

**Strategic Plan
Executive Summary
July 1, 2016 – June 30, 2019**

The Community Action Commission (CAC) was incorporated in Harrisburg, Pennsylvania in April 1966, as a private, nonprofit, anti-poverty planning agency serving Cumberland, Dauphin and Perry Counties. In January 2014, CAC began doing business as Tri County Community Action (TCCA) in order to better reflect our three county service area, while also reinforcing Community Action's promise to change people's lives and improve communities. During 2015, TCCA engaged in a comprehensive study of need in the tri-county region, and as a result, is adopting a vision statement, an updated mission statement, and strategic plan.

Our Vision is that we all live in a community that is free from poverty.

Our Mission is to build on the strengths and resources available, provide solutions for complex issues, and empower individuals, families, and communities to move out of poverty.

Our Promise is that Community Action changes peoples' lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves, and each other.

Strategic Goal 1 – Align programs, services and agency operations to meet needs identified in the tri-county community.

Objectives

- ✦ Reconfigure current programming/services to align with needs in the community.
- ✦ Develop and implement a plan to meet needs that cannot be met with current organizational capacity, funding, or structure.
- ✦ Leverage the Community Services Block Grant (CSBG) to support collective impact efforts across the region.

Strategic Goal 2 – Reduce the agency's dependence on government funding by increasing fund development activities.

Objectives

- ✦ Develop and implement a fund development plan, which includes seeking donations (fundraising) from the Board, employees, other agencies/companies, and the community in general.
- ✦ Increase the amount of new revenue by 5% annually.
- ✦ Decrease the percentage that the CSBG represents in the agency's overall budget by 5% annually.

Strategic Goal 3 – Increase advocacy work.

Objectives

- ✦ Provide regular and timely updates and informational pieces via a variety of media sources.
- ✦ Educate new audiences on the challenges and needs of low-income families, and the face of poverty in the region.
- ✦ Expand participation opportunities in Poverty Simulations, Bridges Out Of Poverty training, and other topical events hosted by the agency.

Strategic Goal 4 – Increase internal organizational capacity.

Objectives

- ✦ Implement an external benchmark for standards program (such as Pathways for Excellence, or similar program).
- ✦ Develop and implement a coordinated agency-wide volunteer program.
- ✦ Increase programming/supports available to low-income families and communities through the use of volunteers.

Approved and adopted by the Community Action Commission Board of Directors, June 27, 2016. H. Scott Johnson, President.