



**GENERATION
POWER CT**

Strategic Plan 2023-2027

“Celebrating 50 Years of Service”

WWW.GPCT.ORG

TABLE OF CONTENTS

INTRODUCTION

- **PAGE 3: OUR MISSION**
- **PAGE 3: THE MEANING BEHIND OUR LOGO**
- **PAGE 4: OUR HISTORY**
- **PAGE 4: OUR CORE PRINCIPLES**
- **PAGE 5: OUR STRATEGIC VISION**

OUR SIX STRATEGIC PLAN OBJECTIVES

- **PAGE 6: BE A LIFELINE TO LIMITED-INCOME HOUSEHOLDS**
- **PAGE 7: BE A VOICE IN THE PUBLIC SQUARE**
- **PAGE 8: BE VISIBLE ACROSS CT RAISING PUBLIC AWARENESS OF THE MISSION**
- **PAGE 9: EXPAND AND DIVERSIFY GPCT'S FUNDING BASE**
- **PAGE 10: RECRUIT AND RETAIN EXPERIENCED, DEDICATED AND DIVERSE STAFF AND BOARD MEMBERS.**
- **PAGE 11: ENSURE THAT POLICIES, PROCESSES, MANAGEMENT PRACTICES AND PHYSICAL INFRASTRUCTURE PROMOTE EFFECTIVENESS AND EFFICIENCY**

OUR MISSION



To lead the way so current and future generations can thrive with secure access to heat, power, and water.

THE MEANING BEHIND OUR LOGO

The Generation Power CT (GPCT) logo symbolizes the four key energy sources and environmental pillars related to energy:

- **Sun:** Empowers our direct services and forward-looking solutions, delivering rays of hope to limited-income families by securing affordable, energy-efficient resources.
- **Water:** Reflects the flow of communication with our clients, donors, and partners, ensuring that their voices guide us to deliver the highest quality of service.
- **Earth:** Nurtures our commitment to our staff, board, and workspace. We build our mission on a strong foundation of team support and prudent financial stewardship.
- **Wind:** Propels systemic change through advocacy, public engagement, and strategic partnerships to benefit the communities we serve.



The overall brand evolution from "Operation Fuel" to "Generation Power CT" signifies a shift from purely providing emergency crisis relief to offering sustainable, long-term energy solutions that empower households to thrive.

OUR HISTORY

GPCT began in 1977 as Operation Fuel, born out of a crisis that exposed deep gaps in energy access. In the wake of a global oil embargo, skyrocketing heating costs left many Connecticut households struggling, especially those who earned just enough to be excluded from government aid.

In response, a powerful coalition of faith leaders, leaders in banking, insurance, and utilities joined Governor Ella Grasso and Father Thomas Lynch to launch Operation Fuel. Our mission at that time was to provide critical support to those who did not qualify for government assistance and act as a safety net for working families facing energy insecurity.

OUR VALUES

OUR CORE VALUES:



COLLABORATION



GROWTH



EMPATHY



RESPECT



CLIENT-FOCUS



OUR STRATEGIC VISION

Generation Power CT (GPCT) supports thousands of income-eligible Connecticut households struggling with heating, water, and electricity costs.

As we celebrate our 50th anniversary in 2027, we are evolving to become a stronger, more impactful organization, blending our foundational commitment to service with forward-looking strategies that aim to empower.

Our strategic plan includes six overarching goals, with identified strategic objectives for each. As you review this plan, we invite you to partner with us as we aim to ensure that everyone thrives with secure access to heat, power, and water.



"I lost my job and was struggling to keep up with heating costs. [GPCT] helped me tremendously with fuel assistance. They notified my oil provider right away, and the oil was delivered quickly. During these hard times, knowing that [GPCT] was there to help me and so many others meant a lot..."

-- Client Testimonial

Strategic Plan Objectives: We will...

- 1. Be a lifeline to limited-income households** during home utility emergencies, and help them navigate a path toward more affordable, more efficient, and more environmentally responsible energy and water consumption.
 - Remove barriers that block people from accessing utility assistance applications and ensure there are no biases in the application process.
 - Strengthen partnerships and referral networks to connect clients to additional social services (e.g. payment assistance programs, homeless intervention, abatement services, etc.) that could guide them toward greater financial self-sufficiency.
 - Connect client households to qualified, licensed programs for removal of health and safety hazards, remediation of weatherization barriers, and installation of heat pumps.



We will...

2. **Be a voice in the public square** advocating on behalf of economically vulnerable and energy-insecure residents in our state and use GPCT's voice to amplify calls for environmental justice emanating from other organizations.
 - Continue to serve as a leading advocate in CT for year-round low-income utility assistance and for reducing energy burden among vulnerable populations.
 - Grow relationships with households, grassroots activists, and community organizers to set policy agendas that reflect priorities and needs of the most vulnerable.
 - Serve as a convener and coalition builder to raise public understanding of structural issues and advance proven strategies for reducing energy poverty and environmental injustice.
 - Frame energy insecurity as a health issue and help decision makers and funders recognize the connection between energy assistance and health.
 - Take a proactive, systems-change approach to combating the rising price of fuel and water and promoting local production of clean energy at scale to reduce its cost to consumers.



We will...

3. **Be visible across Connecticut** raising public awareness of the mission, why it matters, the human and community impact it has, and opportunities for allies to engage in supporting it.
 - Improve, streamline, and disseminate educational resources designed to expand the public's understanding of energy burden and direct assistance.
 - Connect with partners that can help spread GPCT's message to targeted vulnerable populations.
 - Expand our visibility and forge new grassroots connections by participating in, and spearheading, events across the state.
 - Share human-impact stories and engage clients as messengers to help spread the word about mission impact.
 - Leverage social media platforms strategically to expand awareness and engagement.



We will...

4. **Expand and diversify GPCT's funding base** in ways that promote short-term fiscal flexibility and long-term financial stability.
 - Expand on our current development plan, establishing goals and strategies for increasing annual giving, major giving, and planned giving.
 - Expand corporate partnerships strategically.
 - Leverage grant resources to seek funding from regional/national foundations and organizations whose philanthropic priorities align with our mission.
 - Explore federal funding options.
 - Leverage Add-a-Dollar program enhancements to yield incremental revenue, exploring residential and commercial customer options.
 - Explore creative opportunities for revenue growth through mission-aligned social enterprise ventures that fill an important need in the community.



We will...

- 5. Recruit and retain experienced, dedicated and diverse staff and board members** who are deeply committed to GPCT's mission and personally invested in promoting positive outcomes for the organization itself and the people it supports.
- Leverage attractive compensation packages to recruit and retain skilled and diverse staff in a highly competitive labor market.
 - Mitigate risk of knowledge loss in the event of unanticipated departures through intentional information sharing across teams and cross training with purpose.
 - Provide staff ongoing opportunities for skills training, professional development, and cultivation of leadership competencies.
 - Expand market research and data collection capacity in order to buttress public messaging and sustain credibility as a scientific voice on issues relating to energy insecurity and inequities.
 - Grow and diversify the board of directors to fill strategic gaps in representation, experience, and expertise.
 - Continue to promote interaction between the staff and board of directors to deepen a sense of common purpose and mutual accountability.

We will...

6. **Ensure policies, processes, management**

practices and physical infrastructure promote effectiveness and efficiency in a work environment that is supportive, inclusive, and collaborative.

- Develop internal procedures and policies by department.
- Cultivate a workplace culture that prioritizes teamwork, promotes *camaraderie* and *esprit de corps*, and encourages employee wellness.
- Provide staff ongoing opportunities for skills training, professional development, and cultivation of leadership competencies.
- Explore relocation options that allow for a larger space more conducive to collaborative teamwork and growth.
- Align board goals, agendas, and committee structures with identified organizational needs and priorities.



GENERATION POWER CT

"[GPCT] has helped my family in a huge way. I was diagnosed with cancer a year and a half ago so I was unable to work as I was going through chemo and radiation. We ran out of fuel in one of the coldest weeks of the year and this organization was able to grant us fuel to help us out. Much gratitude for the donations and this organization!"

- A Client Testimonial

**Every dollar makes
an impact!**

Scan the QR code
to donate today!



[GPCT.ORG/GIVE](https://www.gpct.org/give)