



STRATEGIC PLAN

FY2023 – FY2026

Approved by the Board of Directors 02.2022

VISION: We envision a community where all residents have the opportunities and resources to achieve their greatest potential.

MISSION: It is the mission of TCAA to foster dignity and self-reliance in the economically vulnerable within the communities we serve.

CORE VALUES:

- **Vision:** We are visionary, bringing innovation to our work and never ceasing to find a better way to carry out our mission.
- **Impact:** What we do, and how we do our work, leads to measurable impact for the households and communities served.
- **Collaboration:** We are collaborative within TCAA and throughout our service areas, multiplying our capacity to deliver on our mission.
- **Trust:** We seek to consistently build trust in every interaction by conducting ourselves in a professional and honest manner, one conversation, one action, one follow-through at a time.
- **Empathy:** We demonstrate empathy for employees, volunteers, and participants, recognizing that value and respect for life circumstances contribute to positive experiences.
- **Resilience:** We dedicate the knowledge and resources necessary for building resilience so that children and adults in our service areas can thrive.
- **Inclusion:** We believe all employees, volunteers, and community members have the right to feel respected, supported, and valued. We celebrate differences and encourage people to bring their entire, authentic selves to our work.

STRATEGIC GOALS:

1. Grow and sustain our capability to respond to a larger population and increased social needs

OBJECTIVES:

- a. Execute the Building Resilience Capital Campaign to raise the necessary financial resources over the next five years for capital construction (facilities), program expansion, and unrestricted revenue
- b. Increase non-traditional funding streams such as fee-for-service and healthcare system reimbursements
- c. Secure and appropriately manage the funds needed to deliver on our mission today and in the future.

2. Increase the engagement, retention and advancement of human capital

OBJECTIVES:

- a. Improve on our capacity to recruit, engage, and advance paid and volunteer positions at TCAA.
- b. Promote the attractiveness of TCAA as a locally significant organization through tailored recruitment strategies that market our reputation and distinctiveness.
- c. Provide the best possible onboarding and ongoing work experiences at TCAA.

- d. Ensure our people are provided with the work environment and resources needed to effectively and efficiently deliver on our mission.
- e. Create and foster a diverse, inclusive, equitable and sustainable culture and environment for our employees, volunteers, and program participants.

3. Improve participant outcomes through better integration of programs and services

OBJECTIVES:

- a. Shift from program-centric to person-centric service delivery model.
- b. Increase investment and participation in proactive/preventative services.
- c. Improve data collection and reporting capabilities.
- d. Conduct assessment and implement strategies to strengthen healthcare system integration.
- e. Address the immediate need for hunger relief among the food insecure.
- f. Improve the ability of seniors and adults with disabilities to live independently.
- g. Reduce the likelihood of homelessness among households in crisis.
- h. Intervene and assist unhoused adults to secure and retain permanent housing.
- i. Improve the likelihood of healthy upbringings among newborns in low-income, minority households.
- j. Increase the financial status of low-income adults.

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