



CCHA Strategic Planning Committee Meeting

Thursday, April 16th, 2026

1:30 – 3:00PM

[Meeting Link](#)

MINUTES

1. Introductions and Announcements

5 Minutes

Increased Service Volume: Travis shared that their team served 2,000 people with state and federal taxes, which is 200 more than the previous year, indicating growth in outreach and service delivery.

Economic Stimulus Through Refunds: The tax assistance program generated over \$2.3 million in refunds for local residents, with the Earned Income Tax Credit being the largest economic stimulus, followed by Three Squares Vermont.

High EITC Eligibility: Travis noted that 94% of those assisted were eligible for the Earned Income Tax Credit, demonstrating the program's effectiveness in reaching those most in need.

HOP Grant Restrictions: Travis explained that the HOP grant announcement made it clear that applicants should not request additional funds, impacting plans for expanding program positions.

State Budget Challenges: Multiple sources indicated that the current year would be difficult for state-level funding, a trend expected to continue in the near term, affecting strategic planning for organizations.

Training Schedule and Communication: Justin stated that trainings are planned for late May, June, and July, with communications to be sent out by May 1st, and adjustments made to avoid conflicts with school schedules and holidays.

Collaboration with Common Good Vermont: The de-escalation training is a co-sponsored effort, with Common Good Vermont handling planning, administration, and registration, supported by a small grant to ensure free participation.

In-House Training Offerings: Other trainings, such as everyday inclusion and DEI, will be provided by in-house trainers at no cost to community members, leveraging internal resources for broader community benefit.

Burnout Prevention and Mental Health Initiatives: Justin mentioned that burnout prevention and mental health first aid initiatives will be managed by Thomas Moore as part of community-led efforts, separate from the in-house training offerings.

2. Review the [March Meeting Minutes](#)

5 Minutes



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3. Quarterly Co-Chairs Meeting – Recap

10 Minutes

Quarterly Co-Chairs Meeting Recap: Bryce summarized the recent quarterly co-chairs meeting, noting updates from committees and the ongoing transition between phases two and three of the strategic plan, with an emphasis on building upon previous work.

Resource Development Focus: Resource development was highlighted as a key area for future focus, with efforts to identify new funding sources and address community needs through collaborative grant applications.

Gaps Analysis and Collaborative Funding: The group discussed using gaps analysis from the housing resource series to inform grant applications, encouraging collaborative efforts among organizations to maximize funding opportunities and address systemic needs.

Application Library and Best Practices: Crystal and Bryce proposed creating a library of successful grant applications to facilitate knowledge sharing and reduce competitive barriers among organizations.

4. Review Strategic Plan Progress

15 Minutes

Work Plan Alignment: Amy proposed creating a master work plan that integrates activities across committees, ensuring mutually reinforcing actions and identifying dependencies.

Retreat Timing and Planning: The group agreed that the annual retreat is typically held in the fall, with planning to begin in Q2 or Q3, and that the next quarterly co-chairs meeting will focus on retreat preparation.

Task Prioritization: Bryce emphasized the need to prioritize tasks within the work plan to avoid overextending committee capacity and to focus on the most impactful activities.

5. Committee Workplan

40 Minutes

a. Community Focus – Collaborative Application

Examples of Collaborative Applications: Crystal Jones described a joint SHIC grant application with another organization, emphasizing the increased strength and positive reception of collaborative proposals.



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Funder Assessment of Collaboration: Justin explained that funders actively assess collaboration as a criterion, with collaborative applications often viewed more favorably and potentially outcompeting individual submissions.

New Funding Opportunities: Amy highlighted the importance of seeking new funding streams, such as the Leahy Institute for Rural Partnerships, and the need for explicit faculty and student engagement in partnership with UVM.

Application Timelines and Planning: Travis provided details on the timeline for the 2027 Leahy Grant, including key dates for letters of intent and proposals, allowing ample time for collaborative planning.

NOFO Committee Status: Bryce explained that the NOFO committee had been inactive but is now being reconstituted with new members, including United Way as the collaborative applicant.

Strategic Planning Committee Support: Amy suggested that the strategic planning committee could assist the NOFO committee by facilitating conversations and identifying gaps to inform collaborative applications.

Recruitment and Participation: Bryce described ongoing recruitment efforts for subcommittees, emphasizing flexible participation levels and the importance of engaging a broad range of organizations.

Year-Round Committee Engagement: The group discussed the value of maintaining active work plans and engagement for the NOFO and ranking committees throughout the year, rather than only during application periods.

Collaborative Application Process Mapping: Amy suggested that United Way should develop a work plan for the collaborative application process, aligning it with other committees and clarifying roles and responsibilities.

Statewide Collaborative Ask: Travis described a collective request involving 15 organizations for funding benefit assistance positions, emphasizing the value of unified data collection and reporting.

Challenges and Adaptations: Despite the ask facing challenges, Travis noted that organizations are considering internal adaptations, such as reallocating existing staff to cover unmet needs if funding is not secured.



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Grant Reporting Practices: Amy discussed preparing a final report for the SHIC grant, emphasizing the need to document backbone support and the impact of collective efforts.

Qualitative Feedback Collection: Bryce and Travis shared strategies for gathering quotes and qualitative data from staff and clients to strengthen future grant applications and reports.

6. Finalizing the Conflict Resolution Policy

15 Minutes

Please review the draft policy and offer any suggestions to complete the draft to send it to the Steering Committee for final approval.

To move the CCHA toward its mission to prevent and end homelessness, the Strategic Planning Committee will work to identify current gaps in the system and work to ensure decisions of sub-Committees and Steering Committee decisions are influenced and informed by relevant data sources. This includes assessment and analysis of racial disparities, and housing and service challenges in the CCHA, and developing annual strategies for implementation.

The Strategic Planning Committee will report at each of the Steering Committee Meetings on current strategies, progress toward goals, and other key information. The Strategic Planning Committee will review all HUD directives and policy briefs to provide guidance in CCHA planning. Building a resource development, the Strategic Planning Committee is charged with ensuring sustainable funding to support the goals of the CCHA, in partnership with the Steering Committee.

The Strategic Planning Committee convenes work groups and hosts working retreats of officers and committee chairs to draft committee charters and develop an integrated and mutually reinforcing workplan to implement the strategic plan and hosts an annual retreat to assess progress and set benchmarks for the strategic plan implementation.