



CVCOA

Strategic Plan and Roadmap
March 2023



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EXECUTIVE SUMMARY

CVCOA'S STRATEGIC PLAN AND ROADMAP PROVIDES AN ACTIONABLE PATH FORWARD TO BUILD A SOLID BASE FOR THE FUTURE WHILE ADDRESSING TODAY'S CRUCIAL NEEDS

- This plan builds off the As-Is assessment and To-Be vision to improve CVCOA's capability maturity in the most critical areas
- A Strategic Planning Process was followed and involved key stakeholders in a series of planning sessions
- A SWOT Analysis kicked off the planning process to determine CVCOA's As-Is state
- The SWOT Analysis revealed common themes that were then used to determine the To-Be state
- Four Objectives were identified that will lead CVCOA to realize its To-Be state
 - **OBJECTIVE 1** – Become the human services employer of choice in the Central Vermont area
 - **OBJECTIVE 2** – Increase collaboration with existing community and human service organizations, and develop new relationships at all levels to increase outcomes and leverage economies of scale
 - **OBJECTIVE 3** – Increase revenue by developing new streams
 - **OBJECTIVE 4** – Continually review, and revise where appropriate, the CVCOA organization and operating model to ensure programming meets current mission needs
- Each Objective was further broken down into Strategies and Activities
- Objectives, Strategies, and Activities were sequenced into an actionable roadmap

CVCOA MISSION AND VISION

Mission – CVCOA is a nonprofit organization focused on improving the quality of life for the residents of the 54 towns of Central Vermont as they age. The CVCOA mission statement is:

**To Support Central Vermonters to age with
dignity and choice**

CVCOA is a dynamic part of a dynamic community and needs to evolve to remain relevant and continue meeting the needs of its constituents. As part of this strategic planning process there were discussions about this mission statement. While there is no desire among any stakeholders to change CVCOA's focus, or step back from its commitment to the elderly in Central Vermont, it was noted that there is the possibility of developing a more comprehensive mission statement that reflects the evolving needs of its constituents. Discussions about what changes, if any, should be made to the CVCOA Mission Statement are included as one of the activities in this strategic plan.

Vision – The strategic planning process revealed that issues faced by the elderly today are very different than what they faced when CVCOA was founded half a century ago in 1972. Our vision to help build a world where aging is honored has not changed, but what that takes in 2023 and beyond must. This strategic plan addresses the need for CVCOA to evolve so that it can continue to meet the needs of aging Central Vermonters for the next half a century.

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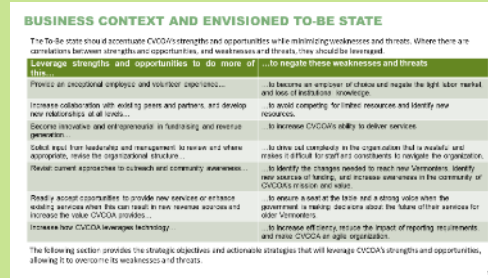
STRATEGIC PLANNING PROCESS OVERVIEW

SWOT Analysis and As-Is Assessment



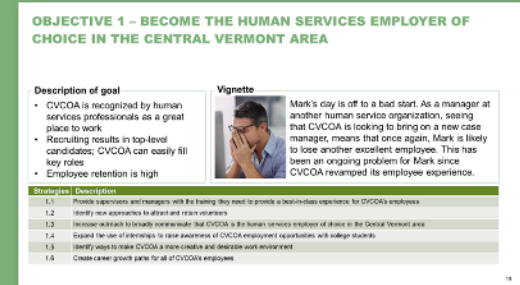
- The strategic planning process was formally kicked off with a half-day planning workshop facilitated by a strategic planning consultant that included the CVCOA Board, Leadership, and Management.
- This workshop looked at CVCOA's strengths, weaknesses, opportunities, and threats to create a shared understanding of where CVCOA is, where it needs to go, and what challenges it may encounter along the way.

Identification of Themes



- The planning team explored the outcomes of the SWOT analysis to identify common themes
- The themes informed the elucidation of the To-Be state
- The planning team took the view that it was critically important to develop an achievable plan in a timely manner. They were determined to not let perfection get in the way of better.

Development of Strategic Objectives



- With the As-Is and To-Be clarified and understood, the next step was to determine the Objectives that would result in the realization of the To-Be state
- The Objectives were further broken down into strategies and activities to provide the actionable step to achieve the objectives.

To create a strategic plan that could be executed by CVCOA with its current resources, certain limitations were placed on the depth and scope of the strategic plan. However, this does not diminish the tremendous value provided by this planning effort. All the participants who were involved in developing this plan are confident that it provides CVCOA with the guidance needed to make CVCOA's second century much better than its first.

THE PLANNING TEAM STARTED WITH A SWOT ANALYSIS TO GAIN AN UNDERSTANDING OF CVCOA AND ITS ENVIRONMENT

CVCOA is not immune to the significant challenges that most non-profits face; however, CVCOA is well positioned to overcome them. The planning team performed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to provide a structured picture of CVCOA's As-Is situation.



Strengths

- Internal
- Positive

Weaknesses

- Internal
- Negative

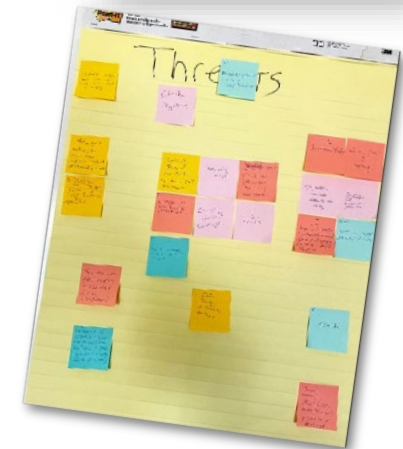


Opportunities

- External
- Positive

Threats

- External
- Negative



AS-IS ASSESSMENT: INTERNAL – POSITIVE

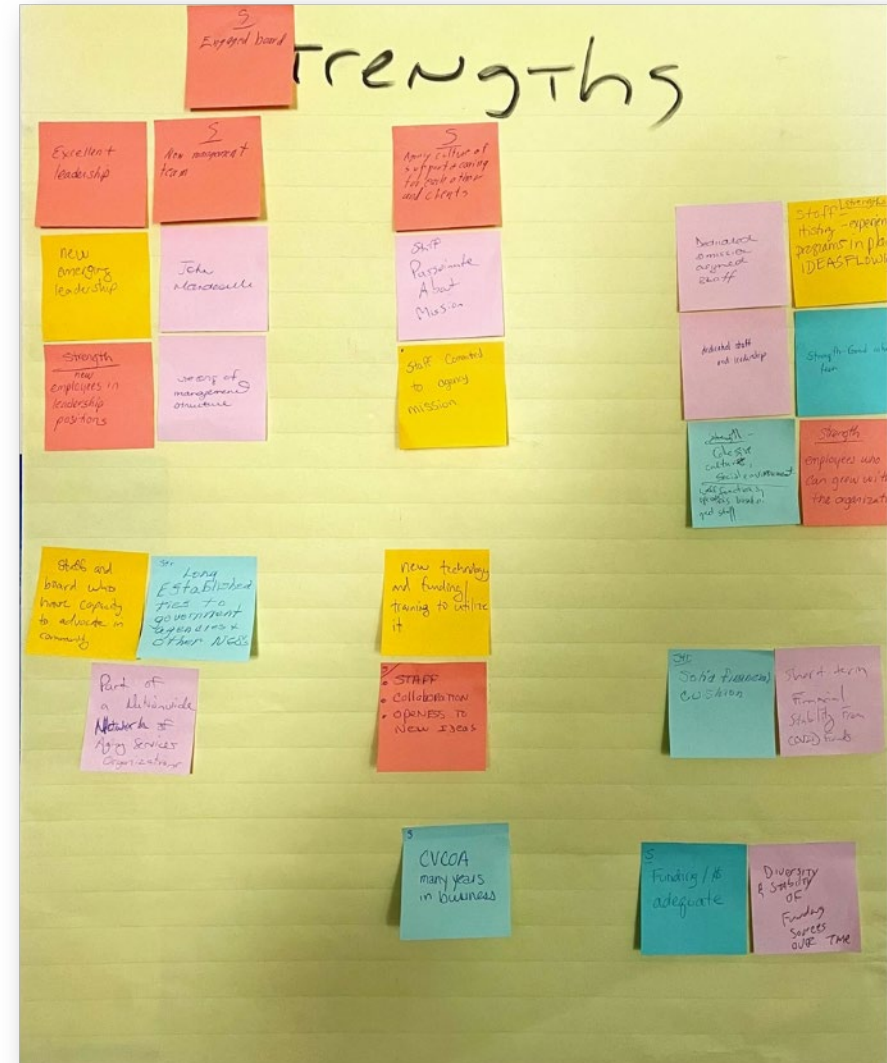
Strengths

Summary – Strengths are the positive things that are internal to the organization. If CVCOA had to describe its strengths in a single word, that word would be People. CVCOA is fortunate to have capable and dedicated people across the organization, from an engaged Board, to excellent leadership, to a committed, capable, and caring staff.

Common Themes – In addition to its people, other themes emerged as strengths:

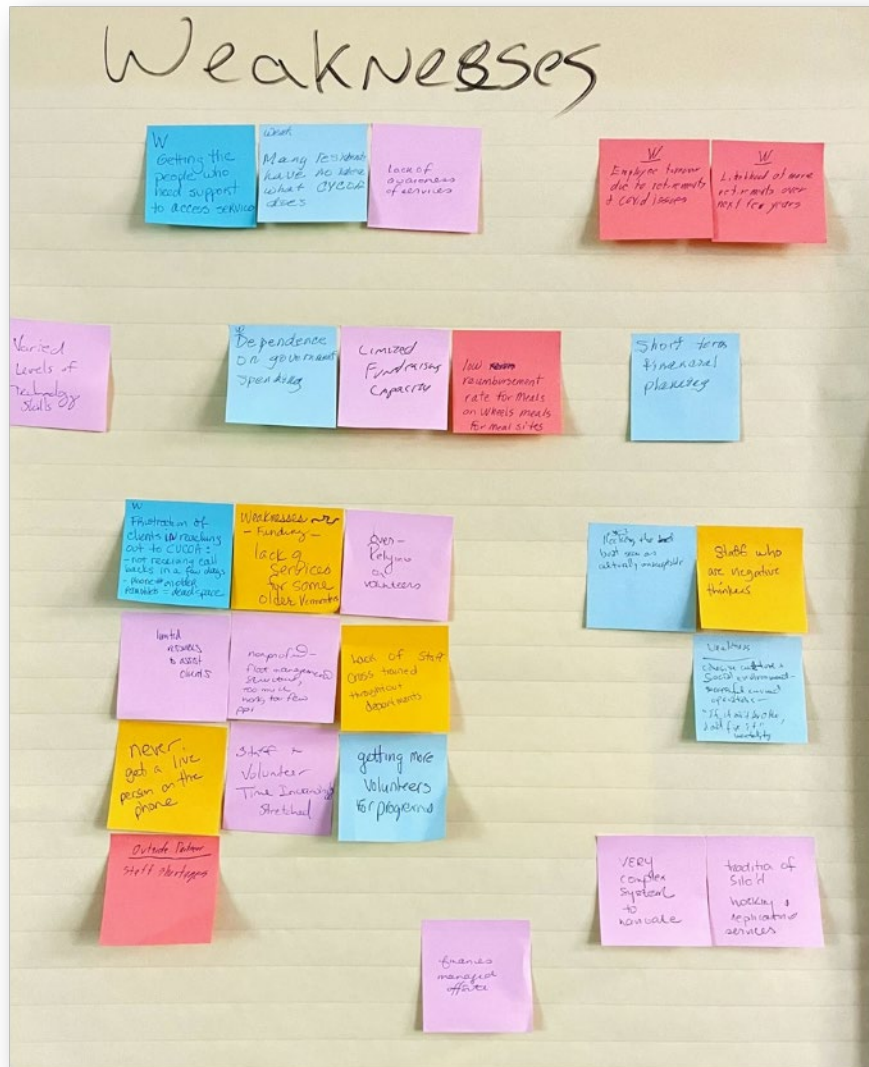
- Engaged board
- Strong leadership
- Culture of Caring
- Connections to the community
- Part of nationwide network
- Investment in technology
- Innovative
- Diverse funding sources
- Maturity of the organization
- Dedicated and capable staff
- Strong financials

Insights – CVCOA has a mission driven culture; everyone at CVCOA is there to make a difference and they are not afraid to change if necessary. CVCOA has built strong relationships in the community, with other organizations and with government agencies, both locally and nationwide that they are able to leverage. CVCOA is financially stable and has diverse funding sources and has wisely used funds to invest in new technology.



AS-IS ASSESSMENT: INTERNAL – NEGATIVE

Weaknesses



Summary – Weaknesses are the negative things that are internal to the organization. Many of CVCOA’s weaknesses correlate to strengths. For example, the strength theme of strong financials is offset by the weakness theme that finance and accounting is done by a contractor. Similarly, a strong staff is offset by the loss of institutional knowledge from retirements and turnover. In general, this correlation tends to indicate that where weaknesses are present, the resources to overcome them also are present.

Common Themes – Many weakness themes could be viewed as the result of past actions (or inactions):

- Lack of awareness in the community
- Lost institutional knowledge from employee turnover and retirements
- Inconsistent technology skills
- Limited capacity for fundraising
- Short-term financial planning
- Finance and accounting oversight through contractor
- Limited staff stretched too thin
- Some staff are disengaged
- Complex, siloed systems and organization

Insights – The demand for services exceeds the staff’s capacity to deliver in a timely manner. Employees are stretched thin and everyone is being asked to do more with less. This is leading to burnout, and resignations, resulting in knowledge leaving the organization. This along with limited public awareness of the services offered by CVCOA probably limits CVCOA’s ability to fundraise. Organizationally, CVCOA can do more to get the most from its investment in technology and streamline operations so CVCOA is easier to navigate for both constituents and staff.

AS-IS ASSESSMENT: EXTERNAL – POSITIVE

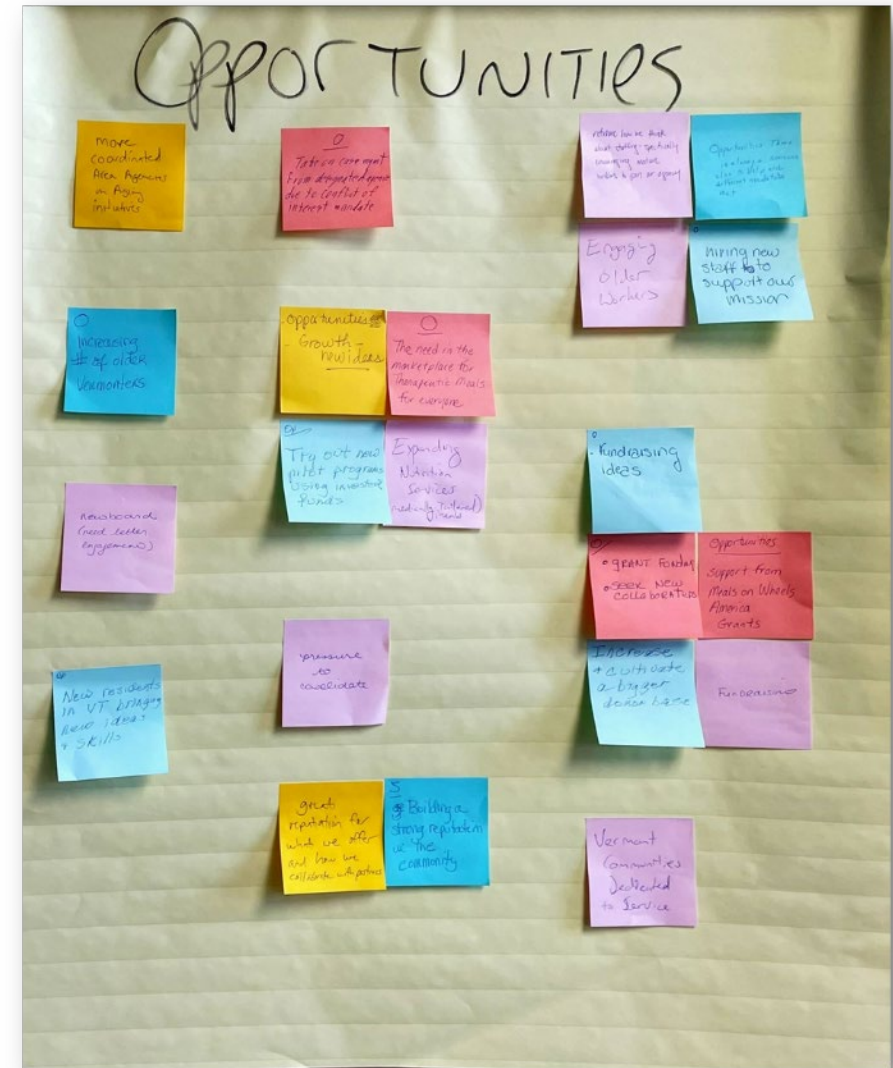
Opportunities

Summary – Opportunities are the positive things that are external to the organization. Because they are external, they are less controllable, so CVCOA must react to take advantage of them. Again, we see strong correlations between the strengths and weaknesses. Additionally, many opportunities could be seen as threats; it is a matter of perspective. For example, an increasing number of older Vermonters is seen as an opportunity because it allows CVCOA to do more of what it does well. However, if other areas are not addressed, such as increasing funding and streamlining operations, this could also be a threat.

Common Themes – The rapid changes we have seen recently appear to be driving some opportunities:

- Coordination with other AAAs
- Increasing number of older Vermonters
- Assume new case management duties
- New staffing, changes in employment
- New programs and initiatives
- New Board
- New Vermont residents
- Pressure to consolidate
- Strong reputation in the community
- New funding sources
- Vermont's culture of service

Insights – Growth opportunities to provide new services or enhance existing services brings more demand, but also new funding opportunities. CVCOA has a great reputation in the community and can collaborate with partners to overcome shared obstacles. Vermont's culture of caring and service can be leveraged for funding and staffing.



AS-IS ASSESSMENT: EXTERNAL – NEGATIVE

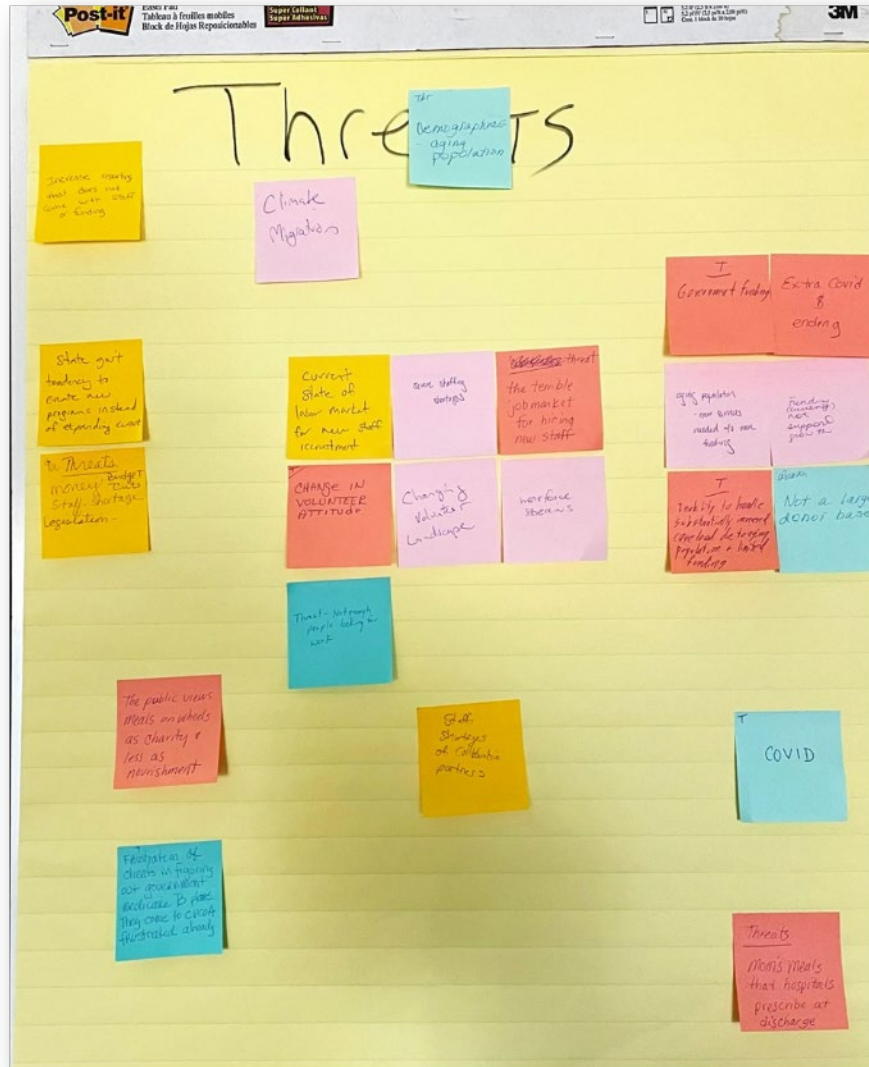
Threats

Summary – Threats are the negative things that are external to the organization. Just like opportunities, because they are external, they are less controllable, so CVCOA must react to minimize their impact. CVCOA is not alone in facing most of these threats which points to the need for a collaborative approach to overcome them; circling the wagons does not seem to be a reasonable approach to the current threats.

Common Themes – Similar to opportunities, societal changes appear to be behind many of the threats:

- Increased demand for reporting
- Climate migration
- Increased number of aging Vermonters
- Increased unfunded mandates
- Challenging labor market
- Uncertain future funding
- Public perception of CVCOA services
- Partners are facing staffing challenges as well
- Competition
- Frustrated clients
- The next COVID-like life-changing earthquakes that may happen

Insights – Aging population and climate migration may increase what CVCOA is asked to do. CVCOA will need to carefully consider how to respond to increased unfunded reporting requirements. It will be important to change the perception of aging-related programs from charity to another life stage. With partners facing similar challenges, CVCOA will need to collaborate instead of compete. New approaches are needed for recruiting and retention of employees and volunteers. Big unknown threats like COVID are always looming and can strike unexpectedly; what does CVCOA need to do to best prepare for the next one.



AS-IS SUMMARY

The world that CVCOA finds itself in is very different from the one it was in just a few years ago. Complicating this is that all signs point to a continuation of the changes that CVCOA is experiencing. Fortunately, **CVCOA HAS THE STRENGTHS AND OPPORTUNITIES TO NOT ONLY ADDRESS ITS NEW ENVIRONMENT, BUT TO EMERGE A MUCH STRONGER AND MORE CAPABLE ORGANIZATION.**

IN ALMOST EVERY CASE, A WEAKNESS OR THREAT IS OFFSET BY A STRENGTH OR OPPORTUNITY. Many threats are also opportunities. Organizations that face uncertainty do well when they become more nimble. Agility, innovation and an entrepreneurial approach are the go-to tools for successful organizations when faced with change and uncertainty. **THIS ANALYSIS POINTS TO THE NEED TO TAKE THINGS HEAD ON, AND NOT CIRCLE THE WAGONS.** The next section on the Envisioned To-Be state provides insights of what CVCOA needs to become.

BUSINESS CONTEXT AND ENVISIONED TO-BE STATE

The To-Be state should accentuate CVCOA’s strengths and opportunities while minimizing weaknesses and threats. Where there are correlations between strengths and opportunities, and weaknesses and threats, they should be leveraged.

Leverage strengths and opportunities to do more of this...	...to negate these weaknesses and threats
Provide an exceptional employee and volunteer experience...	...to become an employer of choice and negate the tight labor market, and loss of institutional knowledge.
Increase collaboration with existing peers and partners, and develop new relationships at all levels...	...to avoid competing for limited resources and identify new resources.
Become innovative and entrepreneurial in fundraising and revenue generation...	...to increase CVCOA’s ability to deliver services
Solicit input from leadership and management to review and where appropriate, revise the organizational structure...	...to drive out complexity in the organization that is wasteful and makes it difficult for staff and constituents to navigate the organization.
Revisit current approaches to outreach and community awareness...	...to identify the changes needed to reach new Vermonters, identify new sources of funding, and increase awareness in the community of CVCOA’s mission and value.
Readily accept opportunities to provide new services or enhance existing services when this can result in new revenue sources and increase the value CVCOA provides...	...to ensure a seat at the table and a strong voice when the government is making decisions about the future of their services for older Vermonters.
Increase how CVCOA leverages technology...	...to increase efficiency, reduce the impact of reporting requirements, and make CVCOA an agile organization.

The following section provides the strategic objectives and actionable strategies that will leverage CVCOA’s strengths and opportunities, allowing it to overcome its weaknesses and threats.

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GUIDE TO OBJECTIVES

OBJECTIVE 1 – BECOME THE HUMAN SERVICES EMPLOYER OF CHOICE IN THE CENTRAL VERMONT AREA

Description of goal

- CVCOA is recognized by human services professionals as a great place to work
- Recruiting results in top-level candidates; CVCOA can easily fill key roles
- Employee retention is high

Vignette



Mark's day is off to a bad start. As a manager at another human service organization, seeing that CVCOA is looking to bring on a new case manager, means that once again, Mark is likely to lose another excellent employee. This has been an ongoing problem for Mark since CVCOA revamped its employee experience.

Strategies	Description
1.1	Provide supervisors and managers with the training they need to provide a best-in-class experience for CVCOA's employees
1.2	Identify new approaches to attract and retain volunteers
1.3	Increase outreach to broadly communicate that CVCOA is the human services employer of choice in the Central Vermont area
1.4	Expand the use of internships to raise awareness of CVCOA employment opportunities with college students
1.5	Identify ways to make CVCOA a more creative and desirable work environment
1.6	Create career growth paths for all of CVCOA's employees

Vignettes provide a “day-in-the-life” view for stakeholders once the objective is realized

High-level description of the objective, describing the desired end state

Listing of the strategies that once achieved, will lead to the realization of the objective; each strategy is covered in its own slide (see next slide)

GUIDE TO STRATEGIES

STRATEGY 4.2 REDUCE FRICTION AND OPERATIONAL OVERHEAD TO TRANSFORM CVCOA INTO AN AGILE ORGANIZATION THAT CAN QUICKLY ADAPT TO FUTURE CHANGES

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Finalize work so standup AAA consortium (AAA-C)	●				■				
Address challenges with finance and accounting	●					■	■		
Consolidate IT through AAA consortium (AAA-C)	●	①	①	①			■	■	
Explore and implement other shared services via AAA-C	●	①	①	①			■	■	■
Nurture organizational culture and expectations that values agility	●	●	●	●	■	■			
Institute an organizational change management program	●	●	●	●	■	■			
Institute continual process reengineering	●	●	●	●	■	■	■	■	■

Notes

Everything in this strategic plan will be much more successful if undertaken by an organization that is firing on all cylinders. The tasks associated with this strategy are intended to help CVCOA develop the capabilities needed for sustained operational excellence at scale.

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Actionable description of the strategy that describes what CVCOA needs to do

Activities are mapped to functional areas

Listing of the steps required to execute on the strategy with a timeline that reflects when the activities should be addressed to stay on schedule. Timeline does not indicate level of effort (LOE); however, steps are sequenced in such a way as to balance LOE across all in-progress objectives and be achievable with current staff.

A Notes area provides a place to add clarifying details, document assumptions, or list dependencies. It can also be used to track progress.

OBJECTIVE 1 – BECOME THE HUMAN SERVICES EMPLOYER OF CHOICE IN THE CENTRAL VERMONT AREA

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STRATEGY 1.1 PROVIDE SUPERVISORS AND MANAGERS WITH THE TRAINING THEY NEED TO PROVIDE A BEST-IN-CLASS EXPERIENCE FOR CVCOA’S EMPLOYEES

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Collaborate with V4A to develop training catalog for all roles	●	○	○	○	■				
Leverage V4A training catalog for CVCOA staff	●	●	●	●		■	■	■	■
Gap assessment of current needs for managers and supervisors	●	●	●	●	■				
Internal identification of CVCOA training curriculum	●	●	●	●	■				
NCQA accreditation	●	○	○	○	■	■			

Notes

The tasks for this strategy are intended to give the CVCOA management team the tool that they will need to make CVCOA the human services employer of choice in the Central Vermont area

STRATEGY 1.2 IDENTIFY NEW APPROACHES TO ATTRACT AND RETAIN VOLUNTEERS

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Restructure volunteer departments and processes			●	◐	██████████				
Develop creative approaches for volunteer recognition	◐		●	●		██			
Improve volunteer oversight and support	●	●	●	●		██████			
Reassess volunteer roles	●	●	●	●	██████				
Redesign volunteer training (orientation and onboarding)	●		●	●	██████████████████				
Target new sources for volunteers, e.g., HS students		◐	●	●		██			

Notes — These tasks allow CVCOA to take a fresh look at how volunteers can help CVCOA achieve its mission. They are also designed to make CVCOA a more accommodating place for volunteers.

STRATEGY 1.3 INCREASE OUTREACH TO BROADLY COMMUNICATE THAT CVCOA IS THE HUMAN SERVICES EMPLOYER OF CHOICE IN THE CENTRAL VERMONT AREA

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Balance outreach activity across all functional areas	●	●	●	●	[Dark Blue Bar]				
Identify and initiate job fair like approaches not currently In use	●			●	[Dark Blue Bar]				
Develop creative / fresh approaches to marketing	●			●	[Dark Blue Bar]				
Refocus on communicating personal value proposition of CVCOA career	●	◐	◐	●	[Dark Blue Bar]				

Notes

CVCOA is already very competitive in the human services labor market. Evidence suggest that CVCOA can do a better job getting the word out; these tasks are intended to do that.

STRATEGY 1.4 EXPAND THE USE OF INTERNSHIPS TO RAISE AWARENESS OF CVCOA EMPLOYMENT OPPORTUNITIES WITH COLLEGE STUDENTS

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Integrate with university programs	●	●	●	●	[Dark blue bar]				
Develop playbooks to streamline onboarding and reduce oversight	●	●	●	●		[Dark blue bar]			
Work with licensure programs so CVCOA internships are integrated	●	●	●	●			[Dark blue bar]		
Expand scope of internships beyond what has been typically done	●	●	●	●	[Dark blue bar]				

Notes

Interns can do so much more than what they have been used for in the past. For example, a business school intern can help build the products to improve messaging that shows the ROI of an investment in CVCOA. These tasks expand how CVCOA uses interns and provides the capability to use interns at scale.

STRATEGY 1.5 IDENTIFY WAYS TO MAKE CVCOA A MORE CREATIVE AND DESIRABLE WORK ENVIRONMENT

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Develop a creative benefits package that engage employees	●	○	○	○	[Dark Blue Bar]				
Redefine role of personnel committee with employee focus	●	○	○	○	[Dark Blue Bar]				
Reactivate wellness committee’s mission and focus	●		○		[Dark Blue Bar]				
Shift focus to employee engagement management	●	●	●	●	[Dark Blue Bar]				
Create career growth paths for all CVCOA’s employees	●	●	●	●	[Dark Blue Bar]				

Notes

Retention is at least as important as recruiting. Studies have shown that the cost of replacing a valuable employee exceeds the annual cost of their salary. These tasks are designed to improve CVCOA’s ability to retain its talent.

OBJECTIVE 2 – INCREASE COLLABORATION WITH EXISTING COMMUNITY AND HUMAN SERVICE ORGANIZATIONS, AND DEVELOP NEW RELATIONSHIPS AT ALL LEVELS TO INCREASE OUTCOMES AND LEVERAGE ECONOMIES OF SCALE

Description of goal

- CVCOA seeks out and leverages partnerships that allow it achieve more than it could on its own
- Partnerships with the education community are targeted
- Partnerships are used to increase revenue

Vignette



CVCOA’s Operations Manager is having a good day. She just learned that the five Vermont AAAs finalized contracts for shared accounting services and group buying of employee health insurance. Not only will this save CVCOA money, but it will also free up time for other initiatives.

Strategies	Description
2.1	Increase the number and quality of relationships that CVCOA has with governments, peer organizations, and other partners at all levels
2.2	Forge new partnerships with education
2.3	Increase outreach; CVCOA should take credit for the value it creates

STRATEGY 2.1 INCREASE THE NUMBER AND QUALITY OF RELATIONSHIPS THAT CVCOA HAS WITH GOVERNMENTS, PEER ORGANIZATIONS, AND OTHER PARTNERS AT ALL LEVELS

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Define standards/criteria to identify relationships worth investing in	●	●	●	●	■				
Use standard/criteria to assess existing relationships	●	●	●	●		■			
Develop action plans for existing relationships	●	●	●	●		■	■		
Identify gaps in relationships and develop plans to fill gaps	●	●	●	●		■	■		
Expand participation in groups – take a leadership role(s)	●	●	●	●	■	■	■	■	■

Notes

A key finding of the SWOT assessment was that CVCOA is part of a much larger human services ecosystem that extends far beyond Central Vermont. These tasks will allow CVCOA to better leverage the relationships that it has with all types of organizations.

STRATEGY 2.2 FORGE NEW PARTNERSHIPS WITH EDUCATION

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Identify ways to expand internship opportunities at the college level	●	●	●	●					
Participate in human services curriculum development at all levels	◐	●	●	◐					
Establish formal mentoring programs at all levels	●	●	●	●					
Develop community service opportunities for students at all levels	●	●	●	●					

Notes

CVCOA has a long history of partnering with educational organizations. This strategy is intended to take partnerships with educational organizations to the next level as a way of building capacity and investing in the future.

OBJECTIVE 3 – INCREASE REVENUE BY DEVELOPING NEW STREAMS

Description of goal

- CVCOA does not rely solely on what has been done in the past to raise funds, new approaches are sought out
- CVCOA takes an entrepreneurial approach instead of thinking like a typical “non-profit”

Vignette



Vermont’s AHS Secretary announced today that it was entering into an agreement with CVCOA to provide case management services for a wide variety of programs. Under this agreement, CVCOA will realize a new source of revenue, while benefiting AHS, CVCOA, and Vermont’s older adults.

Strategies	Description
3.1	Expand what can be done through fundraising e.g., Increase outreach to new Vermonters
3.2	Cultivate entrepreneurship, develop products, e.g., meals to hospitals, that will result in new forms of revenue

STRATEGY 3.2 CULTIVATE ENTREPRENEURSHIP, THAT WILL RESULT IN NEW FORMS OF REVENUE

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Develop and market products/services, e.g., meals through health centers		●	●						
Enter into contracts to provide additional services		●	●						

Notes

Entrepreneurship isn't just for for-profit companies. Entrepreneurial approaches can provide new revenue streams for non-profit organizations too. These tasks are designed to leverage the entrepreneurial spirit already present in CVCOA and set it free to develop new revenue streams.

OBJECTIVE 4 – CONTINUALLY REVIEW, AND REVISE WHERE APPROPRIATE, THE CVCOA ORGANIZATION AND OPERATING MODEL TO ENSURE PROGRAMMING MEETS CURRENT MISSION NEEDS

Description of goal

- CVCOA continually reinvents itself as appropriate to remain relevant and stay ahead of emerging trends
- CVCOA moves beyond “That’s just the way we have always done things around here” ways of thinking

Vignette



Today CVCOA cut the ribbon on its new office. The new facility also provides space to deliver programs that meet the needs of Central Vermont’s older adults. Phase 2 of the project will now kick off to provide much needed housing for older adults and disabled individuals in the community.

Strategies	Description
4.1	Utilize Design Thinking and Journey Mapping to develop programs that meet the needs and expectations of CVCOA’s clients
4.2	Reduce friction and operational overhead to transform CVCOA into an agile organization that can quickly adapt to future changes

STRATEGY 4.1 UTILIZE DESIGN THINKING AND JOURNEY MAPPING TO DEVELOP PROGRAMS THAT MEET THE NEEDS AND EXPECTATIONS OF CVCOA’S CLIENTS

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Keep programming relevant with an annual zero-based review	●	●	●	●					
Develop rigorous approach to regularly assess unmet needs	●	●	●	●					
Mature data analysis capability so data informs programming & operations	●	●	●	●					

Notes

Design Thinking and Journey Mapping will allow CVCOA to better understand a day in the life of its clients. This knowledge will allow CVCOA to identify un-met, or under-met need to inform programming decisions. Equally important, it will also allow CVCOA to identify programs that may not be worth continued investment. Informed by data and a client-centric point of view, CVCOA will be able to focus on what is most important to its stakeholders to keep its programming relevant.

STRATEGY 4.2 REDUCE FRICTION AND OPERATIONAL OVERHEAD TO TRANSFORM CVCOA INTO AN AGILE ORGANIZATION THAT CAN QUICKLY ADAPT TO FUTURE CHANGES

Activity	Opps	Case Mgmt.	Nutrition Wellness	Dev. Comms.	2023	2024	2025	2026	2027
Finalize work so standup AAA consortium (AAA-C)	●				■				
Address challenges with finance and accounting	●					■	■		
Consolidate IT through AAA consortium (AAA-C)	●	◐	◐	◐			■	■	
Explore and implement other shared services via AAA-C	●	◐	◐	◐			■	■	■
Nurture organizational culture and expectations that values agility	●	●	●	●	■	■			
Institute an organizational change management program	●	●	●	●	■	■			
Institute continual process reengineering	●	●	●	●	■	■	■	■	■

Notes

Everything in this strategic plan will be much more successful if undertaken by an organization that is firing on all cylinders. The tasks associated with this strategy are intended to help CVCOA develop the capabilities needed for sustained operational excellence at scale.

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ROADMAP DETAILS

The full roadmap which illustrates the sequencing and timing of all objectives is provided in a separate tool.

The roadmap tool has a tab for the detailed roadmap. Clicking on the check box at the top left will provide a details view.

Additional tabs show the roadmap for each functional area.

