

July 1, 2019 - June 30, 2024 Strategic Plan

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History

Community Action Commission (CAC) was incorporated in Harrisburg, Pennsylvania on April 12, 1966 as a private, nonprofit, anti-poverty planning agency serving Cumberland, Dauphin, and Perry Counties. The purpose of the Community Action Commission is:

- To study poverty in Cumberland, Dauphin and Perry Counties.
- To form strategies to reduce the causes of poverty.
- To involve meaningfully, neighborhood representatives and others in the resolution of community needs.
- To facilitate the delivery of services and resources.
- To evaluate programs and to change them as conditions warrant new approaches.
- To inform the community of problems of poverty.
- To act as the coordinating mechanism to receive and distribute funds necessary for the operation of the many services logistically allied to this effort.

In January 2014, CAC began doing business as Tri County Community Action (TCCA) in order to better reflect our three county service area; Cumberland, Dauphin and Perry Counties.

Our Promise, the Promise of Community Action, is to change people's lives, embody the spirit of home, improve communities, and make America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

Today, Tri County Community Action offers a comprehensive approach to individual, family, and neighborhood success. We offer a myriad of programming all in effort to support families, strengthen communities, and eliminate poverty.



Current Programs and Initiatives

Tri County Community Action's current programs and initiatives are organized in six major areas:

- **Self-Sufficiency** which encompasses Getting Ahead, Financial Literacy and Education, Supportive Services, and our long-term Case Management programming, including the S.T.A.R.T. (Skills, Training and Readiness, Today!) initiative. These programs provide support for individuals and families to develop long-term goals to move out of poverty. Our Case Managers identify needs, navigate resources, and create connections that move clients forward.
- **Family Center** which encompasses Parents As Teachers, Fatherhood 24/7 Dads, Positive Parenting Program, and ACT: Raising Safe Kids. Focused on supporting families, these programs are designed to ensure children meet development milestones and are school-ready, parents are equipped to handle the challenges of parenthood, and families move forward as strong units together.

- PPL **OnTrack** which is for low-income PPL electric utility customers. Eligible enrollees receive a reduced monthly payment, which when paid on time over time reduces any past due balances on their account. Enrollees learn the fundamentals of budgeting, and ways to make smart electricity usage decisions in their home.
- **Housing and Credit Repair Counseling** which includes Credit Counseling, First Time Homebuyer Education, Prepared Renter Education, and assistance with foreclosure prevention applications. As a certified housing counseling agency, we offer one-on-one and group workshop training and counseling so that individuals are prepared and successful long-term home owners.
- **Neighborhood Revitalization** includes a myriad of community planning activities and leverages relationships, community engagement, and partnerships within focused communities by offering human services, physical and safety improvements, and attracting investment into the community.



Results of the 2016-2019 Strategic Plan

Goal 1	Align programs, services and agency operations to meet the needs identified in the community.
Goal 2	Reduce the agency's overall dependence on government funding by increasing fund development activities.
Goal 3	Increase advocacy work.
Goal 4	Increase overall organizational capacity.

Each goal had identified objectives. Key outcomes achieved were:

Goal 1

- A satellite office was opened in northern Dauphin County.
- A transportation program was launched in partnership with Dauphin County targeting northern Dauphin County residents.
- The Getting Ahead curriculum was implemented, and Getting Ahead in a Just Gettin' by World and Getting Ahead in the Workplace are now facilitated across the region.
- The Across Ages youth program was retired and Bridges 4 Life was implemented.
- The S.T.A.R.T. initiative was launched.
- An updated comprehensive community needs assessment was completed.

Goal 2

- A development plan was created and launched, along with the creation of a full-time Development Director position.
- New foundation grants were received.
- Relationships with potential funders and partners are being cultivated.

Goal 3

- A "gear wear" options for staff was created allowing them to affordably receive agency branded clothing.
- Poverty Simulations were provided in all three counties.



- A new website was launched.
- Branding guidelines were created and disseminated.

Goal 4

- Several new positions were created including a Development Director, a Volunteer Coordinator, a new Revitalization Coordinator, a northern Dauphin Case Manager, and other positions were modified to increase capacity.
- Draft volunteer policies and procedures were created.
- A new agency-wide client database system to better track both activities and outcomes for client-based programs was implemented.
- Our IT infrastructure was stabilized which minimizes down-time and outages.
- A comprehensive salary survey was conducted, and staff salaries were adjusted to ensure all positions are competitive.
- The Personnel Policies, Fiscal Policies, and Board By-Laws were all reviewed and updated.

Approach to 2019-2024 Strategic Plan

Tri County Community Action desired to adopt a different approach to traditional strategic planning, which is typically based on a snapshot in time. We desired a long-range plan that would be flexible, adaptable, and help us respond to our rapidly changing environment, and we used David La Piana's *Real-Time Strategic Planning in a Rapid Response World* as our guide.

As a result of this process, Tri County Community Action was able to:

- More meaningfully engage both staff and the Board of Directors in the planning process,
- Develop a deeper and shared understanding of our current programming and services,
- Develop an ability to quickly and continuously recognize and respond to changes in trends and other factors in the environment that may impact us,
- Improve our capacity for strategic thinking,
- Create a process that can be used repeatedly and continually to build and revise successful strategies,
- And create a process that keeps us mission focused and using data to inform our decision-making.

Our Mission:

The mission of Tri County Community Action 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 Vision:

We all live in a community free from poverty.

At Tri County Community Action, we believe:

- That program decisions should be on the basis of need versus funding streams.
- That identifying community needs has to reflect self-assessment through a grassroots effort.
- That the values of respect and caring for one another transcend economic status, while recognizing the inherent worth of each individual.
- We should not limit our focus to social services but include other community systems in our planning, both formal and informal.
- In a multi-system approach to transformation of individuals, families, and communities.
- All persons should have the opportunity for maximum growth and development, health, happiness, well-being and economic self-sufficiency.
- Every individual has the ultimate responsibility for the quality of his/her own life.
- In a balance between direct service provisions and in system-wide planning, development, and advocacy.
- That to ensure agency effectiveness and flexibility, it must strengthen our ability to bring about self-sufficiency.
- That all segments of a community need to be aware of issues limiting advancement.
- In recognizing cultural diversity in service delivery.
- In comprehensive and coordinated service delivery networks.
- That with proper networking and communication, services are available.

Business Model

Tri County Community Action has evolved over its 50 plus year history. Additionally, the nonprofit environment has also shifted over time. As such, it is important to our future that we clarify and identify our current position in the marketplace, and to define our preferred future.

Geographic Area

We work primarily in Cumberland, Dauphin, and Perry Counties in Pennsylvania. However, we can work with residents living in other counties based on specific programming/contract requirements. Tri County Community Action will consider contiguous areas if significant, competitive advantage and funding resources exist.

Customers

We provide services and supports to individuals and families, but also work with businesses, employees, and entire neighborhoods through various initiatives. While Tri County Community Action is an anti-poverty program and does prioritize lifting up low-income individuals and families, we do work with people of all incomes.

Programs and Services

We are intentional about not providing emergency/crisis services – which are those services that keep a situation from getting worse, they do not make any lasting change in an individual's situation. While we believe these services are important, we believe there are quality community and faith-based organizations already in place, and that our resources are best used for moving families from crisis to self-sufficiency.



Additionally, we believe that providing services in partnership with others is key to creating lasting and long-term change. As such, we work with many community partners on a broad range of initiatives.

Funding

Tri County Community Action is primarily funded through federal, state, and local government grants and contracts. We do have some fee for service programming, such as our supportive services, but most of our contracts are cost-reimbursement based. Corporate and private donations, foundation grants, and fundraising currently comprise a small portion of our budget. We do not accept funding with stipulations that conflict with our values or mission.

Market

In order to understand our position in the marketplace, we must have a clear sense of the community and its needs, identify our competitors, and continually assess the needs of the people and communities we service. Tri County Community Action conducts community needs assessments, with a focus on the populations we serve, and uses that data to guide decision-making and program planning.

Tri County Community Action is also mindful that there are many quality organizations with whom we compete for resources. In many cases, we partner with our competitors particularly where the people we service are concerned.

As part of this planning process, we identified our key competitors and analyzed their key strengths and advantages. Tri County Community Action noted admiration and support for our competitors' specialization, marketing, presence, and fund development activities.

Competitive Advantages

Understanding our competitive advantage is one of the most important components of strategy. Competitive advantage exists when an organization possesses a unique and desirable asset to capability. Tri County Community Action possess these competitive advantages in our market:

- A wide range and diversity of services with a comprehensive, whole family approach.
- Evidence of success and outcomes.
- Fiscal strength.
- Vast connections and partnerships.
- Strong leadership and board of directors.
- The Community Services Block Grant.
- Our "community action attitude".
- Our "boots on the street".
- Positive visibility and commitment.
- Offices in all three counties.



In recognizing our advantages, we are also cognizant of our challenges and opportunities to strengthen. These represent potential areas for strategy development.

- Demands to expand existing programming across the entire service region continues to grow, but funding in stagnate.
- A high proportion of the budget is government funding.
- Nearly all of our funding is restricted.
- Talking about the agency is difficult because of the diversity in programming.
- People only know us for the program that they access, and not for everything that we do.
- Public perception is that Tri County Community Action is a Harrisburg or Dauphin County only agency.
- Our satellite locations are not connected to our main network, and staff are unable to work remotely.
- Our satellite offices are small and have limited capacity.
- Tri County Community Action has historically not fundraised before.

Trends

At Tri County Community Action, we continually monitor our environment to understand and forecast social, political, economic, and technological trends that may impact us. Here are some of the trends which may affect our current and future plans:

- We'll always have staff turnover and vacancies.
- While employment opportunities in our region may be growing, many are low-wage paying jobs.
- Because our region is growing in population, the need is also growing.
- The face of poverty is changing.
- Unfunded mandates are increasing (for example, mandating staff have a specialized certification but not paying for the workshops/classes necessary to obtain or maintain it).
- The media paints a good picture of the economy but low-income working families are struggling.
- Private landlords don't want to accept housing vouchers.
- Our affordable housing stock is aging.
- Our population is aging.
- In the current political environment, hate is often sanctioned.
- More funders are pushing regionalization of contracts.
- More pressure on impacting social determinates of health.
- Program participants want short-term but high-impact services.
- Technology is rapidly changing.
- Using data to inform decision-making is becoming critical.

Each of these trends will shape Tri County Community Action in some fashion. It is critically important that we remain focused on our ever changing environment and plan proactively to respond to these and other trends as they emerge.

What is Strategy?

Our goal is to advance and meet our mission. To do this, Tri County Community Action must use our resources in the most effective way possible. We have to be flexible, responsive, and adaptable so that we can change quickly, as our environment



changes, and be prepared to obtain the resources we need to achieve the results we seek. We use organizational, programmatic, and operational strategies to intentionally strengthen our capacity.

Strategic Implementation:

Tri County Community Action has implemented strategic roadmaps for each objective to guide the board and staff in implementation, as well as for providing a system for monitoring progress and measuring success. Staff and Board champions will lead the individual strategies.

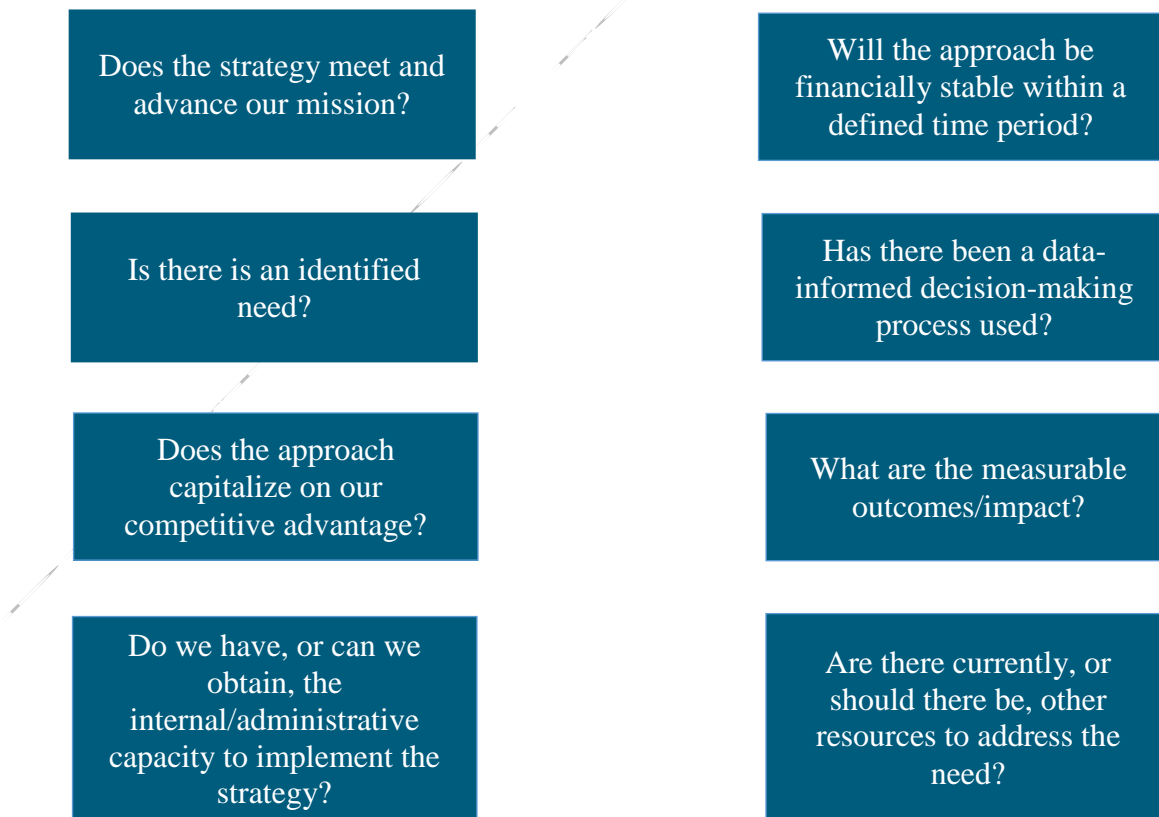
Strategic Plan Flexibility:

We are mindful that our strategies are fluid and may well change as we respond to external influences and shifts in governmental policy and direction. We are confident that our Real Time Strategic Planning approach will serve Tri County Community Action well as we respond to this uncharted period in our history.

Strategy Screen:

Our strategy screen is the specific decision-making criteria used to evaluate our potential strategies. It is a simple yet powerful tool. The screen is a guide to help determine if a particular strategy or approach is consistent with our identity, values, business model, and market position. As our environment changes, we can quickly evaluate opportunities and challenges by running possible strategies through our screen.

Tri County Community Action's Strategy Screen:





Strategies 2019-2024

Our strategies were developed in response to the “big questions” facing our organization. Some of the key questions we identified were:

- What should our core services and programming be?
- How do we enhance community education/advocacy to touch donors and increase fund development activities?
- How do we continue to develop and use technology to address the changing face of poverty?
- How do we expand needed programming into Perry and Cumberland Counties?
- Are our small satellite offices the most efficient way to maintain a presence in the region?
- How do we effectively tell our story and the impact of our programming?

Throughout the next five years, we intend to address other challenges and opportunities as they present themselves. We will use our strategy screen to help devise the best possible solutions and approaches to those “big questions”, using the *Real-Time Strategic Planning in a Rapid Response World* process.

Types of Strategies:

Strategy is a coordinated set of actions designed to create and sustain a competitive advantage in achieve our mission.

Programmatic strategies determine what approaches we will take, and what programs and initiatives will be achieve specific outcomes or results for those we work with.

Operational strategies define how we will do our work – what systems, policies, procedures, and administrative tools will be used to achieve the programmatic and organizational strategies.

Organizational strategy is built on our mission, vision, trends, competitors, partners, and market position. Our programmatic and operational strategies are consistent with our organizational strategy.

We have built our strategies on our business model, our awareness of the environment, and our competitive advantages. Most importantly, we have developed a strategy screen as a tool to guide our future decision-making about our strategies and approaches.

Programmatic Strategies

1. Improve impact and outcomes.
2. Increase the use of trauma-informed practices.

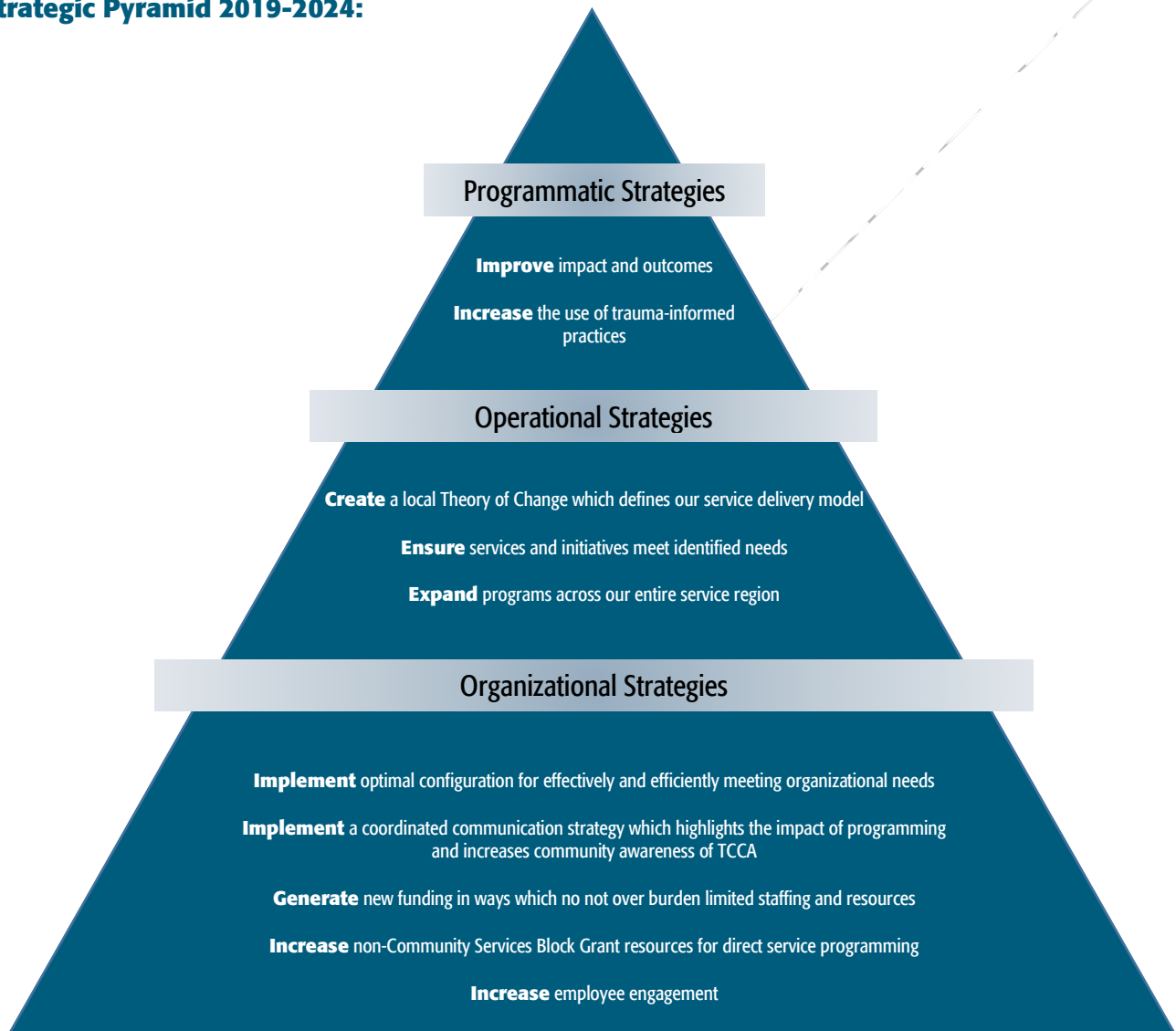
Operational Strategies

3. Create a local Theory of Change which defines our service delivery model.
4. Ensure services and initiatives meet identified needs.
5. Expand programs across our entire service region.

Organizational Strategies

6. Implement optimal configuration for effectively and efficiency meeting organizational needs.
7. Implement a coordinated communication strategy to highlight impact of programming and increase community awareness of TCCA.
8. Generate new funding in ways which do not over burden limited staffing and resources.
9. Increase non-Community Services Block Grant resources for direct service programming.
10. Increase employee engagement.

Strategic Pyramid 2019-2024:



Our roadmap for operationalizing each strategy is outlined on the following pages.



Strategy 1 – Improve impact and outcomes.

Champion: Director of Programs & Impact

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Improve or replace client database to ensure that all outcome and outcome indicators can be uniformly tracked and reported across all agency programs.	Director of Programs, Program Managers, Program Assistant	FY 2020-2021	A database is in place which meets all of our tracking, reporting, and analysis needs.
Provide regular and routine training to program staff to ensure database use and accuracy of information recorded.	Director of Programs, Program Managers, Program Assistant	FY 2020-2021, then ongoing	Staff are entering quality data into the database, which produces the needed reports for operational needs.
Fully implement ROMA practices across all programs and initiatives, to include the ROMA cycle, logic models, clearly identified outcomes, outcome indicators, and performance targets.	Director of Programs	2022, then ongoing	All programs and initiatives have a defined logic model which identifies outcomes, outcome indicators and metrics for performance.
Utilize data from client database not just for reporting, but also for effectiveness and impact evaluations of programming.	Director of Programs, Program Managers, Program Assistant, Planning & Evaluation Committee	2022, then ongoing	Data from the database becomes a tool for program evaluation efforts and not just compliance related to reporting.

Strategy 2 – Increase the use of trauma-informed practices.

Champion: Director of Programs & Impact

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Conduct agency wide Trauma-Informed self-assessment.	Director of Programs, Program Assistant	2021	A completed assessment by all staff and board members.
Add an additional level of focus to existing agency committees for a trauma-informed focus.	Executive Director, Planning & Evaluation Committee	2021, then ongoing	The established Planning & Evaluation Committee, with support from staff, has a focused approach to move



			the agency from Trauma-Aware to Trauma-Informed across all agency domains.
Implement a plan to move the agency from Trauma-Aware to Trauma-Informed.	Director of Programs, Program Managers, Planning & Evaluation Committee	FY 2021-2022	A plan which outlines the agency's Trauma-Informed Vision and Values statement, regular staff and board training requirements, and what a Trauma-Informed model should look like is fully implemented.
Update existing policies and procedures to ensure alignment with Trauma-Informed model.	Executive Director, Director of Programs, Program Managers, Planning & Evaluation Committee, Board of Directors	FY 2021-2022	Agency policies and procedures align with the defined Trauma-Informed model adopted by the organization.
Conduct regular and routine Trauma-Informed training for all staff and board.	Executive Director, Director of Programs, Program Managers, Planning & Evaluation Committee, Board of Directors	2022, then ongoing	The adoption of a standard training platform and schedule, and all staff and board receive at least introductory level training with refresher training as needed.
Implement a single Trauma Screening Tool for all service intake.	Director of Programs, Program Managers	FY 2022-2023	A single intake screen that all clients or potential clients complete as a point of entry into any TCCA program or service, which is developed using Trauma-Informed approaches.
Foster a culture and environment which allows all to feel validated and supported at each interaction.	Executive Director, Director of Programs, Program Managers, Planning & Evaluation Committee, Board of Directors	2023, then ongoing	All staff are able to effectively verbalize an understanding of trauma, its effects, effective intervention strategies, and available community resources.



Strategy 3 – Create a local Theory of Change which defines our service delivery model.

Champion: Planning & Evaluation Committee

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Use NASCSP's Guide to Developing a Local Theory of Change to identify assumptions, needs, outcomes and goals around poverty.	Executive Director, Director of Programs, Program Managers, Planning & Evaluation Committee.	FY 2019-2020	Framework to develop local theory of change is developed.
Using the National TOC as a tool, connect our information to define our local TOC.	Executive Director, Director of Programs, Program Managers, Planning & Evaluation Committee.	2021	Local theory of charge is approved for use with a simple graphic to explain who we are, what we do, and why we are successful.
Programs and initiatives are reconfigured to match what has been identified in our local TOC.	Executive Director, Director of Programs, Program Managers, Planning & Evaluation Committee.	2021-2024	All agency programs and initiatives align with the theory of change.

Strategy 4 – Ensure services and initiatives meet identified needs.

Champion: Leadership Team

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Develop a systematic and replicable approach for an assessment framework which includes data collection, data analysis, and resource and gap analysis.	Director of Programs	FY 20-21, then every 3 years ongoing	Framework for needs assessment which clearly identifies unmet needs.
Consider TCCA opportunities when addressing unmet needs, focusing on existing program experience.	Director of Programs, Program Managers	2021, then every 3 years ongoing	Services/initiatives which meet identified needs are prioritized.
Seek funding or partnerships to address unmet needs/program development.	Director of Programs, Development Director	FY 21-22, ongoing	Funding is secured and partnerships are established to address unmet needs.



Strategy 5 – Expand programs across our entire service region.

Champion: Leadership Team

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Do a deeper dive on needs in each specific county to identify specific unmet needs and gaps in services.	Director of Programs, Program Managers	FY 2019-2020 for initial needs assessment & data analysis, and then annually ongoing.	Completed needs analysis.
Identify specific programs and populations we should target for highest impact and success.	Director of Programs, Program Managers	Jan. – June 2020, and then annually ongoing.	Selection of programs/services for expansion.
Tap potential funding sources and secure support.	Development Director	Jan. – June 2020, and then annually ongoing.	Funding secured.
Market/communicate new initiatives.	Communications Manager, Program Managers	Jan. – June 2020, and then annually ongoing.	Marketing materials distributed.
Influence key community stakeholders.	Executive Director, Director of Programs	2020, and then annually ongoing.	TCCA identified as agency for services in that county/region.

Strategy 6 – Implement optimal configuration for effectively and efficiency meeting organizational needs.

Champion: Executive Director

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Develop both a short-term and long-range IT plan which meets the business and mobile functioning needs of the agency.	Executive Director, Executive Assistant	2020	An implementable IT plan.
Utilizing technology, increase the effectiveness and efficiency of agency operations.	Executive Director	2020, and then maintenance ongoing	The ability to work remotely and access agency records virtually. Automated job functions.
Develop centralized resource hubs in Perry and Cumberland Counties, to replace limited scope satellite offices	Executive Director, Director of Programs	2024	Larger, coordinated offices in Perry and Cumberland Counties staffed by multiple people who can provide a myriad of services mirroring



			the Derry Street location.
Determine if administrative staff can be decentralized.	Executive Director	2024	Administrative staff are able to provide essential job duties without limiting workspace available for program staff.
Redefine organizational chart of organization to reflect optimal configuration, three-county presence, expanded programs, and leadership/management needs.	Executive Director	2024	A correctly sized organizational hierarchy which meets all management and leadership needs.

Strategy 7 – Implement a coordinated communication strategy which highlights the impact of programming and increases the community awareness of TCCA.

Champion: Development Team

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Collect complete contact information for those who receive the newsletter, to include their mailing address, email address, and phone number for targeted communication of various platforms.	Communications Manager	2019, then ongoing	The number of complete contact files on newsletter subscribers increases by 25% by the end of 2021, by 75% by end of 2022, and by 90% by end of 2023.
Engage stakeholders across multiple platforms to include both electronic and written methods.	Communications Manager	2021, then ongoing	The website is maintained in real-time. 3-5 social medial posts are made weekly. Monthly electronic newsletters are sent. All contacts receive at least one written informational piece annually.
Survey stakeholders (clients, newsletter subscribers, general public) to measure their understanding of	Communications Manager	2021, then annually ongoing	Community awareness increases by 25% annually.



TCCA.			
Improve website search engine optimization (SEO)	Communications Manager	2021	Visitors increase to website by 25%.
Work directly with program managers to develop communication priorities.	Communications Manager	2021, then monthly ongoing	External communication increases and reflects 3 non-Harrisburg based stories for every 1 Harrisburg-based story.
Create an annual communications plan that both addresses community awareness but links fund development needs.	Development Director, Communications Manager, Fund Development Committee	2021, then annually ongoing	The number of donors increases annually.

Strategy 8 – Generate new funding in ways which do not over burden limited staffing and resources.

Champion: Development Team

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Create a signature annual fundraising event that is unique to TCCA and does not require significant costs to host.	Executive Director, Development Director, Fund Development Committee	2019	An 'Escape from Poverty' event is held annually.
Take advantage of regional and national fundraising efforts like local "give big" events and Giving Tuesday.	Development Director	2019, then ongoing	Participation in at least two annual fundraising campaigns which raise at least 10% more funds than the previous year's total.
Focus on major gifts of five-figures or more, and planning giving fundraising.	Development Director, Fund Development Committee	2024	At least five major private donors annually. At least one planned giving bequest annually.
Focus on donor-centered stewardship to increase the retention of current donors.	Development Director, Fund Development Committee	2021, and ongoing	60% or greater retention of first-time donors.
Utilize Fund Development Committee of the Board to contact and thank all donors.	Development Director, Fund Development Committee	2021, and ongoing	All donors receive a call from a Board member annually thanking them for their gift, regardless of the amount donated.



Strategy 9 – Increase non-Community Services Block Grant resources for direct service programming.

Champion: Development Director

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Utilize resources like GrantStation to identify potential resources from private foundations.	Development Director	2021, and ongoing	The amount of non-government revenue increases by at least 10% annually.
Engage the business community through participation in special fundraising events.	Development Director, Fund Development Committee	2020, and ongoing	Revenue through special events increases by 25% annually.
Utilize an agency-wide annual 'sponsorship menu' versus requests for individual initiatives.	Development Director, Fund Development Committee	2020, and ongoing	Revenue through sponsorships increases by 25% annually.
Connect existing agency assets and programming, such as a focus on early childhood education, social determinates of health, trauma-informed approaches, community and civic engagement, and family development efforts to funders with those particular areas of interest instead of just seeking program specific/restricted funding.	Development Director, Director of Programs	2020, and ongoing	Funders support broader agency initiatives versus one-time programming or service specific requests.

Strategy 10 – Increase employee engagement.

Champion: Executive Director

Activity	Responsible Person(s)	Time Frame	Outcomes/Measures
Implement and annual survey of staff to assess overall engagement/work satisfaction level.	Executive Director	2019, ongoing	Survey which can be completed anonymously and allow for open-ended feedback.
Improve performance	Executive Director	2020, ongoing	Performance appraisal will



appraisal process.			address specific job core duties and goals for professional development.
Increase opportunities for professional development.	Executive Director	2021, ongoing	The number of hours spend in professional development annually increases.
Engage staff in decision-making.	Executive Director	2020, ongoing	The number of staff reporting feeling empowered and engaged increases.
Create giving opportunities for staff.	Executive Director, Development Director	2019, ongoing	Staff chose to contribute through payroll deduction to TCCA versus external employee campaigns.

