



Thames Valley Council for Community Action, Inc.

Community Action Plan 2020

Reviewed and approved by TVCCA's Board of Trustees June 23, 2020

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Section 1: Contact Information:

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

1b. Principle Contact Name: Megan Brown, NCRI

1c. Principle Contact E-Mail: megan.brown@tvcca.org

1d. Principle Contact Phone #: 860-425-6514

1e. Fiscal Year: April 1 to March 31

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_2020_Comprehensive_Needs_Assessment”

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

Data Sources				
Quantitative Data Source	Method of Collection	Date/Date Range	Partner Organization Stakeholder Engaged <i>(if Applicable)</i>	Description of Analysis
The Self Sufficiency Standard for Connecticut 2019. Diana M. Pearce, PhD	Online	2019		Compared self-sufficiency standard to median incomes in New London County
Census Bureau	Online	2017, 2018		Analyzed poverty data for demographic segments
Single Care	Online	2018		Medical debt statistics
U.S. Dept. of Labor	Online	December 2019		Labor statistics and disparity related to poverty rates
CT Department of Labor	Online	December 2019		Labor statistics and disparity by towns
2-1-1 Childcare	Online	2018		Availability of

				childcare
Electric Boat	EB Presentati on	2019		Cost of childcare
Kids Count	Online	2017		Care4Kids enrollment
Harvard Joint Center for Housing Studies	Online	2006-2018		Cost burdened households
National Low Income Housing Coalition	Online	2019		Local Housing Wage
CT Coalition to End Homelessness	Online	2015, 2019		Youth homelessness
Qualitative Data Source	Method of Collection	Date/Date Range	Partner Organization Stakeholder Engaged <i>(if Applicable)</i>	Description of Analysis
The News-Times, a publication of Hearst Media Services Connecticut, LLC	Online	3/11/2020		How medical debt may be impacting our clientele
TVCCA clients	Focus groups, surveys, satisfactio n surveys	February 2020		Insights from clients with lived experience on their needs and those of their community
Community stakeholders	Key informant survey	February 2020	New London Clergy Assoc., Congregation Beth El, Fiddleheads Food Co-Op, St. Mark's Episcopal Church, SCCOG, United Action CT, Child and Family Agency, Temple Emanu-El, St. James Episcopal Church, St. Mary Star of the Sea, L+M Healthcare	Insights from others serving the community and the needs/gaps they see

2c. Primary source of information from key sectors (Organizational Standard 2.2)

Categories	Company
Community-based Organizations	UCFS Healthcare
	CT Association for Community Action

Categories	Company
	United Way of Southeastern CT
Educational Institution	Health Education Center
Faith Based Organizations	Greater NL Clergy Assn
	Congregation Beth El
	St. Mark's Episcopal Church
	United Action CT
	Temple Emanu-El
	St. James Episopal Church
	St. Mary Star of the Sea
Private Sector Organizations	Fiddleheads Food Co-op
	Child and Family Agency
	L+M Healthcare
	Lord Foundation
	Visiting Nurses Association
	Hall Communications
	Hartford Healthcare
Public Sector Organizations	CT Department of Social Services
	Eastern CT Workforce Investment Board
	Waterford Senior Center
	Southeastern CT Council of Governments
	Senior Resources AAA

2d. Primary sources of information collected directly from low-income individuals (Organizational Standard 1.2)

Data Sources				
Data Source	Low-income determination	Method of Collection	Date	Description of Analysis
TVCCA client surveys	Self-reported	Online	February 2020	Insights from clients with lived experience on their needs and those of their community
TVCCA client focus groups	Self-reported	In person after they responded to survey	2/11/20 and 2/18/20	Insights from clients with lived experience on their needs and those of their community
TVCCA customer satisfaction surveys	Per each program's guidelines	Online and paper surveys	2019	Insights from clients with lived experience

2e. Prioritized issues

Based on feedback from our community’s low-income population and community stakeholders, and quantitative data analysis, TVCCA has targeted the issues of Employment, Access to affordable early childhood education, Affordable Housing, and Budgeting and Paying for Bills.

These needs identified through TVCCA’s Needs Assessment fall under the umbrella of 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, education, the physical environment, employment, and social support networks, as well as access to health care.

#	Prioritized Issue/Service Gap
1	Employment
2	Access to affordable early childhood, including Infant/Toddler, education
3	Affordable housing
4	Budgeting & paying for bills

2f. Key findings on the causes and conditions of poverty (Organizational Standard 3.4)

Key Findings on the Causes and Conditions of Poverty in CAA Service Area	
Conditions	Causes
Most residents are employed, but many are not earning enough to be self-sufficient	Income-related – lack of jobs paying enough to support a family, lack of income from any source that is sufficient to meet the basic needs, racial/ethnic and gender inequalities
44% of all New London County renters are cost burdened (meaning their housing costs exceed 30% of their gross income)	Housing-related – lack of affordable housing
Reliance on benefit programs to supplement employment income	Employment-related – wage gap between women and men
	Education-related – lack of access to education; affordable early childhood education and affordable higher education

2g. Analysis of customer satisfaction data & customer input (Organizational Standard 6.4)

TVCCA regularly analyzes customer satisfaction data during its standard program assessments. That feedback helps to inform program operations throughout the year. During the development of the 2020 Needs Assessment, TVCCA deployed a survey tool that was emailed to over 1,900 contacts and made available online through a pop-up on the TVCCA website and targeted ads on TVCCA’s Facebook page. Three hundred ninety-eight residents answered the survey in full; 328 respondents indicated that they had participated in at least one TVCCA program during the last 5 years. Follow-up focus groups were held to gain further insights into the answers provided in the survey. Information gathered from these surveys informed the needs identified throughout the assessment.

2h. Board Acceptance

March 24, 2020 (See attached file titled “Attachment_B_Board_Minutes_032420”, Exhibit 6.5)

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: following cities and towns: 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.

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

Community based collaborations are at the heart of TVCCA’s mission. Since its inception in the mid-1960s, 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.

3c. Description of low-income population

Within New London County, 9.93% or 25,689 individuals are living in households with income below the Federal Poverty Level (FPL). This is in line with the state, which is at 10.1% and has remained at this level since 2015. However, several municipalities (New London, Norwich, Sprague, and Groton) within the County exceed this percentage. New London is nearly triple the percentage of population living in poverty at 28.3%. Poverty creates barriers to access including social and health services, healthy food, and other necessities that contribute to poor health status.

There are many families not captured by these statistics because they earn above the federal poverty guidelines, but still struggle to make ends meet. The federal poverty guideline for three-person families (\$21,330 annually) is just 35% of the Self-Sufficiency Standard for one adult, one preschooler, and one

school-age child in New London (\$28.84 per hour and \$60,918 annually). Even working full time at the 2019 Connecticut minimum wage (\$11.00 per hour) that single parent would be able to cover only 34% of the family's basic needs with their take-home pay after taxes.¹ This is a contributing factor to the number of children in poverty and affects benefits eligibility, because families are earning just over the income guidelines yet are unable to afford necessities like childcare. An estimated 20% of the population in New London County is under the age of 18 according to the U.S. Census Bureau American Community Survey 2013-17 5-year estimates. Of those, 15.72% or 8,389 children aged 0-17 are living in households with income below the Federal Poverty Level (FPL).

As part of a needs assessment survey distributed to over 1,900 people, TVCCA heard from several individuals that felt they should have qualified for benefits, but found themselves just over the income thresholds. The majority of respondents reported their incomes at \$10,000 - \$24,999 (46%), with 62% falling between \$0 and \$24,999. 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, the majority of respondents select credit card debt (37.5%), getting a job with a livable wage (28.79%), and budgeting (23.11%). These responses speak to the fact that households are unable to get by on their limited incomes and find themselves taking on debt to make ends meet.

It is important to note that significant inequalities in income and poverty rates exist statewide and within TVCCA's service area by ethnicity, race, and zip code. Hispanic and Black residents experience poverty at much higher, disproportionate rates than their White neighbors. Nearly 25% of Hispanic residents in New London County are living below the poverty level, while 22% of Black/African American residents and 32% who are reported as "Other Race" live in poverty. In the City of New London, more than 44% of Hispanic and 50% of "Other Race" residents fall below the poverty line. Females, age 25-34 represent the largest demographic, by age and gender, living in poverty in New London County.²

More residents are living paycheck-to-paycheck, as wages stagnate, private market rental costs trend upward, and the cost of living continues to climb. This growing segment of "working poor" is identified by the acronym ALICE (Asset Limited, Income Constrained, and Employed). These are households where adults work (often at multiple jobs) but don't earn enough to afford even the basics – housing, food, healthcare, transportation, childcare. (Sources: 2018 ALICE Report) Low wage jobs, tight budgets, and negligible financial reserves make this population especially vulnerable to the inevitable crises all households face – lost jobs, reduced hours, accidents, illness, or other emergencies.

Further exacerbating residents' poverty is the high out-of-pocket costs for healthcare that many face. Each year, hundreds of patients in Connecticut are sued by hospitals in an attempt to collect debts owed due to medical services related to accidents and illness. This does not include the hundreds or thousands of others who may find themselves under seemingly insurmountable levels of debt due to medical care. According to the NewsTimes, "The trend of higher-deductible health insurance plans is a

¹ The Self Sufficiency Standard for Connecticut 2019. Diana M. Pearce, PhD

² Census Bureau, ACS 5-year Estimate

culprit in forcing people to go into debt over necessary medical care.”³ Greater than 90% of respondents to TVCCA’s survey stated that everyone in their household currently has health insurance, but 35% say they are able to pay for prescription drugs and medicines only sometimes or not at all.

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

Of the 7,671 unduplicated households who received assistance from TVCCA last year, more than half (52%) our clients live at or below the 125% of the Federal Poverty Level. As indicated on TVCCA’s most recent CSBG Annual Report, less than half of 1% (0.4%) of families are getting by on employment income alone; 8% of client households reported no income. Sixty-nine percent of TVCCA’s clients are renters and nearly 42% are unemployed (not including retirees).

For over 50 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.

Energy Assistance: The Connecticut Energy Assistance Program serves low income households in need of assistance 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.

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.

Case Management: TVCCA’s Case Managers 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

³ The News-Times, a publication of Hearst Media Services Connecticut, LLC. “Editorial: Examine Connecticut hospitals’ debt collection practices”. Published December 4, 2019. Accessed at <https://www.newstimes.com/opinion/article/Editorial-Examine-Connecticut-hospitals-debt-14882418.php> on March 11, 2020.

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 combination of classroom and/or one-on-one services, basic needs case management supports, and Volunteer Income Tax Assistance Program.

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.

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.

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 and to stabilize client crisis.

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. These individuals are charged with responding to families in crisis and providing seamless access to the myriad services available in our community. In the 2018-19 program year, they provided HSI case management to more than 2,000 individuals in New London County. In addition to emergency services, HSI funding provides the core support for a number of otherwise unfunded initiatives including the Volunteer Income Tax Assistance (VITA) that provided tax preparation for 1,023 individuals and infused more than \$2.7 million into the economy of Southeastern Connecticut through the Federal, State, and EITC returns to these clients.

3h. Key CAA personnel

Name	Title	Roles & Responsibilities (R&R)	How R&R relate to CSBG and/or HSI, if any
Deborah Monahan	Executive Director	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.
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.

Name	Title	Roles & Responsibilities (R&R)	How R&R relate to CSBG and/or HSI, if any
Marylouise Underwood	Chief Operations Officer	Oversees daily operations of the agency's programs and client services	She works directly with program directors as they direct and implement the contracts/programs for which they are responsible.
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.
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.
Megan Brown	Senior Director, Marketing & Development	Responsible for all fundraising and marketing of the agency, grant and contract compliance, quality assurance, and oversight of Employment & Training program.	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 a Certified Fund Raising Executive and Nationally Certified ROMA Implementer.

3i. Alliances with key community partners and providers

Please see attached file titled "Attachment_C_TVCCA_Partnerships"

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
Head Start: West Broad Street School, 131 W. Broad St., Pawcatuck	Stonington
Commissary: 81 Stockhouse Rd., Bozrah	New London County, Windham County, and Columbia, Coventry, Mansfield, Willington
RSVP: 185 Broad St, Danielson	Danielson, Killingly

3k. Staff trainings

Please see attached file titled "Attachment_D_TVCCA_Staff_Trainings"

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, provided ROMA overview training to the Board on 5/28/19. The following Board members were in attendance:

Bill Eyberse
Eleanor Phillips
Juliette Parker - via teleconference
Kathie Peck – via teleconference
Debbie Kievits
Tammie Hullivan
Michael Lampasona - via teleconference
Wendy Yagarich
Franco Cristofaro
Aaron Daniels
Franca Parra-Polimeni

3n. Board roster

Please see attached file titled “Attachment_E_TVCCA_Board_April_2020”

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	Narrative on How Agency Plans to Address	Associated Partners with specifically identified purpose(s)
Employment	<ul style="list-style-type: none"> • Collaborate with Department of Labor to run the American Job Center in Montville. • Enroll individuals into programs that provide career guidance and opportunities to update their skills through training. • Provide Case Management services to clients enrolling into the Manufacturing Pipeline Initiative • Presence at local job/educational fairs • Provide Case Management services to individuals receiving TANF to gain self-sufficiency for them and their families through employment • Provide individualized assistance including resume development, interview skills, and job referrals. 	Eastern CT Workforce Investment Board - funder American Job Center - referrals CT DOL – funder and referrals
Access to affordable early childhood education	<ul style="list-style-type: none"> • 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 • Advocate at the regional and state levels for increased resources to expand affordable, quality early education slots, including Infant/Toddler, in the community 	CT OEC - funder School Readiness Councils – community-based program collaboration
Affordable housing	<ul style="list-style-type: none"> • Ensure to the greatest extent possible that there is access to the affordable housing opportunities that are currently in the community • Continued intra-agency integration of case management and Housing programs • Partnership in the ECAN – regional approach to addressing affordable housing in our community 	Eastern CT Coordinated Access Network – regional collaboration Southeastern CT Housing Alliance - education and advocacy services to promote the development of affordable housing
Budgeting & paying for bills	<ul style="list-style-type: none"> • Provide financial literacy training to staff throughout Agency • Expand IDA pilot • Budgeting/saving education programs for kids, adults, seniors • Financial education as education but also as an intervention tool 	Liberty Bank – IDA program funding United Way of Southeastern CT – IDA program funding

4b. Expected outcomes and anti-poverty focus (Organizational Standard 4.2)

Prioritized Issues	Expected Outcome(s)	Explain anti-poverty focus
Employment	Helping low-income individuals obtain employment that provides livable wages and helps meet at least basic needs.	Alleviate poverty by helping individuals gain employment that provides wages sufficient to meet expenses.
Access to affordable early childhood education	Increase community resources around affordable early childhood education.	Alleviate poverty by ensuring families have affordable early childhood education for their children.
Affordable housing	Increase community resources around affordable housing.	Alleviate poverty by ensuring families and individuals are stably housed.
Budgeting & paying for bills	Households will receive budgeting assistance, social services, and referrals to meet monthly household expenses.	Alleviate poverty by helping households budget appropriately for monthly expenses.

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
L+M Hospital (LMH)	<ul style="list-style-type: none"> • Collaboration between programs to provide resources & information on classes available to TVCCA families. • TVCCA RSVP makes volunteer referrals to this non profit • TVCCA CONNECT Project- case management services for recently discharged patients
United Community & Family Services (UCFS)	<ul style="list-style-type: none"> • Co-location of services – TVCCA case manager at Norwich UCFS facility and 2x/month TVCCA WIC clinics at UCFS Griswold • Cross-referral of mutual clientele
Eastern CT Coordinated Access Network (ECAN)	<ul style="list-style-type: none"> • 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. • 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.

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

TVCCA's CONNECT Program is designed to demonstrate that building direct linkages between healthcare providers and the social service network will result in improved outcomes for the patient and reduced costs to the Medicare system. TVCCA has employed a Community Health Manager who works with individuals referred by L+M Hospital (LMH), Visiting Nurses Association of Southeastern CT (VNA), or the Northeast Medical Group (NEMG). A dedicated cell phone quickly links healthcare professionals to a TVCCA Case Manager. Services are based on Social Determinant of Health needs identified by hospital social worker/nursing staff or self-reported as part of the universal intake, pre and full assessments. A Service Plan drives TVCCA Connect Case Management Services and follow-up will be provided based on the needs established in the plan.

During the previous program year (10/1/19 to 3/31/2020), continued groundwork was completed to formally establish the TVCCA CONNECT service structure. Lawrence and Memorial received approval from the Yale New Haven Health Network and signed a Memorandum of Agreement with TVCCA. Subsequently, staff began using EpiCare Link (EPIC) medical records in a read-only capacity to better assist patients and clients through care coordination. Staff has access to discharge plans and chronic illnesses. Staff are able to easily see follow up appointments and if clients have been re-admitted.

TVCCA's Director of Community Services was invited to join the Lawrence and Memorial, YNHH All Cause Readmissions PI Team. This group focuses on enhancing the quality of transitions of care by requiring that discharge summaries are completed within 24 hours, automatically transmitting discharge summaries to outpatient physicians, enhancing the reliability and accuracy of medication reconciliation, and redesigning workflows to enhance quality in handoffs of care. TVCCA CONNECT was identified as a key component in the handoff process and assuring community services are available to address the Social Determinants of Health that contribute to readmissions rates.

TVCCA established a CONNECT-specific Emergency Fund to aid clients in securing medical and mobility equipment not covered by insurance and essential services necessary to maintain independent living. TVCCA CONNECT staff has begun accessing Emergency Funds to assist with the unique needs of TVCCA CONNECT clients.

The following is a summary of the services and interventions provided through the TVCCA CONNECT program during the first half of Operation Plan-Year Three. Specific contractual outcomes are provided in Section IV of this report.

- 6 clients completed an Energy Assistance application.
- 2 clients received Meals on Wheels and collaboration.
- 3 clients received emergency funds to secure medical supplies or transportation.
- In collaboration with local police officials, Wellness Checks were completed for 2 clients.
- 2 clients involved with Elderly Protective Services received care coordination and collaboration.
- 3 clients received assistance with housing applications.
- 3 clients received RSVP services for assistance with food shopping.
- 2 clients received advocacy for housing and/or medical collaboration.

Through TVCCA HSI funding, services were also provided to seven homebound clients who were referred through the VNA, LMH, and NEMG. Of those clients, below is a summary of resources received;

- 6 energy assistance applications were completed.
- 1 referral to senior resources was provided.
- 1 RSVP referral for assistance with food shopping was made.
- 3 clients received emergency funds for assistance purchasing medical equipment.

5c. Development of additional linkages

TVCCA's community stakeholder survey and interviews, conducted as part of our recent 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 will seek out new collaborations in pursuit of opportunities for funding and expansion of services and new programs.

TVCCA has been innovative and open-minded in the formation of partnerships and collaborations to meet the needs of our communities. The needs identified through TVCCA's Needs Assessment fall under the umbrella of Social Determinants of Health. Recognizing that this is a growing concern in our community, we launched the TVCCA CONNECT program mentioned above, forming partnerships with Lawrence + Memorial Hospital and the Visiting Nurses Association of Southeastern CT. With each of these partners, it was necessary to work with "frontline" staff to begin formation of the partnership instead of the traditional top-down approach. We have found this approach to be very successful in forming meaningful partnerships that best serve our community.

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 advocacy, 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.

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 \$8 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): \$219,319
 - TVCCA subcontractor of EASTCONN (WIOA & OSY): \$417,142
- TVCCA subcontracts with United Community & Family Services (UCFS) through PCMH+ for \$37,500. TVCCA provides PCMH+ patients with supportive housing programs, clothing, energy assistance, nutritional programs such as Supplemental Nutrition Assistance Program (SNAP) and Women, Infant and Children's (WIC) nutrition program, case management and connections to employment opportunities. We also collaborate with UCFS in non-monetary ways, i.e. we hold WIC clinics at UCFS Griswold twice a month in order to better reach our common clientele.
- 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 \$51,500.

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 2020		
Source	Amount	Percentage
Federal	\$16,760,760	63%
State	\$6,705,493	25%
Local	\$730,079	3%
Private	\$681,546	7%
Other	\$1,733,651	7%
Total CAA Revenue	\$26,611,529	100%
CSBG	\$428,650	2%
HSI (State & Federal)	\$419,994	2%

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, and use of vehicles for meal delivery. Meeting space is provided by many area churches, businesses, and non-profits.

Volunteers provide “an extra set of hands” 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 12,400 hours of in-classroom assistance, the majority of which was donated by low-income parents. The volunteers focus on children’s social/emotional development. Their assignments are as varied as their skills: tutoring individuals and small groups, leading story time, organizing group projects, offering one-on-one attention when a child is having a rough day. Volunteers encourage participation, engagement, and positive peer interactions; they reinforce lessons, redirect children who may veer off task, ease transitions for youngsters who have difficulty separating, and generally serve as nurturing presences. Many Little Learners’ volunteers are retired teachers; all have a special gift for working with children.

Time is usually a corporation’s most valued commodity and, therefore, the rarest yet very welcome in-kind service. TVCCA mobilizes more than 30 volunteers annually from area businesses to process tax returns through our Volunteer Income Tax Assistance (VITA) program. Additionally, several groups in our community including the U.S. Navy, United Way Day of Caring groups, and religious organizations often assist our facilities with Spring/Fall clean-ups, facility painting, landscaping, etc.

6c. Creatively seeking additional funding

TVCCA has for many years worked with local agencies and funders to leverage resources from the private sector, i.e. local foundations, local banks, local employers’ community service funds and local municipal CDBG funds, to complement and supplement Federal and State funding for the work that our programs do throughout New London County and throughout Eastern Connecticut in some programs.

TVCCA employs a small but productive Development and Planning staff that has been a key driver of many successful funding proposals and relationships. Beyond D&P efforts, Senior Administrators and Program Directors have augmented funding efforts by relaying funding opportunities to D&P, sometimes preparing applications themselves, and, importantly, appealing directly to local officials and other funding source decision makers to open their funding gates.

These combined efforts have proven very successful in leveraging hundreds of thousands of dollars throughout the years from these local sources. Below are some examples of our creative efforts:

- Annual Carnevale fundraiser for Meals on Wheels program, which brings together chefs from local restaurants and caterers, raises around \$50,000 annually

- Share the Love participation with local Subaru dealer raises about \$30,000 annually, also for Meals on Wheels
- Shared position of Senior Director of Finance with other area non-profits
- Solicitation of all municipalities in TVCCA’s service area for contributions toward services

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
The James P. & Mary E. Shea Perpetual Trust	Senior Nutrition Services in City of New London	\$10,000	2/28/2019	Awarded (\$7,000)
CT Office of Early Childhood	Home Visiting Program for Center-based Little Learners Families	\$379,871	4/15/2019	Denied
Share Our Strength/No Child Hungry/National WIC Foundation	Workshops to Improve WIC Shopping Experience	\$6,333	4/29/2019	Awarded
Newman's Own Foundation	Head Start Enhancement	\$2,500	5/5/2019	Awarded
The Nordson Foundation	Equipment for Little Learners' STEAM* Curriculum (*Science, Technology, Engineering, Arts & Math)	\$10,000	5/15/2019	Awarded (\$5,000)
Administration for Community Living	Innovations in Nutrition Services: Healthy Aging in Place at Low-Income Subsidized Senior Housing	\$487,732	5/30/2019	Denied
NewAlliance Foundation	Senior Nutrition Services in Northeastern Connecticut Towns	\$5,000	7/1/2019	Awarded
Swindells Charitable Foundation	Senior Nutrition Program	\$5,000	8/1/2019	Awarded
Walmart Foundation - Local Community Grant	Winter Boots Project	\$1,000	7/19/2019	Awarded
Berkshire Bank Foundation	Housing Services' Homelessness Prevention/Diversion Program	\$5,000	10/1/2019	Awarded (\$2,500)
Waterford Group	Winter Boots Project	\$500	11/5/2019	Denied

Funding Source	Purpose	Amount Requested	Application Date	Result
Corporation for Supportive Housing	Racial Equity Toolkit for Use by Eastern CT Coordinated Access Network	\$12,000	11/25/2019	Awarded
Willimantic Welfare Bureau (Community Foundation of Eastern Connecticut)	Senior Nutrition Services in the Town of Windham	\$3,500	12/16/2019	Awarded (\$1,700)

Section 7: Performance Measurement

7a. Client data systems

System	Programs Associated	In Warehouse – y/n
TribeWare	Case-management, housing, VITA, SSBG, HHD	Y
FuelWare	LIHEAP, Assurance 16	Y
ServTracker	Meals on Wheels	N
Cost Guard	Nutrition Services	N
ChildPlus	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
SWIS	WIC	N
TaxWise	VITA (All clients tracked through TribeWare)	N

7b. Client data quality issues

Over the last program year, TVCCA has recognized that it has shortcomings in data entry that may cause reporting inaccuracies. We have identified that strengthening staff skills related to service plan/goal development, follow up, and outcome management is a priority goal for CS Case Management. This will be 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 ChildPlus into Tribeware.

7d. Change in goals and/or priorities

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

- 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.

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.) Case Managers provide to clients) are listed under the specific FNPI Goals in the Service Plan Record. In order to document a service, the C. S. Case Manager first identifies the FNPI Goal that the service is listed under. Once the FNPI Goal is opened, the C.S. Case Manager can identify the service and whether the service was obtained, or if the outcome is pending.

7f. ROMA goals and National Performance Indicators

Prioritized Issues	Associated National Community Action Network Theory of Change Community Action Goals*	Associated National Performance Indicator (NPI) [Community or Family]
Employment	Goal 1: Individuals and families with low incomes are stable and achieve economic security.	<ul style="list-style-type: none"> • FNPI 1a: The number of unemployed youth who obtained employment to gain skills or income. • FNPI 1b: The number of unemployed adults who obtained employment (up to a living wage).

Prioritized Issues	Associated National Community Action Network Theory of Change Community Action Goals*	Associated National Performance Indicator (NPI) [Community or Family]
		<ul style="list-style-type: none"> • FNPI 1c: The number of unemployed adults who obtained and maintained employment for at least 90 days (up to a living wage). • FNPI 1d: The number of unemployed adults who obtained and maintained employment for at least 180 days (up to a living wage). • FNPI 1h: 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. • FNPI 1h.1: Of the above, the number of employed participants who increased income from employment through wage or salary amount increase.
Access to affordable early childhood education	Goal 1: Individuals and families with low incomes are stable and achieve economic security.	<ul style="list-style-type: none"> • FNPI 2d: The number of children and youth who are achieving at basic grade level (academic, social, and other school success skills). • FNPI 2d.1: Early Childhood Education (ages 0-5)
Affordable housing	Goal 1: Individuals and families with low incomes are stable and achieve economic security.	<ul style="list-style-type: none"> • FNPI 4b: The number of households who obtained safe and affordable housing. • FNPI 4c: The number of households who maintained safe and affordable housing for 90 days. • FNPI 4d: The number of households who maintained safe and affordable housing for 180 days. • FNPI 4e: The number of households who avoided eviction.
Budgeting & paying for bills	Goal 1: Individuals and families with low incomes are stable and achieve economic security.	<ul style="list-style-type: none"> • FNPI 3a: The number of individuals who achieved and maintained capacity to meet basic needs for <u>90 days</u>. • FNPI 3c: The number of individuals who opened a savings account or IDA. • FNPI 3d: The number of individuals who increased their savings. • FNPI 3f: The number of individuals who <u>improved their credit scores</u>.

7g. Progress toward reaching previous CAP goals

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 3/1/2020
<p>Affordable Housing</p>	<ul style="list-style-type: none"> • Ensure to the greatest extent possible that there is access to the affordable housing opportunities that are currently in the community • Better integration of case management and Housing programs • Partnership in the CAN – regional approach to addressing affordable housing in our community • Strengthen relationships with HOPE, Inc. (NL), Habitat for Humanity • 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 • Board and ED – agency as a whole advocating in the community – political clout <ul style="list-style-type: none"> ○ Strength that we have as an agency, not just a department ○ Executive Director sits on SECHA board 	<p><u>Community Services</u></p> <ul style="list-style-type: none"> • TVCCA Case Management staff has participated in ongoing trainings to better understand the guidelines of emergency housing services. • 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. • TVCCA Community Services drew on available Emergency Fund to assist with eviction and Security Deposit and Utility requests. • TVCCA Community Services Case Management Team provides assistance and information regarding the contact with 211 for CAN appointments. <p><u>Housing</u></p> <ul style="list-style-type: none"> • All current Housing Department Case Management staff have or are in the process of becoming certified as Community Health Workers, aiding them in further integrating Case Management and Housing programs while developing a broader array of community based resources to support program participants. • Continued collaboration with local CAN 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. • In addition to Community Health Worker training and ongoing Continuing Education Trainings, Housing Case Management staff routinely attend online and in person trainings offered by the Department of Mental Health and Addiction Services (DMHAS), the Corporation for

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 3/1/2020
		<p>Supportive Housing (CSH), and the U.S. Department of Housing and Urban Development (HUD); in topics pertaining to Fair Housing, Motivational Interviewing, Trauma Informed Care, Harm Reduction, etc.</p>
<p>Budgeting and Paying For Bills and Debts</p>	<ul style="list-style-type: none"> • Provide financial literacy training to staff throughout Agency – everyone will have basic budgeting skills/tools to provide to clients • Understanding when the right time is for a client to look at budgeting – people need to be committed to the process but also have appropriate income (any at all sometimes) to adequately budget for expenses • IDA pilot – look at expanding • Budgeting/saving education programs for kids, adults, seniors • Financial education as education but also as an intervention tool • Needed – more funding and a population that makes sense to participate (see bullet 2) 	<p><u>Community Services</u></p> <ul style="list-style-type: none"> • Community Services provide ongoing support to community foundation grant participants providing specific financial coaching services with eligible clients geared toward stabilizing their financial situation. • Community Services provides ongoing supports to Individual Development Account participants as they budget toward the purchase of transportation, education, home purchase, or small business. • Assistance Program assisted 1,036 households with tax returns with an average return of over \$2,600.00 directly infused into their household budgets. • CS staff is trained to provide basic financial household budgeting to clients. • Community Services, Assurance 16 Case Managers enrolled households in Utility Company budgeting and arrearage forgiveness plans to reduce household debt and avoid utility shut-off. • Community Services entered into an agreement with Norwich Public Utilities to develop and operate a Utility Security Deposit assistance fund. • Community Services CEAP provided financial subsidies assisting with heating expenses, utility shut off management and repairs and replacement opportunities to over 8,000 eligible households. • Community Services, Volunteer Income Tax Assistance Program assisted 1,036 households with tax returns with an average return of over \$2,600.00

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 3/1/2020
		<p><u>Housing</u></p> <ul style="list-style-type: none"> TVCCA’s Housing Department Financial Coordinator remains one of two TVCCA employees providing budgeting and financial literacy training to participating households. This is offered to all Housing Program participants, and required for participants on TVCCA’s Rapid Rehousing program. <p><u>Head Start/ Early Head Start</u></p> <ul style="list-style-type: none"> Head Start Family Service workers continue to work with the Financial Education Coordinator to plan and hold Budgeting workshops for families.
<p>Healthy Food Access</p>	<ul style="list-style-type: none"> New London Area Food Coalition – Jason is member SNAP Outreach Partnership with Backus Hospital – Brenda Viens, RD Provide direct access to the Senior Nutrition, SNAP and WIC Programs. Provide nutritious meals and snacks for children by participating in CACFP (NUTRITION/ HEAD START/ LITTLE LEARNERS) Provide nutritious meals to homebound seniors age 60+ through title 3 Meals on Wheels program. (NUTRITION) Provide nutritious meals and socialization to seniors 60 and older at the title 3 café meal program. (NUTRITION) Conduct fundraising efforts to provide additional meals for the community. (NUTRITION) Complete outreach in the New London County in regards to the benefits of the WIC program, and program eligibility. Provide outreach materials both 	<p><u>Community Services</u></p> <ul style="list-style-type: none"> SNAP Outreach Services expanded its reach in New London County with the addition of a site at United Community and Family Services. Education, outreach and application assistance are key to assuring accessibility in our community. SNAP Outreach Worker assists in the completion of SNAP applications and expediting benefits. All CS Case Management completed SNAP Civil Rights Trainings, expanding capacity for SNAP application assistance to seven staff members. CS staff are partnering with Senior Nutrition to provide a nutritionally and culturally appropriate dinner, health screenings, and nutrition counseling once a week at Huntington Towers. This initiative was fortified with the addition of two AmericaCorp volunteers working to expand participation rates. TVCCA Case Management provides ongoing assistance to obtain resources related to food insecurity. Community Services, Assistant Director serves on the Board of Directors of the New London Area Food Pantry.

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 3/1/2020
	<p>English and Spanish. (WIC)</p> <ul style="list-style-type: none"> • Work with Local Health Care providers, Pregnancy testing sites and Heath Care Centers to send referrals directly to the WIC program. (WIC) • Offer non-standard office hours, including monthly Saturday appointments to remove barriers to working families and more access to families with transportation problems. (WIC) • Resource Handouts to assist clients in seeking other services including food pantries and food donation sites will be translated into multiple languages. (WIC) • Participants of the WIC program will be asked by Nutrition staff about their food insecurity at a minimum of 2x a year. (WIC) • All WIC participants will have access to Nutrition information at least quarterly. Topics will include eating healthy on a budget. (WIC) • WIC will conduct an annual participant survey (English and Spanish) focused on how services can be improved and any potential challenges to the program. WIC will include these results in the Annual Local Agency Plan. (WIC) • RSVP Volunteers assist homebound individuals with grocery shopping and access to food from food pantries. • RSVP Staff participates in the Food Security Collaborative in Northeast CT. 	<p><u>Head Start/Early Head Start</u></p> <ul style="list-style-type: none"> • Head Start continues to participate in the CACFP program and provide nutritious meals and snacks to children within the program. • WIC and Head Start co-locations continue in Groton and Colchester. <p><u>Little Learners</u></p> <ul style="list-style-type: none"> • Little Learners continues to participate in the CACFP program and provide nutritious meals and snacks to children within the program. <p><u>RSVP</u></p> <ul style="list-style-type: none"> • RSVP has approximately 120 clients being served proper nutrition at home with shopping assistance, food pantries, and meals on wheels from over 60 volunteers in both New London and Windham counties. <p><u>WIC</u></p> <ul style="list-style-type: none"> • WIC continues to service participants in Colchester within our HeadStart Program, and at the Cragin Memorial Library, allowing access to WIC services for the entire eligible community. During the COVID-19 Crisis, WIC continues to service this community via remote services, including servicing active and new clients daily. • WIC has secured resources in a variety of Languages. We continue to look for ways to improve our access to services in these specific languages. As such, TVCCA WIC has hired a peer counselor to replace our outgoing peer. The new peer is fluent in Haitian/Creole. • Two WIC Staff have completed Community Health Worker Training. One staff member has received her

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 3/1/2020
		<p>certification. The second is working on the package currently.</p> <ul style="list-style-type: none"> • WIC continues to struggle with group education contacts. As such, we are exploring this option at our satellite locations (specifically the Navy and Mothers retreat) to serve multiple clients at one time, and facilitate peer discussion at these locations where the community is already closely engaged. • WIC continues to utilize email for clients to contact both permanent locations. Specifically during COVID 19 this has become our main source of obtaining mandatory documents to certify clients. • Implementation of the Medical Model is underway in our New London office. Both permanent locations received Portable Laptop Carts, along with laptops to perform client services utilizing this model. As evidenced in our Norwich location, client response is very positive thus far. <p><u>Senior Nutrition</u></p> <ul style="list-style-type: none"> • Senior Café (Title IIIC) served 2,026 individual clients and 60,036 meals at 38 meal sites in Eastern CT in FY 18-19; Meals-on-Wheels (Title IIIC) served 1,003 clients and 206,968 meals in 39 towns in eastern CT in FY 18-19 • Cafe meal program established at Huntington Towers Housing site, with weekly evening meal program that is geared for low-income, Hispanic population started out with better than expected participation. As the months went on participation dropped and a small core of 8- 10 individuals continue to participate. TVCCA partnered

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 3/1/2020
		<p>with AmeriCorps from September 2019 – June 2020 to work with the residents to strengthen relationships between residents and TVCCA. The goal was to increase the capacity to provide congregate meals at Huntington Towers and to be in a position to address the social service needs that effect their physical health and well-being. Although AmeriCorps did establish relationships and conducted a health fair that included local businesses, TVCCA and L+M found the biggest barrier was language. In late February TVCCA began to partner with L+M to provide a dietitian that will focus on diabetes and speaks Spanish. TVCCA also has a case worker who speaks Spanish to help reduce the language barrier. The goal is to promote healthy eating through diabetes education with real life experiences, healthy food options using native fare and transitioning from a supper to lunch, which we find is main meal of the day.</p> <ul style="list-style-type: none"> • TVCCA Innovative project initiated with Senior Nutrition Program in cooperation with L&M Hospital, VNASE, Project Connect and Huntington Towers Housing site to address social determinants of health (social needs and nutritional needs), incorporating case management and healthy nutrition has proved beneficial to the few participants. Once a month AmeriCorps an AHEC have provided students to work with residents of Huntington Towers by taking blood pressures, reviewing medications and discussing overall health issues. Every other week a VNA is available to take blood pressures and talk about general health. • 9th annual Gala Fundraiser on 4/6/19 to benefit the

Prioritized Issues	Narrative on How Agency Plans to Address	Progress as of 3/1/2020
		<p>Meals-on-Wheels program raised about \$47,000; Secor Subaru Share the Love Campaign raised about \$27,000 in 2019</p>
<p>Employment</p>		<p><u>Community Services</u></p> <ul style="list-style-type: none"> • Community Services Case Management 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. • Community Services Case Managers provided linkages to the Eastern Connecticut Transportation Consortium for work related transportation and car repairs. • TVCCA Community Emergency Funds are available to assist work related expenses including equipment, safety equipment, licenses. <p><u>Employment & Training</u></p> <ul style="list-style-type: none"> • Collaboration with Department of Labor to run the American Job Center in Montville. • Enroll individuals into programs that provide career guidance/job development and opportunities to update their skills through training. • Provide Case Management services to clients enrolling into the Manufacturing Pipeline Initiative • Provide Case Management/Job Development services to client in recovery from Substance Abuse. • American Job Center presence at all local job/educational fairs • Provide Case Management/job development services to individuals receiving TANF to gain self-sufficiency for them and their families through employment

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. Based on feedback from our community’s low-income population and community stakeholders, and quantitative data analysis, we have targeted the issues of Employment, Access to affordable early childhood education, Affordable housing, and Budgeting & paying for bills.

The needs identified through TVCCA’s Needs Assessment fall under the umbrella of 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, education, the physical environment, employment, and social support networks, as well as access to health care. By assessing and addressing the *social determinants of health* that negatively impact clients’ lives, TVCCA seeks to prove that social service interventions can significantly improve overall outcomes. Section 8: Results Oriented Management and Accountability (ROMA)

8a. Use of the ROMA cycle

	Community Action Plan
Assessment	<ul style="list-style-type: none"> • TVCCA conducted a community needs assessment that identified needs and resources in the community. • Evaluated current services to determine effectiveness in meeting identified needs.
Planning	<ul style="list-style-type: none"> • Charts within TVCCA’s Community Action Plan form a logic model for meeting the prioritized needs. • Measurable outcomes have been identified. • Services have been matched to the needs to achieve outcomes. • TVCCA’s Tribeware system will track services and outcomes.
Implementation	<ul style="list-style-type: none"> • TVCCA staff will implement identified services tied to strategies within the Strategic Plan and Community Action Plan. • TVCCA reports on progress made within the Strategic and Community Action Plans at least annually
Achievement of Results	<ul style="list-style-type: none"> • Results will be measured for each outcome.
Evaluation	<ul style="list-style-type: none"> • At least annually, TVCCA will analyze data and review the demographics of the population served. • Performance goals will be adjusted if needed. Strategies will be revised based on performance in meeting identified needs.

8b. Nationally Certified ROMA Trainer (NCRT) or Implementer

Name of Certified ROMA Trainer or Implementer	Megan Brown
Relationship of Trainer/Implementer to Agency (on staff, consultant, State Association, Other)	Staff
Type of Interaction	In Person
Date(s) of Interaction	Continuous
Brief Description of Interaction	Ms. Brown is the primary preparer of the Community Action Plan, as well as the Community Needs Assessment and Strategic Plan (including annual Updates). She also oversees the agency's fundraising, contract compliance, and quality assurance.

Name of Certified ROMA Trainer or Implementer	Debbi Poirier
Relationship of Trainer/Implementer to Agency (on staff, consultant, State Association, Other)	Staff
Type of Interaction	In Person
Date(s) of Interaction	Continuous
Brief Description of Interaction	Ms. Poirier is the Director of TVCCA's Little Learners Early Education Program. She oversees the assessment, planning, implementation, results, and evaluation for that program. She also serves on the Agency's needs assessment committee.

Name of Certified ROMA Trainer or Implementer	Kimberly Barry
Relationship of Trainer/Implementer to Agency (on staff, consultant, State Association, Other)	Staff
Type of Interaction	In Person
Date(s) of Interaction	Continuous
Brief Description of Interaction	Ms. Barry is the Financial Education & Social Services Manager. She works with the Assistant Director of Community Services to develop consistent implementation and reporting of case management services across all agency departments, and to assure the Tribeware system accurately compiles data to support National Performance Indicators. Ms. Barry also serves on the Agency's needs assessment committee.