Loomis Palmer Fund	Homelessness Prevention/Diversion Financial Assistance in City of New London	\$35,000	11/15/2022	Received \$35,000
Bodenwein Public Benevolent Foundations	Homelessness Prevention/Diversion Financial Assistance in lower New London County	\$2,500	11/14/2022	Received \$1,500
CT Department of Public Health/Farm to Early Care & Education	Promoting Healthy food Choices: Head Start/Little Learners Partnership w/Local	\$5,000	11/4/2022	Received \$5,000
Bodenwein Public Benevolent Foundations	Homelessness Prevention/Diversion Financial Assistance in lower New London County	\$3,500	11/1/2022	Received \$1,500
Eastern Connecticut Association of Realtors	RSVP Medical Rides	\$500	11/1/2022	Received \$500

Funding Source	Purpose	Amount Requested	Application Date	Result
Centreville Bank Charitable Foundation	Senior Nutrition Services (Meals on Wheels & Congregate, all areas)	\$2,500	10/14/2022	Received \$2,500
Community Foundation of Eastern CT - Southeast General Grant	Homelessness Prevention/Diversion Financial Assistance Program	\$20,000	9/29/2022	Received \$15,000
Community Foundation of Eastern Connecticut, SE Area Women & Girls Fund	Meals on Wheels & Congregate services for New London women age 62 and older	\$12,500	9/29/2022	Received \$15,000
Chelsea Groton Foundation	Senior Nutrition Program (Meals on Wheels and Congregate)	\$6,000	9/16/2022	Received \$6,000
4-CT	Client Emergency Needs	\$50,000	8/26/2022	Received \$50,000
Jewett City Savings Bank Foundation	Meals on Wheels & congregate Services in the Bank's 7-town service area	\$2,000	8/26/2022	Received \$2,000
CT Department of Emergency Services & Public Protection	Security Upgrades at TVCCA Huntington Street Office	\$8,273	8/1/2022	Received \$8,273
NewAlliance Foundation	Senior Nutrition Meals for Elderly Residents in 8 Northeast CT Communities	\$6,000	7/1/2022	Received \$6,000
Electric Boat Employees' Community Service Association	Home Again - Homelessness Prevention/Diversion Financial Assistance	\$9,000	6/1/2022	Received \$9,000
Electric Boat Employees' Community Service Association	Senior Nutrition Services (Meals on Wheels & Congregate, all areas)	\$7,500	6/1/2022	Received \$7,500
Electric Boat Employees' Community Services Association	Home Again - Homelessness Prevention/Diversion Financial Assistance	\$9,000	6/1/2022	Received \$9,000

Funding Source	Purpose	Amount Requested	Application Date	Result
Electric Boat Employees' Community Service Association	Senior Nutrition Services (Meals on Wheels & Congregate, all areas)	\$7,500	6/1/2022	Received \$7,500
Dominion Energy Charitable Foundation	Senior Nutrition Program (Meals on Wheels and Congregate) all areas	\$7,500	4/29/2022	Received \$4,000
Connecticut Housing Authority	MYHomeCT Resource Center	\$124,738	4/7/2022	Received ---
Eastern Connecticut Savings Bank Foundation, Inc.	Emergency Client Assistance Fund	\$1,000	3/25/2022	Received \$1,000
Dime Bank Foundation, Inc.	Emergency Client Assistance	\$3,500	3/17/2021	Received \$3,500
The James P. & Mary E. Shea Perpetual Trust	Meals on Wheels & Congregate Service - City of NL	\$4,000	2/28/2021	Received \$4,000

## Section 7: Performance Measurement

### 7a. Client data systems

System	Programs Associated	In Warehouse – y/n
TribeWare	Case-management, housing, VITA, SSBG, HHD	Y
Fuel Ware	LIHEAP, Assurance 16	Y
ServTracker	Meals on Wheels	N
Cost Guard	Nutrition Services	N
Child Plus	Head Start and Little Learners	N (currently working on data bridge to TribeWare)
RSVP Reporter	RSVP	N
CTWBS	Employment Services (HSI activities are tracked in TribeWare)	N
CT WIC	WIC	N

### 7b. Client data quality issues

TVCCA continues to make progress with data integrity. We have created a Data Group, hired a Manager of Data Analysis, and developed a training program for new employees. As staff turnover continues to



be an issue for the agency, maintaining data integrity becomes increasingly more difficult. TVCCA understands that we cannot be proactive in providing services and effective in advocacy without complete, accurate data. We have identified that strengthening staff skills related to service plan/goal development, follow up, and outcome management is a priority goal for TVCCA. This is an ongoing process that will include file monitoring, individual supervisory meetings, and group team meetings.

#### **7c. Unduplicated counts**

TVCCA operates a wide array of state and federally funded programs, many of which have funder-mandated data tracking systems that must be used. For many FNPIs and SRVs contained in the CSBG Annual Report, deduplication is not currently possible. TVCCA generates the “All Characteristics” section of the CSBG AR through the TribeWare system, which ensures unduplicated client counts in reporting across all program client data entered, including Energy.

TVCCA’s Information Technology Director is working to integrate as many programs as possible into the Tribeware system to reduce client count duplication. We are actively working on a data bridge that will incorporate data from TVCCA’s Little Learners, Early Head Start, and Head Start programs from Child Plus into Tribeware.

TVCCA is researching the possibility of a Universal Intake for services other than Early Childhood Education. We hypothesize that this system will provide a more accurate unduplicated count, although it may not be able to track FNPIs and SRVs – but will allow us to monitor participant outcomes over time.

#### **7d. Change in goals and/or priorities**

Yes, goals and/or priorities often updated based on data collected by our client management systems:

- Creation of additional reports to increase data integrity
- Better end-user-staff training for consistent accurate data
- More use of pre and full assessment information to address client needs
- Discussion on how to increase case-management client follow-up
- More cross-program agency referrals
- New management reports being created to better manage client and household data as well as program and staff deadlines

#### **7e. Tracking agency, family, and community goals**

Agency- and Community-level goals are tracked manually. These are the responsibility of the senior management team, consisting of the Executive Director, Chief Operations Officer, Chief Financial Officer, Chief HR Officer, Senior Director of Finance, and Senior Director of Marketing & Development. Goals are discussed at weekly management team meetings and reported on by the Senior Director of Marketing & Development. At least once per year, goals are discussed with the Board and at least four (4) times per year goals are discussed among agency Directors.

TVCCA's electronic Case Management tracking software, TribeWare, has fully integrated SRVs and FNPIs. Case managers select a Service Plan Record in the system, which places a client into a certain program based on the eligibility criteria established during the initial intake.

Service Plan Records are electronic tools within the TribeWare software. They are designed to document the completion of relevant FNPI Goals that have been achieved during the Case Management process. Each FNPI Goal in the Service Plan Record is mapped to a specific National Performance Indicator. Services (which are the referrals that Community Services (C.S.) Navigators provide to clients) are listed under the specific FNPI Goals in the Service Plan Record. In order to document a service, the C. S. Navigator first identifies the FNPI Goal that the service is listed under. Once the FNPI Goal is opened, the C.S. Navigator can identify the service and whether the service was obtained, or if the outcome is pending. Utilizing our Data Management Team, we have discovered several system defects that allow the opening of goals without a service. We are working on correcting these flaws.

TVCCA is committed to establishing a system to track client outcomes over multiple years and we are working with our Data Management Team, IT department, and independent consulting firm to establish reporting that will allow multi-year participant tracking. This report will allow us to track the pathway to self-sufficiency over multiple years and create a system that can provide information to address the systemic barriers that create poverty.

#### 7f. ROMA goals and National Performance Indicators

Prioritized Issue	Employment
Associated National Community Action Network Theory of Change Community Action Goal*	
Goal 1: Individuals and families with low incomes are stable and achieve economic security	
Associated National Performance Indicator (NPI) [Community or Family]	Target Goal**
• <b>FNPI 1a:</b> The number of unemployed youth who obtained employment to gain skills or income.	15
• <b>FNPI 1b:</b> The number of unemployed adults who obtained employment (up to a living wage).	600
• <b>FNPI 1c:</b> The number of unemployed adults who obtained and maintained employment for at least 90 days (up to a living wage).	300
• <b>FNPI 1d:</b> The number of unemployed adults who obtained and maintained employment for at least 180 days (up to a living wage).	275
• <b>FNPI 1h:</b> The number of employed participants in a career-advancement related program who entered or transitioned into a position that provided increased income and/or benefits.	500
• <b>FNPI 1h.1:</b> Of the above, the number of employed participants who Increased income from employment through wage or salary amount	432

increase.	
-----------	--

<b>Prioritized Issue</b>	Education
<b>Associated National Community Action Network Theory of Change Community Action Goal*</b>	
Goal 1: Individuals and families with low incomes are stable and achieve economic security	
Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity	
<b>Associated National Performance Indicator (NPI) [Community or Family]</b>	<b>Target Goal**</b>
Access to affordable early childhood education	
<ul style="list-style-type: none"> <li>• <b>FNPI 2c:</b> The number of children and youth who demonstrated improved positive approaches toward learning, including improved attention skills.</li> </ul>	650
<ul style="list-style-type: none"> <li>• <b>FNPI 2c.1:</b> Early Childhood Education (ages 0-5)</li> </ul>	650
<ul style="list-style-type: none"> <li>• <b>FNPI 2d:</b> The number of children and youth who are achieving at basic grade level (academic, social, and other school success skills).</li> </ul>	452
<ul style="list-style-type: none"> <li>• <b>FNPI 2d.1:</b> Early Childhood Education (ages 0-5)</li> </ul>	452
<b>Prioritized Issue</b>	Affordable Housing
<b>Associated National Community Action Network Theory of Change Community Action Goal*</b>	
Goal 1: Individuals and families with low incomes are stable and achieve economic security	
<b>Associated National Performance Indicator (NPI) [Community or Family]</b>	<b>Target Goal**</b>
<ul style="list-style-type: none"> <li>• <b>FNPI 4b:</b> The number of households who obtained safe and affordable housing.</li> </ul>	75
<ul style="list-style-type: none"> <li>• <b>FNPI 4c:</b> The number of households who maintained safe and affordable housing for 90 days.</li> </ul>	50
<ul style="list-style-type: none"> <li>• <b>FNPI 4d:</b> The number of households who maintained safe and affordable housing for 180 days.</li> </ul>	25
<ul style="list-style-type: none"> <li>• <b>FNPI 4e:</b> The number of households who avoided eviction.</li> </ul>	75
<b>Prioritized Issue</b>	Asset Development
<b>Associated National Community Action Network Theory of Change Community Action Goal*</b>	
Goal 1: Individuals and families with low incomes are stable and achieve economic security	
<b>Associated National Performance Indicator (NPI) [Community or Family]</b>	<b>Target Goal**</b>
<ul style="list-style-type: none"> <li>• <b>FNPI 3a:</b> The number of individuals who achieved and maintained capacity to meet basic needs for 90 days.</li> </ul>	65
<ul style="list-style-type: none"> <li>• <b>FNPI 3c:</b> The number of individuals who opened a savings account or IDA.</li> </ul>	3
<ul style="list-style-type: none"> <li>• <b>FNPI 3d:</b> The number of individuals who increased their savings.</li> </ul>	

<ul style="list-style-type: none"><li>• <b>FNPI 3g:</b> The number of individuals who <u>improved their credit scores</u>.</li></ul>	4 3
--	--------

**7g. Progress toward reaching previous CAP goals**

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 5/1/2023
<b>Affordable Housing</b>	<ul style="list-style-type: none"> <li>• Ensure to the greatest extent possible that there is access to the affordable housing opportunities that are currently in the community</li> <li>• Better integration of case management and Housing programs</li> <li>• Partnership in the CAN – regional approach to addressing affordable housing in our community</li> <li>• Strengthen relationships with HOPE, Inc. (NL), Habitat for Humanity</li> <li>• Convene interested groups in New London County to discuss how we can provide an holistic approach to addressing affordable housing and how we can all work together to keep households stable – if they are in need of “affordable” housing, they are likely in need of other social services</li> <li>• Board and CEO – agency as a whole advocating in the community – political clout <ul style="list-style-type: none"> <li>○ Strength that we have as an agency, not just a department</li> <li>○</li> </ul> </li> </ul>	<p><u>Community Services</u></p> <ul style="list-style-type: none"> <li>• TVCCA Community Services Team has participated in training to utilize the Client Assistance Fund.</li> <li>• TVCCA ‘s Community Service Program’s SSBG Housing Support Fund was re-appropriated to allow for continued provision of essential eviction prevention, security deposit, and re-housing supports.</li> <li>• TVCCA Community Services drew on available Emergency Fund to assist with eviction and foreclosure prevention and Security Deposit and Utility requests.</li> <li>• TVCCA Community Services Team provides assistance and information regarding the contact with 211 for CAN appointments.</li> <li>• TVCCA Community Services Team provided assistance with Housing utilizing the ARPA Client Assistance Fund.</li> </ul> <p><u>Housing</u></p> <ul style="list-style-type: none"> <li>• Housing Department is in the process of becoming a HUD-Certified Counseling Agency.</li> <li>• Continued collaboration with local ECAN including appointment of TVCCA Housing Director to the Eastern CT CAN’s Executive Committee and employment of Regional CAN Coordinator by TVCCA since Nov 2019.</li> <li>• Housing Case Management Team routinely attend online and in person trainings offered by the Department of Mental Health and Addiction Services (DMHAS), the Corporation for Supportive Housing (CSH), and the U.S. Department of Housing and Urban Development (HUD); in topics pertaining to Fair Housing, Motivational Interviewing, Trauma Informed</li> </ul>

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 5/1/2023
		<p>Care, Harm Reduction, etc.</p> <ul style="list-style-type: none"> <li>TVCCA participates in the CHES Program</li> </ul>
Employment		<p><u>Community Services</u></p> <ul style="list-style-type: none"> <li>Community Services Team provides one-to-one assistance including resume development, interview skills, and job referrals. A structured process is implemented with the support of client employment goals. Referrals are also made to the American Job Center.</li> <li>Community Services Team provides linkages to the Eastern Connecticut Transportation Consortium for work related transportation and car repairs.</li> <li>TVCCA Community Emergency Funds are available to assist work related expenses including equipment, safety equipment, licenses.</li> </ul> <p><u>Employment &amp; Training</u></p> <ul style="list-style-type: none"> <li>Collaboration with Department of Labor to staff the American Job Center in Montville.</li> <li>Enroll individuals into programs that provide career guidance/job development and opportunities to update their skills through training.</li> <li>Provide Case Management services to clients enrolling into the Manufacturing Pipeline Initiative</li> <li>Provide Case Management/Job Development services to client in recovery from Substance Abuse.</li> <li>American Job Center presence at all local job/educational fairs</li> <li>Provide Case Management/job development services to individuals receiving TANF to gain self-sufficiency for them and their families through employment</li> </ul>

#### **7h. Board receipt of annual update of strategies**

Please see attached file titled “Attachment\_F\_Board\_Minutes\_042820”, Exhibit 6.2

#### **7i. Change to goals and/or strategies based on community needs**

TVCCA has updated goals and strategies as a result of the community needs identified through its Comprehensive Community Needs Assessment, focus groups, Customer Satisfaction Survey and analysis of data. Based on qualitative and quantitative data analysis, we have targeted the issues of Employment, Access to Affordable Early Childhood Education, Affordable Housing, and Asset Development and Transportation.

The needs identified through TVCCA’s Needs Assessment fall under the umbrella of Social Risk Factors (Determinants of Health): “the structural determinants and conditions in which people are born, grow, live, work and age”. They include factors like socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to health care. By assessing and addressing the Social Risk Factors that negatively impact clients’ lives, TVCCA seeks to prove that social service interventions can significantly improve overall outcomes. We are providing training and staff support so that we can address systemic barriers and advocate for larger systemic changes (zoning restrictions, lack of funding for early childhood education/care, food deserts) that create the condition of poverty. So while we provide services we will also focus on addressing and eliminating systemic barriers that create the condition of poverty.

#### **Attachment A: 2023 Comprehensive Community Needs Assessment**

**Attachment B: Board Minutes 05.23.23 Board Minutes**



**Attachment C: TVCCA Partnerships**

**Attachment D: TVCCA Staff Trainings**

**Attachment E: TVCCA Board List\_ May 2023**