

"He who keeps his eye fixed on the horizon will find the right road."

# STRATEGIC PLAN

2018-2022 Edition

Photo by Chris Whiton, White Mountain Images

Quote by D.Hammerskjol

## Introduction

Tri-County Community Action Program continues to make progress toward a sustainable future. Our responsibility to advocate for programs, services and policies that help low-income people attain self-sufficiency is the cornerstone of our mission. In this strategic plan, we continue to focus on sound fiscal practices that will enable us to fulfill our mission.

Rural communities are often the hardest hit during times of economic difficulty. Tri-County CAP's fifteen programs provide over 55 essential services to approximately 27,000 residents in need in North Country communities. Over the past year, TCCAP has worked to evaluate our services, define our priorities, and ensure that we achieve positive results.

Community partnerships and collaborations among the not-for-profit, for-profit and government sectors are essential to achieving our mission and building strong, vibrant communities. We are ever mindful that we are helping vulnerable individuals. As stewards of public funds, it is incumbent on us to be effective and efficient. Working with community partners creates a synergistic service delivery system that makes the best use of everyone's resources. We are proud to be an integral part of the North Country health and human service network and look forward to implementing our strategic plan.

## Our Strategic Initiatives

**Expanding the Impact of our Services.  
Increasing Our Financial Strength.  
Bringing Out the Best in Our People**

## Our Priorities

### **Early childhood development and education**

Through Head Start and our participation in coalitions that support early childhood-focused programs

### **Support for healthy aging**

Through our Senior Meals, ServiceLink, Senior Wheels, RSVP, advocacy and coalitions

### **Economic security and opportunity**

Through our Fuel and Electric Assistance programs, Weatherization, Guardianship, Homeless services and Workforce Development

### **Building safer, healthier and more accessible communities**

Through domestic and sexual violence prevention programs, Substance Use Disorder Support Services, Tamworth Dental Center, Tri-County Transit and our participation in statewide coalitions, advocacy, local service delivery networks, and community initiatives.

## Our Mission

*Tri-County CAP is dedicated to improving the lives and well-being of New Hampshire's people and communities. We provide opportunities and support for people to learn and grow in self-sufficiency and to get involved in helping their neighbors and improving the conditions in their communities.*

Cover Photo by Chris Whiton, White Mountain Images

Front Page Quote by D. Hammerskjol

# Strategic Area 1 | Expanding Impact of Our Services

## Agency Wide

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2022
<b>Community awareness of all services and programs provided by TCCAP in our catchment area.</b>	Agency branding for all TCCAP programs that includes TCCAP identifier/logo.	All programs have professional logos that incorporate TCCAP identification.	Community identification and unified presentation of programs that are administered by TCCAP.
	Professional brochures and rack cards for programs that includes TCCAP identifier.	7 of 15 programs have new brochure or rack cards	All programs have brochure/rack cards
<b>Improve communication with our community partners and constituents</b>	Professional website, utilization of social media for outreach and information, distribution of strategic plan and development of annual report.	All 15 programs have a TCCAP identified facebook page and one post a month is targeted for paid outreach: website has pages specific to each program.	TCCAP utilizes website and social media outlets for program and services promotion and online giving opportunities.
	Develop internal and external communications plan, including options for online charitable giving.	Strategic Plan/Annual Report goes out to public and elected officials by June 30th.	TCCAP has a functioning plan and regularly communicates with partners, employees, and constituents. Statistic sheets are available for every county.
<b>Advocate on behalf of our mission, programs, and the people we serve.</b>	TCCAP develops an outreach campaign to promote our programs, educate the public and advocate for our mission	The Senior Management Team, Grants and Communications Specialist develop Communications Plan and policy, including options for online charitable giving.	TCCAP is a community leader and featured participant in consumer events that further our mission.
		At least one PSA a month is featured in newspapers in our catchment area.	
<b>Implement Results Oriented Management Accountability (ROMA) Cycle Agency Wide</b>	Educate and train Division Directors and agency managers on ROMA cycle to facilitate implementation.	Two agency employees will attend training to become Nationally Certified ROMA Implementers, bringing our cohort to four.	ROMA is fully integrated into agency activities, reflected in strategic plan, and in the goals of agency programs
		Secure funding to complete a Community Needs Assessment, phase I of ROMA Implementation	

## Information Technology

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Optimize business process costs</b>	Define IT expenses per FTE including onboarding costs.	Needs analysis completed and onboarding costs defined. 25% reduction in new help desk requests (80 requests) FY18 to YTD	Decrease of 30% from FY17 onboarding costs. 40% reduction in new help desk requests over FY17
	Implement new employee IT orientation to increase productivity and drive down help desk requests		
<b>Align the IT strategy to the organizational strategy</b>	Standardization of the computing environment and business software applications.	Complete investigation and define business requirements. Initiate build out of hardware devices and business software applications.	50% of hardware devices and business software deployed.
	Reduction on reliance of antiquated hardware systems and software	10% reduction in reliance of older legacy hardware and software	40% reduction in reliance of older legacy hardware and software over FY18 levels.





# Strategic Area 1 | Programs by Division

## Clinical Services Division

### Alcohol and Other Drugs

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2022
<b>Find sustainable solutions for program operations</b>	Explore partnerships and collaborations to improve and ensure sustainability	Partnerships and collaborations aligned for best practice management of SUD services	Program is sustainably operated
<b>Increase clinical service delivery capacity for impaired client outcomes</b>	Reorganize functions of Licensed Clinicians and add independent Case Management component to improve client outcomes.	Each Licensed Clinician will deliver a minimum of 30 hours of reimbursable services and minimum caseload of 25 clients.	Each Licensed Clinician will deliver 30+ hours of reimbursable services and caseload averages of more than 25.
	Develop collaborations and formal MOU's with community partners to support a holistic wellness approach to treatment.	5 new formal collaborations developed; 70% of clients presenting for SUD services will participate in concurrent health and wellness services through partners	10 formal collaborations developed; 85% of clients presenting for SUD services will participate in concurrent health and wellness services through partners

### The Tamworth Dental Center

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2022
<b>Stabilize School Smiles School Based Dental Program</b>	Increase staff to support administrative functions; develop and implement marketing plan to increase participation in program	A 20% increase in enrollment for 2017/18 school year over 2016/17 levels	40% increase in enrollment over 2017/18 levels
<b>Successful collection of outstanding Accounts Receivable balances over 90 days and decrease liability of A/R overall.</b>	Use of collections agency to capture past A/R over 90 days; use of Care Credit to capture fees at time of service; eliminate internal payment plans	Increase fees collected at time of service by 75% over FY17 levels. Decrease uncollectible A/R by 75%	All client fees collected at time of service.

# Energy, Elder & Outreach Division

## Energy & Outreach

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Efficient application processing to ensure positive fiscal and client outcomes clients</b>	Work with outreach staff to ensure efficient application processing through all submission points	Have less than 30% of intake applications returned from Certifier to Intake for additional information	Have less than 10% of intake applications returned from Certifier to Intake for additional information
<b>Utilize technology to enhance and streamline access and assistance to clients</b>	Create secure portal and embed application and documentation on <a href="http://www.tccap.org">www.tccap.org</a>	Web portal operational by 8/1/17; follow with social media campaign to increase online applications	75% of A16 and outreach is completed via web-portal, and website
	Encourage clients to apply for assistance via web-portal or mail-in application	Receive 5% of applications through website submission Receive 50% of applications through mail	Receive 40% of applications through website submission Receive 30% of applications through mail-in submission
<b>Increase unrestricted revenue streams</b>	Establish, maintain or enhance relationships with donor agencies and for-profit entities	Raise 15k in contingency funds to assist clients experiencing a fuel emergency; 1% over FY17	3% of administration budget will be raised through donations for contingency funds; 2% over FY17
	Targeted outreach and messaging of TCCAP's mission and results to increase community based giving.	Receive 90% of requested town funding; a 7% increase over FY17 allocation	Receive 98% of requested town funding; a 15% increase over FY17 allocation



## RSVP

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Enhance healthy aging in place opportunities for volunteers and those seeking service</b>	Increase number of healthy aging classes offered throughout Coös	<p>Hold 10 Matter of Balance classes with 100 seniors completing the class</p> <p>Hold 18 Bone Builders classes with 144 seniors completing the class</p>	<p>Hold 18 Matter of Balance classes with a 50% increase over FY18 360 seniors completing the class</p> <p>Hold 24 Bone Builders classes with a 50% increase over FY 18 with 240 seniors completing the class</p>
<b>Increase volunteers participating and contributing to volunteer stations</b>	Increase volunteers participating and contributing to volunteer stations	Expand volunteer pool to 400 volunteers, a 11% increase over FY17 levels	Have a consistent volunteer base of 450 active senior volunteers annually : 22% increase over current FY17 level
<b>Expand services to Veterans by Veterans</b>	Increase attendance of Veterans Social through additional sites and expanded community outreach	<p>2 regular Veteran Social sites in Coös</p> <p>An average of 10 participants per Veterans Social; 480 regular attendees</p>	<p>Have all geographical areas of Coös County set up with a regular Veteran Social site; 7 areas</p> <p>Have a regular attendance rate of 10 veterans per social; 1 social per month x 7 sites = 840 regular attendees</p>



## Senior Meals & Senior Center

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Supplement access to nutritional food for seniors experiencing food insecurity</b>	Pursue private foundation grants, available federal funding, and community collaborations	85% of FY17 MOW clients will have sustainable access to nutritional food 365 days of the year; an increase of 10% over FY17	95% of all MOW clients have sustainable access to nutritional food 365 days of the year; an increase of 20% over FY17
<b>Seniors have access to supports and food resources</b>	Provide healthy aging classes, exercise classes, cooking and healthy eating opportunities, etc	Increase membership of Senior Center by 10% over FY17 membership	Increase membership of Senior Center by 78% over FY17 levels of 120 members; 213 members
<b>Increase awareness, access, referrals and participation in Senior Meals Dining and programming</b>	Develop and execute program branding. Obtain intern/volunteer to utilize all media outlets and coordination of class offerings	Rollout branding by 12/31/17 Branding will increase congregate numbers by 5% over FY17 meals	Increase congregate numbers by 25% over FY17 numbers
<b>Increase unrestricted revenue streams for sustainability</b>	Targeted partnerships from the for-profit sector in the form of sponsorships	Raise 10k through meal sponsorships	For-profit sponsorships will raise 2.5% of annual budget

## ServiceLink

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Expand client outcomes and access to services</b>	Expand outreach within Coös County, to include collaboration with social service agencies	Hold 6 education and outreach sessions in both Whitefield and Lancaster	All areas of Coös County are integrated into the regular outreach and education schedule



**Increase number of clients being served by CSLRC**

Distribute XX outreach materials in the community

Hold 24 education and outreach sessions throughout all areas of Coös

Increase number of individual clients served by 20% over FY17 clients served

Increase number of clients served by 40% over FY17 clients served



## Head Start Division

### Head Start

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Improve child outcomes</b>	Implementation of Teaching Strategies Gold, an ongoing, observation-based assessment system that improves children's developmental success.	Out of 241 HS children, 50% (120) will show improvement on their TS Gold reports, and 30% (72) of children will exhibit growth toward reaching their developmental marker(s).	Out of 241 HS children, 80% (193) will show improvement on their TS Gold reports, and 50% (120) of children will exhibit growth toward reaching their developmental marker(s).
<b>TCCAP HS will strengthen classroom communities to close the achievement gap for children entering public school.</b>	24 teaching staff will complete a minimum of 18 hours required professional development hours annually,	At least 50% (6) of classrooms already at a minimum level for meeting the HS national average for	100% of CLASS (Classroom Assessment Scoring System) scores for each classroom will meet the Head Start national average. 75% (9) classrooms

through Head Start, CLASS  
and outside trainings

CLASS scores will exceed  
those scores

will exceed the national  
average of CLASS scores.



## Prevention Division

### Guardianship Services

Goal	Strategy	BY 6/30/18	By 6/30/2022
<b>Increase service delivery to senior populations</b>	Identify joint partners that provide services to seniors and market through those partnership	10 Community partnerships will be targeted for direct distribution of marketing materials.	25 Community partnerships/collaborations are created that offer marketing opportunities and sources of referrals
<b>Improve operational margin by seeking new sources of revenue</b>	Develop and distribute marketing materials to promote services offered by program	Distribute marketing materials statewide to at least 25 different Senior Care groups and track source of referrals. Continue marketing efforts through ServiceLinks statewide.	Distribute marketing materials statewide to at least 50 different Senior Care groups and track source of referrals. Continue marketing efforts through ServiceLinks statewide.
<b>Program is a solid, sustainable, and delivers a net margin of profit</b>	Diversify funding sources and private sources of revenue to support operations	Increase private pay sources of revenue by 15% over FY17 levels	Increase private pay sources of revenue by 25% over FY17 levels and program revenue as a whole by 35% over program expenses
	Research Grant opportunities to support the program's operational costs.	20K in additional grant revenue to support program operational costs	30K in additional grant revenue to support program operational

## Homeless Outreach & Programs

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Increase Case Management Services for improved client outcomes</b>	Explore funding opportunities to support a part-time centralized HMIS data entry position.	Reduce duplicated individuals by 25%	Reduce duplicated individuals by 75%
	Explore funding for supportive housing program	Reduce number of defaulted security loans by 50%	Reduce number of defaulted security loans by 95%
<b>Successfully obtain funds to support sustainable service model</b>	Apply for Coös, Grafton and Carroll County funds	Increase contributions by 50% of 2016	Increase unrestricted net income from contributions and county funds by 100% of FY17 levels.
	Expand annual HOIP appeal to Coös, Grafton, and Carroll County	Secure a minimum of 25,000 in County Funds  Secure a minimum of 10,000 through annual appeal.	
<b>Tyler Blain House improves individual outcomes of service users</b>	Explore funding for Transitional Housing model with emphasis on enhanced case management services	Tyler Blain explores funding sources and opportunities for Transitional Housing Model, submits applications	Tyler Blain operates a service model where 90% of clients secure permanent housing
<b>Tyler Blain House secures unrestricted operational funds for program support</b>	Collect user service fees (when appropriate)	Tyler Blain collects 10,000 in user fees.	Tyler Blain secures between 30,000 and 50,000 in unrestricted net income on an annual basis.
	Request municipal funds from towns whose residents we have served.	Tyler Blain collects 10,000 in municipal funds	
	Tyler Blain executes an annual fundraising appeal/event.	Tyler Blain raises 5,000 in unrestricted revenue through fundraising	
<b>Tyler Blain House is an outstanding community partner at the town and state level.</b>	Attendance at monthly CoC meetings, Shelter Director meetings, and NH Coalition of End Homelessness meetings	3 new partnerships	15 new partnerships



## The Support Center at the Burch House

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Increase awareness of SCBH services available in the community and to access services</b>	Community outreach presentations and tabling events.	Reach 4,000 community members Increase overall service delivery by 15% over FY17 levels of 572 victims	Reach 10,000 community members annually. Increase overall service delivery to victims by 35% over 2017 level of 512 victims
<b>Reduce instances of victimization among elementary school aged children and youths aged 13-17</b>	Secure adequate grant funds to support elementary school based program and expand middle/high school violence prevention programming.	SCBH is providing elementary school based prevention and awareness programs in two elementary schools within our catchment area. Reduction in victimization of children and youths by 10% over FY17 levels.	SCBH is providing school based prevention programs in 6 of 9 elementary schools and all middle and high schools in our catchment area. Reduction in victimization of children and youths by 30% over FY17 levels.
<b>Increase capacity of SCBH to respond to domestic and sexual</b>	Support Center establishes an advisory board that raises funds to support and	Established annual fundraising and outreach event raises \$10,000 to	SCBH raises \$25,000 in net income through fundraising events.



**violence in the North Country.**

sustain program operational needs.

support program operations.

Support the establishment of a Northern Grafton County Sexual Assault Response Team (SART)

Participate as a member of the SART team.

Establish a leadership role in SART team



## Transportation Division

### Tri-County Transit

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Increase the reach and accessibility of transit services for individuals throughout the program service area.</b>	Voucher program in the Direct Assistance offices of municipalities served Marketing through social media and website to increase Door2Door and Flex Route ridership	System wide ridership up by 10% over Fy17 levels Door2Door services increased by 2% over Fy17 levels; Flex Route up by 5%	System-wide ridership up by 25% over FY17 levels, including Door2Door and Flex Route
<b>Maximize volunteer driver base as a viable resource to strengthen program</b>	Increase outreach efforts across service area to attract new volunteers. Partner with RSVP as source for new drivers.	Increase number of volunteer drivers by 50% over Fy17 levels (from 12 to 18)	Increase number of volunteer drivers by 100% over Fy17 levels (from 12 to 24)

**Expand maintenance services to benefit the greater non-profit community**

Outreach campaign to cultivate community partnerships for vehicle servicing

Unrestricted revenues from vehicle servicing increase by 5% over FY17 levels

Unrestricted revenues from vehicle servicing increase by 25% over FY17 levels

## Weatherization & Workforce Program Division

### Weatherization

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Improved program performance</b>	Practice management model that incorporates a consistent cycle of production, closing gap between job completion and job invoicing.	Consistent stream of revenue coming in weekly that keeps pace with materials and operations costs; 2 invoiced jobs per County per week.	Cycle of production is consistent with 3 or more jobs per County per week
<b>Increase net margin on production</b>	Manage program cash flow by using monthly income/expense projection models and establishing consistent cycle of production	Projection model improves production by 25% over FY17 levels. Vendor balances are tracked by program.	Projection model improves production by 50% over FY17 levels
<b>Increase net margin on production</b>	Obtain bulk pricing on most frequently used supplies to maximize program resources	Save \$10,000 in bulk purchase savings of most frequently used items.	\$50K in savings a year in five years.
	Increased production in private sector coupled with elimination of sub-contractors for heating systems	Hire heating specialist to perform HRRP jobs and HRRP delivers 50K to net margin.  Increase private jobs to 25% of FY17 levels.	Deliver overall net margins of \$150K each year.

### Workplace Success & WIOA Programs

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Increase revenue from fees by increasing number of clients served</b>	Increase the use of remote teaching and meeting technologies to improve client participation and success while lowering Agency travel expenses.	WPS- Continue expanding remote teaching in all 3 classrooms.  WIOA- introduce the benefits of Video conferencing to the WIOA State program leaders	WPS- Implement remote video technology for clients unable to attend physical classroom trainings.  WIOA- 75% of all TCCAP staff trainings and supervision

for TCCAP staff trainings and supervision meetings.

meetings via Remote technologies.

Reduce travel costs by 30% over FY17 expenditures

Reduce travel costs by 60% over FY17 expenditures

## Strategic Area 2 | Increasing Our Financial Strength

### Fiscal

GOAL	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Adequate cash to run the organization and reduce the need for short term cash monitoring</b>	Systematically set aside funds w/out	60K available that is not burdened by short term needs	60 Days Cash
<b>Financial Stability: 4 Metrics to Measure (from continuing operations) 2% to 5% margin on expenses</b>	Aggressively manage programs according to approved budgets	2% (excluding FAP)	5% (excluding FAP)
<b>Current Ratio:</b>		1.1	> 1.4
<b>Debt to Equity:</b>		<2.3	< 1.5
<b>Net Asset Growth:</b>		\$200K per year, excluding sale of buildings	Increase \$300K per year, excluding sale of buildings
	Increase Division profitability through aggressive budget management and accountability	Net two Divisions with increased Profitability	Net four Divisions with increased Profitability
	Measurable programmatic or financial metrics for each Division and programs it contains	Merge Strategic Plan and Financial Strategic Plan into one model, dovetailed with the budget process	Goal realized before 2022
<b>Actionable 5-year Capital Purchasing Plan and 5-year Operating Budget Mode with facilities improvement plan</b>	Develop a model for a Capital Purchasing Plan	Continue to refine model during budgeting process.	Goal realized before 2022

<b>Improve Reporting Systems to be technologically competitive through:</b>	To accomplish, systems need to be researched and obtain a grant to fund the process.		
	Real time data Programs control specific data sets Paperless Storage	Research Systems	Goal realized before 2022
<b>Incorporate Cornerstone Financials with TCCAP Finance Department</b>	Finance and Cornerstone Staff review the process.	Review reporting requirements, plan for July 1st, 2018 implementation	Goal realized before 2020
<b>Eliminate Waste/Create Value: Purchase in bulk to save money</b>	Establish a committee to review cost savings	Identify 100K/year savings compare to FY17 adjusted for inflation	Identify 500K/year savings compare to FY17 adjusted for inflation
<b>Centralize certain agency functions:</b>	Purchasing	Continue to research methods and options	Execute centralized purchasing method
	Grant Writing	Position raises \$150K in grant dollars	Position is FT and raises 6X salary and benefits in new money: estimate \$312K







## Strategic Area 3 | Bringing Out the Best in Our People

### Human Resources

Goal	STRATEGY	Progress By 6/30/18	Outcome By 6/30/2023
<b>Ensure equitable and fair pay for all employees</b>	Using Compease build compensation system based on market analysis, time in job, Performance, and seniority	Utilize information gathered through Compease to develop equitable compensation plan	TCCAP has a standardized compensation plan that is equitable across all positions
<b>Improve the delivery of Fringe Benefits</b>	Develop total compensation analysis, and continue to provide materials needed to analyze and compare benefits	Employees will receive comprehensive information about available fringe benefit plans	Employees have a firm understanding of benefit options and how to exercise those options
<b>Increase employee participation in TCCAP's 403(b) retirement plan</b>	Evaluate auto enrollment strategy for effectiveness.	Increase participation by 5%	All employees participate in the plan
<b>Show appreciation to our employees for their work Employee Accountability</b>	Develop peer feedback program Using performance evaluations , insure each employee understand their goals and evaluation measurements.	Develop a regular means of communicating appreciation to employees. Clear job descriptions and goals. Goals will be shared during annual reviews with expectation of achievement by next review	Develop a comprehensive staff recognition/reward process Accountability based performance reviews with rewards for superior performance and corrective action for performance that needs enhancement.

