



2026 – 2031 Strategic Plan

Approved by the TVCCA Board of Trustees: September 22, 2026

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Letter to Our Community

To Our Colleagues, Clients, and Community,

This Strategic Plan was developed during monumental transition in our world, community, and organization.

In 2023, TVCCA brought on a new CEO, and since then over half of the TVCCA Leadership Team (Senior Management, Program Directors, and Assistant Program Directors) have turned over, with staff either having moved into a new role or being completely new hires to the agency. In that time, our federal administration changed hands and TVCCA has repeatedly been under stress from threatened budget cuts and program closures or very real program eliminations, such as that of our RSVP program in 2025. Expectations from our funders continue to rise, but funding largely remains flat or decreased, and never has funding kept up with the 25%+ inflation that we have seen between the start of the COVID-19 pandemic (March 2020) through the time of this authoring (Spring 2026).

In spite of this adversity, we have risen to new heights in many ways. TVCCA stands poised to launch new programs, forge new partnerships, and serve more clients than ever before. Internally, our staff is communicating and innovating together, and is being empowered by leadership to do so. Externally, we are working more closely with partner organizations, legislators, and area towns to ensure that quality services are delivered to the people that need them most in our region. For every momentary failure, we have seen double the successes, and they have been lasting.

Our organization, founded in 1965 as part of the War on Poverty, continues to be overwhelmed by increasing demands for services with fewer resources, but the hard work and dedication of our volunteer Board members and staff gives us a sense of optimism, and this Strategic Plan lays out very clear steps to be taken to increase TVCCA's capacity for greater and more holistic success in the years to come.

We want to thank the Board and staff team for their input and participation during this planning process. It would not be possible to steer this ship without each of them.

Respectfully submitted,

Tammie Hullivan, Chair

Members of the Senior Management Team:

Joshua Steele Kelly	Jon-Paul Mandelburg
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Developing the Plan

“Everyone should feel that they’re part of the mission.” –Leland Melvin, NASA Astronaut

TVCCA staff began examining its 2023 – 2026 Strategic Plan in-depth at Leadership Team meetings in 2025, reviewing each section carefully and asking questions of our various Directors: what is going well? What has totally stalled out? What do you need help with? What we found was disappointing, but not surprising: many of the Directors were not aware that their programs or functions were referenced in the strategic plan and were not aware that they were responsible for generating change in line with the plan.

Too often documents like a Strategic Plan are generated due to agency norms or external requirements and then are put on a shelf and never reviewed again. This new Strategic Plan has aimed to engage all stakeholders and accountable parties to ensure their comprehension and knowledge of each Objective within the plan and to obtain their consent to the plan prior to its approval or expected implementation. Furthermore, by listing specific a specific Accountable Lead next to each Tactic within this plan, we have ensured that there is always one person that is ultimately responsible for making progress on each item within the plan, and that person or group will be evaluated on their ability to make progress within these areas of focus. All of this is an effort to ensure that this document remains relevant, engaging, and meaningful to the agency and its direction over the next five years.

Following initial conversations within the Leadership Team, the Senior Management Team met in March 2026 to hold their own retreat and discuss their hopes for where the agency would be in five years. This discussion also included a further post-mortem on the 2023 – 2026 Strategic Plan and an evaluation of our Mission, Vision, and Values as a group. That group determined that each of those aforementioned items were not completely in line with the realities of the agency, and a set of recommendations and ideas was generated, put on paper, and referred to the Board of Trustees for review at a retreat in April 2026.

Other points of input for the Strategic Plan include:

- Board Survey (February 2026)
- Staff Survey (June 2026)
- TVCCA Draft 2026 Community Needs Assessment, which included client and partner surveys and other input.
- TVCCA Draft 2026 Community Action Plan
- Secondary review by the Leadership Team
- Final review and approval by the Board of Trustees

Transparent communication was a key component of the strategic planning process. The Senior Management Team, Leadership Team, and Board of Trustees were all consulted multiple times to ensure a thorough review of proposed actions and tactics.

The Board of Trustees, after multiple rounds of review, input, and revisions, adopted this document at their regular meeting on September 22, 2026.

Key Themes from Our Planning Effort

Accountability & Perseverance

As noted in the “Developing the Plan” section above, too often documents like a Strategic Plan are generated due to agency norms or external requirements and then are put on a shelf and never reviewed again. This new Strategic Plan has aimed to engage all stakeholders and accountable parties to ensure their comprehension and knowledge of each Objective within the plan and to obtain their consent to the plan prior to its approval or expected implementation. Furthermore, by listing specific a specific Accountable Lead next to each Tactic within this plan, we have ensured that there is always one person that is ultimately responsible for making progress on each item within the plan, and that person or group will be evaluated on their ability to make progress within these areas of focus. We worked hard to ensure this Strategic Plan remains relevant, engaging, and meaningful to the agency and its direction over the next five years.

Resiliency in Dark Times

There is no way around it: the world right now feels rather dark. Client needs are rising, but at the same time programs are being cut, eliminated, and wholly underfunded. It can be difficult not just to find the silver lining in our work at times, but it can be difficult to keep our agency’s head above water. In order to survive, our agency needs to adapt, change, and also grow – grow to new heights, grow to address emerging community needs, and grow to more holistically and thoroughly assist each and every client that walks through our door. Every portion of our Strategic Plan was reviewed through the lenses of sustainability and resiliency; without constant attention and care, a failure to build resilient internal systems, infrastructure, and teams will lead to the extinction of our agency and all that we do and fight for.

Finding Funds in a Funding Drought

Fewer programs allow excess funds to be claimed by administering agencies each year. As such, when we have cost overruns in given programs we lose money, and we have no major opportunities through our programs to recoup funding and grow our unrestricted net assets. In order to keep a healthy surplus of cash-on-hand, we need to diversify revenue streams and ensure that some revenue is unrestricted in nature. This Strategic Plan focuses on increasing our opportunities to maintain healthy unrestricted net assets and cover program losses when they incidentally occur.

Continue to Support and Develop Our Staff

The challenges associated with recruiting, developing, compensating, and retaining staff have always been present, but it is getting more difficult to support staff as the agency’s purchasing power decreases. Ultimately, TVCCA seeks to be a leading employer in the region that creates access and opportunity to

meaningful careers. Very mindful decisions must be made in order to protect the support and benefits our staff has come to know and rely on, and this Strategic Plan bears our quality staff in mind at every turn.

Leveraging Systems & Technology

Global demand for productivity and efficiency has grown by the day, and TVCCA must learn to adapt or fall behind. We cannot respond to problems by hiring more people, we must instead become more resourceful and find ways to do more work with the same number of people in our agency. This Strategic Plan seeks ways to leverage the implementation of systems and technology to further individual and program-wide outputs.

Resolute in the Face of Adversity

There are hundreds of words and phrases our federal government does not allow us to use – even in a private document like this that will ultimately be shared with state and federal funders. Despite efforts to suppress, belittle, and wholly censor much of what we do, we as an agency designed this Strategic Plan to continue the good work of our agency to be more accessible to the whole community and everyone in it as well as increase a sense of belonging within our agency.

Board Evolution

Overall, Board practices and functioning are strong. There are several members that have extensive experience serving on the Board. At the same time, Board turnover has been high recently and there has been enough going on within the agency and the world that it has been hard to ensure that all Board members are present, understanding, and engaged with the whole agency. At the same time, the need for wider Board engagement in fundraising and advocacy is growing. This Strategic Plan aims to increase Board participation in all facets of the agency and clearly delineate which actions within the plan require Board attention and effort.

Our Mission, Vision, and Values

Mission

To reduce poverty in Eastern Connecticut and beyond by assisting low-income and vulnerable individuals and families to create pathways to stability through the provision of essential resources, services, advocacy, and collaboration with community partners.

Vision

Every resident in Eastern Connecticut will have access to the basic essentials of life, including safe and affordable housing, healthcare, employment, nutrition, and family services in a community that is inclusive, supports economic mobility, and reflects racial, gender, and cultural equity. As a leading employer and resource for the entire community, TVCCA aspires to be viewed as a partner of choice, with a workforce representative of the communities we support and the resources necessary to achieve our mission.

Values

TVCCA embraces five core values:

- Compassion
- Collaboration
- Accountability
- Respect
- Integrity

Our Five Areas of Focus for 2026 – 2031

Focus Area 1: Resiliency Planning

Strengthening the foundation of the agency through infrastructure standardization and long-term sustainability.

Focus Area 2: Growth & Scalability

Expanding the agency's reach and diversifying revenue streams to reduce reliance on traditional funding.

Focus Area 3: Constant Internal Improvement

Optimizing internal workflows and leveraging technology to improve client outcomes.

Focus Area 4: Community Connection & Awareness

Unifying the TVCCA brand and ensuring both staff and the public understand our full scope of services.

Focus Area 5: Advocacy & Partnerships

Leveraging influence at the local, state, and tribal levels to address the root causes of poverty.

Focus Area 1: Resiliency Planning

Strengthening the foundation of the agency through infrastructure standardization and long-term sustainability.

Objective #1: Improve Capital Planning Processes & Implementation

Proposed Tactics	KPIs	Accountable Lead
1.1.1. Create a 5-year Capital Improvement Plan, to be reviewed and approved by the Board annually, that details and prioritizes capital (facility, mechanical, and major information technology) improvements to be undertaken within that timeframe.	Annual On-Time Completion (%)	CEO
1.1.2. Invest in preventative maintenance whenever possible.	Projects completed per year (#)	Director of Facilities
1.1.3. Standardize all Information Technology set-ups, furniture acquisitions, and mechanical installments to ensure both high ease of mobility for programs as offices move and change and cost-efficiency savings as replacement parts and maintenance become more standardized.	- Policy Adoption - Standardized workspaces established (%)	Senior Director of Information Services

Objective #2: Achieve Higher Budgeting & Financial Accountability

Proposed Tactics	KPIs	Accountable Lead
1.2.1. Adopt a standard for purchases with programmatic budgets that focus on adding long-term value to the agency (“Value-Add” Model) to improve our financial standing and sustainability whenever possible.	- Policy Adoption - Budget Implementation (%)	CFO
1.2.2. Provide mandatory budget monitoring and management trainings for all Directors and Assistant	Directors Trained (%)	
1.2.3. With an understanding that not all fiscal factors are under their control, promote and require Director ownership of their respective annual operating budgets and success of their budgets.	Policy Adoption	CEO

1.2.4. Review and evaluate each grant sought and fundraiser held to ensure maximum feasible output from our grantwriting and fundraising efforts; report these findings routinely.	• ROI • Reports Issued to Board (#)	Senior Director of Development & Communications
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Objective #3: Support Operational Continuity

Proposed Tactics	KPIs	Accountable Lead
1.3.1. Conduct annual emergency management tabletop trainings with the Leadership Team to better prepare for incidental failures and natural disasters to ready the TVCCA team to respond to various types of challenges. 1.3.2. Create "non-breakable" processes and workflows for all routine agency tasks that are easily transferrable to new hires when a position transitions. 1.3.3. Establish a comprehensive calendar of weekly, monthly, and yearly tasks for each role to ensure organizational stability.	• Trainings Held (#) • COO Plans Updated (#) • SOPs Written (#)	CEO
1.3.4. Create clearer differentiation of tasks and responsibilities for every position in the agency.	• Updated Job Descriptions (%)	CHRO
1.3.5. Review and evaluate each program for short and long-term financial viability; cease program operations when the path to long-term viability cannot be found or is too costly to reach.	• Operating Margin • Cash on Hand	CFO

Focus Area 2: Growth & Scalability

Expanding the agency's reach and diversifying revenue streams to reduce reliance on traditional funding.

Objective #1: Increase Administrative Scalability

Proposed Tactics	KPIs	Accountable Lead
2.1.1. Create a single point-of-intake for the agency that allows any client to be screened for eligibility for all programs provided by TVCCA, which will reduce intake redundancy for the agency and clients alike. 2.1.2. Adopt a new common source system/database that ensures all programs have access to data systems and are able to easily share client data internally.	- Time Spent for Average Client Intake - Project On-Time Completion (%)	COO
2.1.3. Restructure programs and administrative staff to ensure optimal cost and logistical efficiency.	- Admin Team Members (#) - Cost of Administrative Functions - Admin to Program Ratio	CEO
2.1.4. Create more system efficiencies to ensure that more work can be done with fewer people hired into administrative roles.	- Systems Updated (#) - Time Spent on Average Tasks	Senior Director of Information Systems
2.1.5. Reorganize and digitize our storage systems and spaces to ensure that the greatest possible number of team members and partners are able to co-locate and adequately access needed data.	- Square Feet of File Storage - Square Feet of Program Storage - Distance Traveled to Storage	Director of Facilities
2.1.6. Consider corporate restructuring to allow for the greatest flexibility and efficiency in acquiring and merging with new entities.	On-Time Completion	Board of Trustees

Objective #2: Improve Revenue Stability & Diversification

Proposed Tactics	KPIs	Accountable Lead
2.2.1. Seek new sources of funding to ensure revenues are properly diversified.	• Annual New Revenue Streams Secured (#) • Annual New Revenue Streams Identified (#) • Non-Federal Revenue (% of income)	Senior Director of Development & Communication
2.2.2. Engage the Board in greater efforts to fundraise, contribute, and secure sponsors for our programs and events. 2.2.3. Engage the Board in greater efforts to identify and pursue grant opportunities.	• Board Member Giving (# of Board Members) • Board Member Contributions (hours of in-kind volunteer work, \$) • Board Member Sponsor Recruitment (# per Board Member) • Grants identified by Board (#).	Board of Trustees
2.2.4. Offer our administrative expertise to other nonprofits and area organizations on a for-profit basis; this may include, but is not strictly limited to, HR, IT, Finance, Facilities, and management services. 2.2.5. Explore launching social enterprises to generate revenue while helping the community or our program participants, especially in the area of Housing and	• Time Rented to Other Agencies (#) • Income from Partner Agencies • New Profitable Programs Launched (#) • Property Values	CEO

other areas of need as identified in the agency Community Needs Assessment and Action Plan. 2.2.6. Acquire properties that are expected to be revenue-generating.	- Rental Revenues - Unrestricted Net Assets	
2.2.7. Consider creating a formal for-profit “arm” to take greatest advantage of new for-profit revenue opportunities.	On-Time Completion	CFO

Objective #3: Expand & Acquire

Proposed Tactics	KPIs	Accountable Lead
2.3.1. Market ourselves as open to conversations around acquiring smaller programs and agencies, which will help both TVCCA and other interested parties achieve mission success with a smaller administrative burden. 2.3.2. Partner with area municipalities to find and create program efficiencies and improvements (e.g. taking on Youth Service Bureau responsibilities, creating a regional Social Service Department, etc.). 2.3.3. Find opportunities to bring expertise in-house.	- Annual Contact with Partner Agencies - Annual Contact with Municipalities - New TVCCA Positions Created - Program & Admin Savings	CEO
2.3.4. Scale current programs to reach the furthest “corners” of Eastern Connecticut and make each program’s offerings accessible at each of our physical locations. 2.3.5. Pursue the acquisition of new and state/federal re-bid programs that align with our mission, especially those that address needs as defined by the Community Needs Assessment.	- Increased Program Reach - Increased Program Presence - New Programs Added	COO

Focus Area 3: Constant Internal Improvement

Optimizing internal workflows and leveraging technology to improve client outcomes.

Objective #1: Strengthen & Expand Agency Programs

Proposed Tactics	KPIs	Accountable Lead
3.1.1. Broaden the scope of our program offerings to better serve clients in need holistically and thoroughly. 3.1.2. Explore expanding shelter operations in Norwich.	• New Programs Added (#) • Community Needs Addressed (#) • On-Time Completion	CEO
3.1.3. Improve the way in which agency budgets are reported on and displayed.	• On-Time Completion (%) • Profiles created (% of programs)	CFO
3.1.4. Successfully launch a financial education and/or VITA program for low-income and vulnerable households.	• On-Time Completion	Director of Community Services
3.1.5. Focus on improving agency-wide outcomes; use improved outcomes to better advocate for agency funding and support. 3.1.6. Create a list for each program outlining the reporting requirements for the Quality Assurance, Finance, and program teams. 3.1.7. Encourage all programs to further embrace case noting and team check-ins to provide more wraparound services to each client. 3.1.8. Create a profile for each program that can easily help inform the public about it and associated eligibility requirements.	• Program Goals Achieved (%) • On-Time Completion • Internal Referrals (#) • Program Profiles Created (#) • CAP Recs Implemented (#)	COO

3.1.9. Implement the recommendations of the Community Action Plan, as based on needs identified in the Community Needs Assessment.		
3.1.10.	•	

Objective #2: Leverage Technology to Improve Systems & Outcomes

Proposed Tactics	KPIs	Accountable Lead
3.2.1. Routinely evaluate new software and tools that can help increase productivity and decrease the amount of time individual tasks take; implement those that will achieve efficiency goals. 3.2.2. Create a client-facing portal to house all in-progress and completed online applications for services. 3.2.3. Safely make use of artificial intelligence to harness efficiencies to the highest extent possible while wholly protecting personally identifying data and confidential information. 3.2.4. Implement tools for project management to streamline processes like grant management, tracking, and reporting. 3.2.5. Actively train team members to use technological tools that will enhance their job performance, including Microsoft Suite, AI, and more.	• On-Time Completion • Employees Served by New Resources (including AI, #) • New Resources Launched (#)	Senior Director of Information Systems

Objective #3: Continue Investment in the Agency Workforce

Proposed Tactics	KPIs	Accountable Lead
3.3.1. Evaluate the creation of a small tuition reimbursement program to help team members (outside of programs already implementing this, like Head Start) pursue higher education while employed at TVCCA.	• On-Time Completion • Annual Support for Continuing Education (\$)	Board of Trustees
3.3.2. Build out access to more relevant, cost-effective trainings and workshops for staff at every level and in every program across the agency.	• New Trainings Offered (#)	CHRO

3.3.3. Help build career paths for team members for which this is relevant; build opportunities for promotion and inter-agency transfers to help retain team members and expand their career horizons. 3.3.4. Consider implementing more quantitative hiring and promotion evaluation methods. 3.3.5. Develop and implement a policy around conducting a regular cycle of pay comparison analyses for each position within the agency, with recommendations from that analysis to be presented to the CEO upon completion.	• Staff Trained (#) • On-Time Completion	
3.3.6. Evaluate and implement new rotational processes to allow more front-line staff to attend workshops and conferences.	• Staff attended external training in past year (#, %)	COO
3.3.7. Develop new opportunities to connect the Board with agency employees. 3.3.8. Continue to value and pursue an environment where all feel accepted, embraced, and that they belong. 3.3.9. Ensure a uniformly applied and implemented Communications Plan includes internal communications between the Senior Management Team and all other members of the agency's staff.	• New Opportunities for Board Engagement (#) • Staff Survey Data • On-Time Completion	CEO

Focus Area 4: Community Connection & Awareness

Unifying the TVCCA brand and ensuring both staff and the public understand the full scope of services.

Objective #1: Build Internal Connections, Camaraderie, and Understanding

Proposed Tactics	KPIs	Accountable Lead
4.1.1. Amend Board practices and encourage in-person participation and out-of-meeting connections to foster Board development and teambuilding. 4.1.2. Increase number of Board members involved with Board committees and leadership roles. 4.1.3. Co-locate programs and departments whenever possible; optimize the agency's physical footprint where clear benefits can be identified.	- Employee Social Opportunities (#) - Board Members Involved on Committees (% of Board) - Physical Footprint (# of Buildings)	Board of Trustees
4.1.4. Create more opportunities for employees to get to know each other across programs, including retreats and other shared learning experiences. 4.1.5. Sustainably reinstate cross training and inter-program orientation to ensure TVCCA team members are knowledgeable about the entire agency rather than just their "silo."	- In-Person Presence (%) - Teambuilding Opportunities (#) - On-Time Completion	CHRO
4.1.6. Provide more opportunities for agency employees to learn about what other programs do. 4.1.7. Share all proposed policies with the Leadership Team prior to adoption to solicit feedback and input.	- Learning Opportunities (#) - Policies shared (%)	CEO
4.1.8. Teach team members about how to make referrals from their office to a given program. 4.1.9. Evaluate and implement streamlined referral practices.	- Trainings Run (#) - On-Time Completion	COO

Objective #2: Promote Consistent Agency & Program Awareness

Proposed Tactics	KPIs	Accountable Lead
4.2.1. Consider adopting a new agency name and standardize all branding around the agency's name, including email signatures and print materials.	On-Time Completion	Board of Trustees
4.2.2. Require the standardization of using agency colors, fonts, and more for all materials; no exceptions to be allowed unless funding depends on co-branding. 4.2.3. Expand our agency's outreach and communication strategy to ensure a presence at a wider variety of community events and that all agency programs are well-represented at such events. 4.2.4. Ensure all marketing materials are widely representative of the full scope of services we provide and provide staff with standardized messaging to be used when communicating with the public. 4.2.5. Expand TVCCA's social media presence in frequency of engagement and across new platforms and mediums. 4.2.6. Provide the Board, volunteers, and team members alike with training on how to best engage with agency social media.	- On-Time Completion - Programs Represented in Agency Materials (%) - Social Media Platforms (#) - New Mediums - Trainings offered (#)	Senior Director of Development & Communications
4.2.7. Provide more opportunities for members of the public to engage with TVCCA leadership.	Public Engagements (#)	CEO

Objective #3: Improving Agency Accessibility

Proposed Tactics	KPIs	Accountable Lead
4.3.1. Make informed decisions to expand our physical presence in the communities we serve. 4.3.2. Evaluate the possibility and feasibility of building or acquiring a headquarters we own in a location that is as or more accessible to the public than our main programmatic facilities.	On-Time Completion	CEO
4.3.3. Promote and support programs as they seek to serve clients remotely.	Clients Served Remotely (#)	COO

4.3.4. Provide clear eligibility criteria and information about all programs in an up-to-date and easy-to-find manner on our website.	• Program Listings (#)	Senior Director of Development & Communications
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Focus Area 5: Advocacy & Partnerships

Leveraging influence at the local, state, and tribal levels to address the root causes of poverty.

Objective #1: Build External Connections, Camaraderie, and Understanding

Proposed Tactics	KPIs	Accountable Lead
5.1.1. Create a rotation plan for the Board of Trustees that increases the number of agencies, communities, and partners that can serve as Board members in a given period of time. 5.1.2. Encourage and support the agency's Senior Management Team members to participate on the boards and committees of other area nonprofit and civic groups to foster the greatest level of community connection possible. 5.1.3. Encourage expansion of Board engagement with community events that put TVCCA in the public eye.	- On-Time Completion - Event Attendance (#)	Board of Trustees
5.1.4. Continue the Elected Officials Day initiative on an annual basis; invite community partners to join in or create a separate event for those partners. 5.1.5. Deepen the agency's relationship with both the Mashantucket Pequot Tribal Nation and Mohegan Tribal Nation, as we are the state's only Community Action Agency with a catchment that includes federally-recognized tribal nations. 5.1.6.	- EOD Attendees (#) - Towns Represented by Attendees (%) - Active Programs Involving Tribal Nations (#) - Conferences and trainings held (#) - External conference and training attendees (#)	CEO

5.1.7. Harness the shared knowledge and expertise of our staff and offer more trainings to help clients and partner organizations continue to advance in their goals and missions.	• Trainings Offered (#)	COO
5.1.8. Provide TVCCA staff with annual customer service training.	• Employees Trained (%)	CHRO
5.1.9. Conduct outreach to additional local corporations and businesses to help them understand who we are, what we do, and how active partnerships with us can improve the area workforce while potentially reducing the company's tax liability.	• Businesses Contacted (#) • New Partnerships (#)	Senior Director of Development & Communications
5.1.10. Identify more opportunities and locations at which the agency may share information about itself and its programs within each town served (e.g. Senior Centers, Community Centers, schools, etc.)	• New locations for information distribution (#)	

Objective #2: Advocate for Systems Change & Program Enhancement

Proposed Tactics	KPIs	Accountable Lead
5.2.1. Work with legislators at every level to ensure that core agency programs continue to receive support and funding.	• Legislators Contacted (%) • Points of Advocacy (#) • Towns Engaged in Advocacy (#) • Resources Provided to Board Members (#) • Resources Provided to Staff (#)	CEO
5.2.2. Advocate for policies that can measurably reduce poverty, even in instances where the advocacy effort will not directly benefit the agency's finances.		
5.2.3. Engage with local governments to support policy that helps to abolish poverty and aid families in need.		
5.2.4. Be an active participant in municipal Housing Plans and related activities; work with Towns to expand housing and access to related resources.		
5.2.5. Provide Board members and agency employees with the tools and resources they need to directly advocate on behalf of the agency.		
5.2.6. Increase Board participation in advocacy efforts.	• Board Members Engaged with Advocacy (%)	Board of Trustees
5.2.7. Support greater elected official participation in the agency by selecting an elected state and an elected		

federal official to serve on (or appoint a proxy to serve on) the agency Board of Trustees.	On-Time Completion	
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Objective #3: Identify Opportunities for Shared Resources & Efforts

Proposed Tactics	KPIs	Accountable Lead
5.3.1. Advocate for more integrated systems to be used between and across agencies at the state and federal level. 5.3.2. Work to identify more areas where Connecticut's Community Action Agencies can continue to share resources and data in a manner that promotes efficiency and effectiveness.	- Points of Advocacy (#) - On-Time Completion	CEO
5.3.3. Work to gain access to efficiency-building data and tools (e.g. the IMPACT income verification processes that are currently made available to our Energy Assistance Program). 5.3.4. Establish TVCCA as a hub of resources for the community; develop events held by our agency rather than relying on other agencies to plan and hold such events.	- New Resources Accessed (#) - Community Resource Events Held (#)	COO

Monitoring Progress

Implementation Plan

The Strategic Plan is a living document that is a road map by which the staff and Board of TVCCA should be held accountable. The Plan should be utilized to create annual goals for the organization and its constituent components, including Board members and staff at both the individual and aggregate level. Progress against annual goals will be measured using key performance indicators (KPIs), which includes, but is not limited to, those listed in the “KPIs” column under each Objective in the prior section of this document.

Regular Reports

The CEO shall deliver an update on the plan no less than quarterly to the Board of Trustees, who is ultimately responsible for the implementation of this plan through policy direction and their management and oversight of the CEO.

Document Revisions

As goals are achieved, the agency should not remain stagnant; goals should constantly be updated to ensure we are aiming to achieve ever-greater heights. This document shall be reviewed for updates no less than annually.

Success

Success is not defined by any one tactic being successfully implemented; it is measured by the continued vibrancy of TVCCA as a service agency in Eastern Connecticut and progress made towards our Mission. As such, success may look very different in one year than it does in five years. We rely on the Board of Trustees to help us set annual goals to keep the agency moving in a direction that we can call a true success.