TRI COUNTY community Action

Helping People. Changing Lives.

CUMBERLAND, DAUPHIN, AND PERRY COUNTIES

2025-2030
STRATEGIC PLAN
Living our Moonshot

Letter from the CEO

As I reflect on the past few years, I am overwhelmed with pride and gratitude for the incredible progress Tri County Community Action (TCCA) has made. Our previous strategic plan was not just a guide—it was a powerful force that helped us grow, evolve, and make a greater impact. Since 2019, we have become more dynamic, responsive, and effective in our mission.

That strategic plan set ten ambitious goals to help us adapt to external changes, respond to shifting policies, and build a solid foundation for the future. It pushed us to address essential questions, like:

- What should our core services and programs focus on?
- How can we better educate and advocate for our community to engage donors and boost fundraising?
- How can technology help us respond to the changing face of poverty?
- How can we expand key programs in Perry and Cumberland Counties?
- Are our satellite offices the best way to maintain a strong regional presence?
- How do we tell our story more effectively and show the true impact of our work?

I am incredibly proud to share some of the remarkable progress we've made in response to these questions:

1. Financial Growth and Stability: Our budget has grown thanks to permanent, non-pandemic-related funding. This has allowed us to invest in our team, technology, and the services we provide to the community.
2. Building Stronger Teams: We now have a dedicated fund development and fundraising team, along with staff focused on volunteer engagement. We also brought our financial operations in-house, giving us greater control and efficiency.
3. Focus on Human Resources and Inclusion: We created a full-time Human Resources Director role, which has been essential in supporting our staff. We also launched three Diversity, Equity, Inclusion, and Belonging (DEIB) staff-led affinity groups, which meet regularly to foster a more inclusive workplace.
4. Strategic Office Changes: After reviewing community data, we made the difficult decision to close our Royalton office and relocate staff to Harrisburg. We also moved our Enola office to a larger, more welcoming space, better suited to the needs of our team and community. To further improve our operations, we also reconfigured our Harrisburg office to optimize customer flow and enhance service delivery.
5. Community Integration: In a commitment to serve more people, we acquired a small nonprofit in Perry County, turning it into the comprehensive Perry County Resource Center in New Bloomfield. This expansion allowed us to reach more individuals in need.
6. Technology and Investments in Our Team: We have implemented a new client database and upgraded our IT systems to improve efficiency and service delivery. Additionally, we have made deliberate efforts to cultivate a culture of belonging. As part of this commitment, we have raised salaries and improved our benefits structure, ensuring that our staff can maintain a healthy work-life balance and effectively support their families.

These accomplishments are a testament to the hard work of our team, the trust of our community, and the support of our partners. I am deeply grateful to everyone who has played a role in our success.

Together, we have transformed lives, strengthened communities, and made real progress toward eradicating poverty.

Just as NASA's Apollo Program revolutionized space exploration with a singular, bold goal, we at TCCA are setting our sights on similarly transformative achievements. Our **2025–2030 Strategic Plan** is rooted in the belief that we can do more than just respond to poverty—we can reframe the entire conversation. We are aiming to fundamentally shift how communities understand and address economic disparity, with aspirations that are nothing short of groundbreaking.

Our two main goals—*Tell the Story Differently* and *Collaborate for Transformational Impact*—are the pillars of this Moonshot. By focusing on reshaping the narrative around poverty and building stronger, more innovative partnerships, we can spark the kind of systemic change that will ripple through our region and beyond.

To Tell the Story Differently, we will position TCCA as a leader in this space, using the power of communication and data to illuminate the true story of poverty and the impact of our work. Our strategy will build awareness, deepen engagement, and create a lasting shift in how poverty is perceived and addressed.

To Collaborate for Transformational Impact, we'll convene diverse voices—community leaders, experts, and those with lived experiences—to co-create solutions that drive lasting change. This goal reflects our commitment to innovation and inclusivity, just as the pioneers of bold movements have done before us.

We are not content with incremental progress. This plan is a Moonshot and an aspirational call to action. It's a challenge to ourselves and our community to dream bigger, reach higher, and embrace the power of transformational change. We are aiming for the extraordinary, knowing that with the dedication of our team, the trust of our partners, and the strength of our community, we can accomplish the seemingly impossible.

Let's embrace this moment, rise to the challenge, and create a future where every individual and community can thrive. The journey ahead is long, but with collective vision and purpose, we can achieve the extraordinary.

With deepest gratitude and unwavering optimism,

Jennifer Wintermyer
Chief Executive Officer

About Tri County Community Action

At Tri County Community Action (TCCA), we have dedicated nearly 60 years to enhancing lives and fortifying communities across Cumberland, Dauphin, and Perry Counties. Our mission is to offer a broad spectrum of programs and opportunities that empower individuals, families, and neighborhoods to achieve their full potential. Our focus areas include early childhood and family development, employment and education, financial empowerment, housing security, and community development—each aimed at fostering resilient families and thriving communities.

At the heart of our mission is a commitment to providing tailored solutions for today's complex social challenges. By empowering individuals, families, and communities, we strive to help them rise above poverty and seize opportunities for growth and success. We believe in a holistic approach that works simultaneously with children and adults, aligning resources and opportunities to support their dreams and aspirations throughout their lives.

We are deeply committed to diversity, equity, and inclusion, recognizing the ongoing impact of structural inequities. Our dedication extends to the entire community, and we stand firm against hate and discrimination, knowing that promoting diversity and inclusion is essential to combating poverty and improving community well-being. Our efforts are driven by a goal of building stronger families and thriving communities, making a lasting, positive difference in the lives of those we serve.

Mission:
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.

Vision:
We envision that we all can live in communities free from poverty.

Values:
We are committed to fostering a culture of belonging. It is our responsibility to challenge biases and take action against structural inequities. Through transparency and continuous improvement, we aim to create a safe space where everyone feels respected and encouraged. People are at the forefront of our mission to end poverty, and building supportive partnerships within our communities is essential. Guided by integrity, we strive to cultivate an inclusive environment because diverse experiences, opinions, and ideas are crucial to advancing our mission.

Strategic Planning Process

In 2024, we embarked on an ambitious journey to develop our 2025–2030 Strategic Plan. Much like our previous strategy, which set bold goals and spurred significant growth, this new plan is designed to be transformative—grounded in the belief that we can do more than address poverty: we can reimagine the future of our communities.

This process began with the active participation of our Board of Directors, senior leadership team, and team members from all levels. With the guidance of an expert consultant, we gathered in workshops—both in-person and virtual—focused on unlocking our full potential. These sessions were more than just planning exercises; they were opportunities for reflection, innovation, and dreaming big. Together, we took a high-level, strengths-based approach, assessing our progress while envisioning what is possible when we aim for the extraordinary.

Central to this process was a commitment to be aspirational. We were not simply developing a roadmap for incremental improvements; we were setting a trajectory for a Moonshot. Our strategy is designed to ignite systemic change, leveraging the collective energy of our team, partners, and community to drive transformational impact.

As we crafted this plan, we kept two bold goals at the forefront: *Tell the Story Differently* and *Collaborate for Transformational Impact*. These pillars are inspired by examples of innovation that have reshaped industries and challenged the status quo. Like the Apollo Program, we believe that with clear focus and visionary leadership, we can revolutionize how poverty is understood and addressed.

In the next five years, we will be relentless in pursuing this Moonshot. Our strategic plan is our launchpad—a call to rise to the challenge and set a new standard for how we serve, advocate, and collaborate. By embracing innovation, fostering inclusive partnerships, and pushing beyond conventional solutions, we will position TCCA as a leader in the movement to eradicate poverty.

The road ahead is both inspiring and demanding, and will require the collective strength of our team, community, and partners, but we have no doubt that we will not only meet this moment—we will redefine it.

1	**Tell the Story Differently**
2	**Collaborate for Transformational Impact**

Strategic Goal
#1: Tell the Story Differently

Intended Outcome: TCCA is recognized as a leading voice in eradicating poverty and reshaping perceptions and approaches to poverty.

Leading the work: Chief Executive Officer, Chief Development Officer, Communications Manager, Chief Program Officer, Program Directors

Focus Year(s): Starting 2025

Key Results:

- 10% increase in newsletter subscribers
- 15% increase in social media engagement
- 8% increase in the number of volunteers
- 12% increase in the total number of hours volunteered
- 10% increase in individual donors
- 10 Poverty Simulations annually
- 4 different workshop options available
- 6 poverty-related workshops provided annually
- 100 workshop participants annually
- 650 Poverty Simulation participants annually
- 50% of workshop/simulation participants who complete pre- and post-tests
- New real-time dashboards for client demographics, service, and outcome data
- New real-time dashboards that integrate community poverty data
- Updated branding guidelines
- Annual coordinated communications plan
- 100% of leadership team training in communications/public speaking
- "Investment Portfolio" for programs and impact
- Annual whitepaper on the "state of poverty" in our region

Strategic Objectives & Initiatives:
1. Amplify the awareness of poverty conditions and realities.
   a. Elevate public understanding of the challenges faced by those with limited economic resources through compelling and impactful communication strategies.
2. Position TCCA as the authority on understanding and addressing poverty, self-sufficiency, and economic mobility.
   a. Develop a "shared language" for discussing TCCA's work.
   b. Leverage data and visualization tools to inform stakeholders about the realities of economic hardship and the positive impact of their involvement.
   c. Identify data needs and gaps, and create dashboards that effectively communicate the story of poverty and the outcomes of our programs.
3. Change hearts and minds to change the future.
   a. Forge stronger connections with both established and new stakeholders who can influence poverty solutions in innovative ways.

   b. Use educational and experiential workshops to engage and inspire others.
 4. Restructure the systemic approach to poverty perception and intervention.
   a. Create positive impacts on wages, poverty guidelines, and other factors affecting poverty.
   b. Develop actionable "next steps" to enable others to contribute to the solution.

Preliminary Thoughts on Resources Required:

- External marketing expertise
- Data analyst on staff
- Technology Upgrades
- Expertise in innovative technology usage
- Investment into specialized staff training and development

Strategic Goal
#2: Collaborate for Transformational Impact

Intended Outcome: Change is driven by listening, learning, and co-creating innovative solutions that truly make a difference.

Leading the work: Chief Executive Officer, Chief Development Officer, Chief Program Officer, Program Directors

Focus Year(s): Starting 2026

Key Results:

- Visualized mapping of "poverty ecosystem"
- 25 new partners/potential partners
- Guiding document/charter for think-tank
- 4 think-tank meetings annually
- 20 people actively participating in think-tank
- 5 people on a waiting-list to be part of the think-tank
- 1 new innovative solution towards poverty reduction
- Demonstrated reduction in access barriers for service participants
- 1 collective impact/backbone grant project in each pillar
- 0 programs or services dependent on CSBG for staffing and/or service delivery
- 3 listening sessions annually
- 30 attendees in each listening session
- 25% of service participants who provide information through feedback loop
- 20 persons with lived-experience completing leadership/advocacy training
- 2 opportunities for graduates to share their stories and experiences as experts during conversations about policy changes
- Multiple points of entry into TCCA programming (kiosk, traditional enrollment, virtual/distance enrollment, etc.)

Strategic Objectives & Initiatives:
1. Enhance services, supports, and programs to drive meaningful change.
   a. Create opportunities and spaces to convene thought leaders and develop solutions that extend beyond traditional approaches.
   b. Engage with new and existing organizations in innovative ways to uncover impactful collaboration opportunities.
2. Regularly connect with individuals with lived-experience to address evolving and emerging needs.
   a. Establish regular listening sessions through town halls and community meetings, and use the feedback to adapt our programs, services, and problem-solving strategies.
   b. Leverage technology to reach people where they are and reduce barriers to accessing and receiving services and supports.
3. Empower people to take self-directed action.

a. Develop a mentoring or leadership training program/workshop series for persons living with limited economic means and program participants.
b. Place persons with leadership training into supportive decision-making roles, including advocacy campaigns.

Preliminary Thoughts on Resources Required:

- Potentially different HQ location/space
- Expertise in integrating AI technology
- New/flexible funding resources to support innovation, which will include needing to hire a dedicated grant writer/grant manager

In Summary

Like the Apollo Moonshot, which set out to achieve the seemingly impossible, our goals challenge us and our partners to completely reimagine how we address poverty. These goals are bold because they seek to create deep, structural change—not just in how poverty is understood, but in how we develop and implement solutions. Instead of focusing on small improvements, our Strategic Plan aims to reshape entire systems, including communications, community collaboration, policy, and leadership.

Just as the Apollo Moonshot wasn't only about reaching the moon but also opening up new possibilities for space exploration, our Moonshot is about more than just addressing poverty. It's about creating a future where poverty is fundamentally redefined and tackled through innovative, community-driven solutions. We are striving to build a new reality where poverty isn't just managed—it's eradicated.

Achieving these goals will require significant investment in resources, collaboration, and innovation. We will be navigating uncharted territory, experimenting with new partnerships, and leveraging cutting-edge technology. The potential impact—systemic shifts in how poverty is perceived and addressed—could be monumental.

In short, we are aiming for something extraordinary. We are pushing the boundaries of what's possible and envisioning a future that goes beyond solving problems as they exist today. Our Strategic Plan reflects our commitment not to incremental change, but to a complete reimagining of the systems and structures that allow poverty to persist.