

NORTH CENTRAL COMMUNITY ACTION AGENCIES

STRATEGIC PLAN

2021 - 2025



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TABLE OF CONTENTS



OUR MISSION	1
WHAT WE BELIEVE	1
WHAT WE DO	1
WHAT WE DO	1
ROMA GOAL ALIGNMENT	2
EQUAL OPPORTUNITY STATEMENT	2
AGENCY GOALS & STRATEGIES	3-4
COMMUNITY GOAL & STRATEGIES	5
FAMILY GOALS & STRATEGIES	6
PROGRAM LIST	XX

THE PROMISE OF COMMUNITY ACTION

“Community Action changes people’s 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.”

OUR MISSION

WHAT WE BELIEVE

We believe we are here to improve the lives of all people regardless of their circumstances.

We are the safety net for most vulnerable families and people in our community.

Everyone deserves a voice and the opportunity to succeed.

We believe giving a hand up is the first step to achieving self-sufficiency.

WHAT WE DO

North Central Community Action Agency is organized for the purpose of eliminating poverty and its causes in LaPorte, Starke, Pulaski, Jasper, Newton, & Porter counties.

ROMA Goal Alignment

Standard 6.3

North Central Community Action Agencies (NCCAA) has established strategic family, community, and agency goals as required by Standard 6.3.

Agency Goals



Human Resources & Information Technology



Fund & Resource Development



Communications & Community Engagement

Community Goal

ROMA Alignment: Revitalization of low-income communities.



Increase access to fresh fruits and vegetables within high risk/high need communities.

Family Goal

ROMA Alignment: Empowerment of people with low-income to be more self-sufficient. Reduction of poverty.



Increase educational support to 75% of NCCAA Youth Community Center participants.



Reduce the number of evictions.



Equip 100% of rental assistance clients with the tools and knowledge necessary to build financial security.

EQUAL OPPORTUNITY

NCCAA provides services to clients without regard to age, sex, race, color, religion, disability, national origin, veteran status, genetics, ancestry or sexual orientation.

This agency is an Equal Opportunity Employer.



Human Resources &
Information Technology



Fund & Resource
Development



Communications &
Community Engagement



HUMAN RESOURCES & INFORMATION TECHNOLOGY

Goal: Reduce emotional and physical stress experienced by staff serving clients whom exhibit negative and abusive behaviors.

- 1 Strategy: Develop additional safety measures and procedures to safeguard staff.**
 - (1.1) Develop specific de-escalation protocols for staff to follow when engaging with an angry client.
 - (1.2) Explore additional safety measures and facility improvements to increase physical safety for staff.
 - (1.3) Research allowable consequences up to and including denial of services for clients who are verbally or physically abusive to staff.
 - (1.4) Develop and display agency customer expectation list clearly outlining a code of conduct and consequences for unallowable behaviors.

- 2 Strategy: Ensure staff have access to emotional supports and resources.**
 - (2.1) Schedule in-service trainings on mental health work issues.
 - (2.2) Initiate decompress exercises for staff once a week.
 - (2.3) Provide ongoing training to equip staff with the knowledge and tools necessary to effectively manage interactions with challenging clients.
 - (2.4) Partner with local mental health agencies to provide mental health in-service trainings for staff.



FUND & RESOURCE DEVELOPMENT

Goal: Increase agency funding and resources.

- 1 Strategy: Expand NCCAA's internal capacity to engage in other forms of fundraising.**
 - (1.1) Reenergize the fundraising subcommittee of the Board of Directors.
 - (1.2) Provide fundraising techniques and methods training to key staff and board members.
 - (1.3) Increase staff and board participation in agency fundraising activities.
 - (1.4) Create professional volunteer opportunities to recruit and engage skilled community members in coordinating and managing fundraising activities.

- 2 Strategy: Increase revenue generated from individuals and corporate giving.**
 - (2.1) Establish annual fundraising program to solicit, acquire, and cultivate individual donors.
 - (2.2) Develop a Corporate Connections prospect list to solicit unrestricted support from local businesses and corporations.
 - (2.3) Submit a grant to the LaPorte Health Foundation to add an addition to the Wise Center.



COMMUNICATIONS & COMMUNITY ENGAGEMENT

Goal: Increase agency visibility and brand awareness.

1 Strategy: Increase resources dedicated to expanding communications activities and efforts.

- (1.1) Generate unrestricted revenue through fundraising programs to support communications costs.
- (1.2) Explore all local media partnerships available to further the public's knowledge of NCCAA.
- (1.3) Develop a communications strategy and clear messaging for the agency.
- (1.4) Partner with local colleges and universities to engage marketing students in internships and/or work study positions with the agency.

2 Strategy: Maintain an active and visible presence in the community.

- (2.1) Increase the number of community engagement activities offered each year.
- (2.2) Deploy staff and board members to serve as agency ambassadors at local community events.
- (2.3) Look for opportunities to support and participate in community led events and activities.



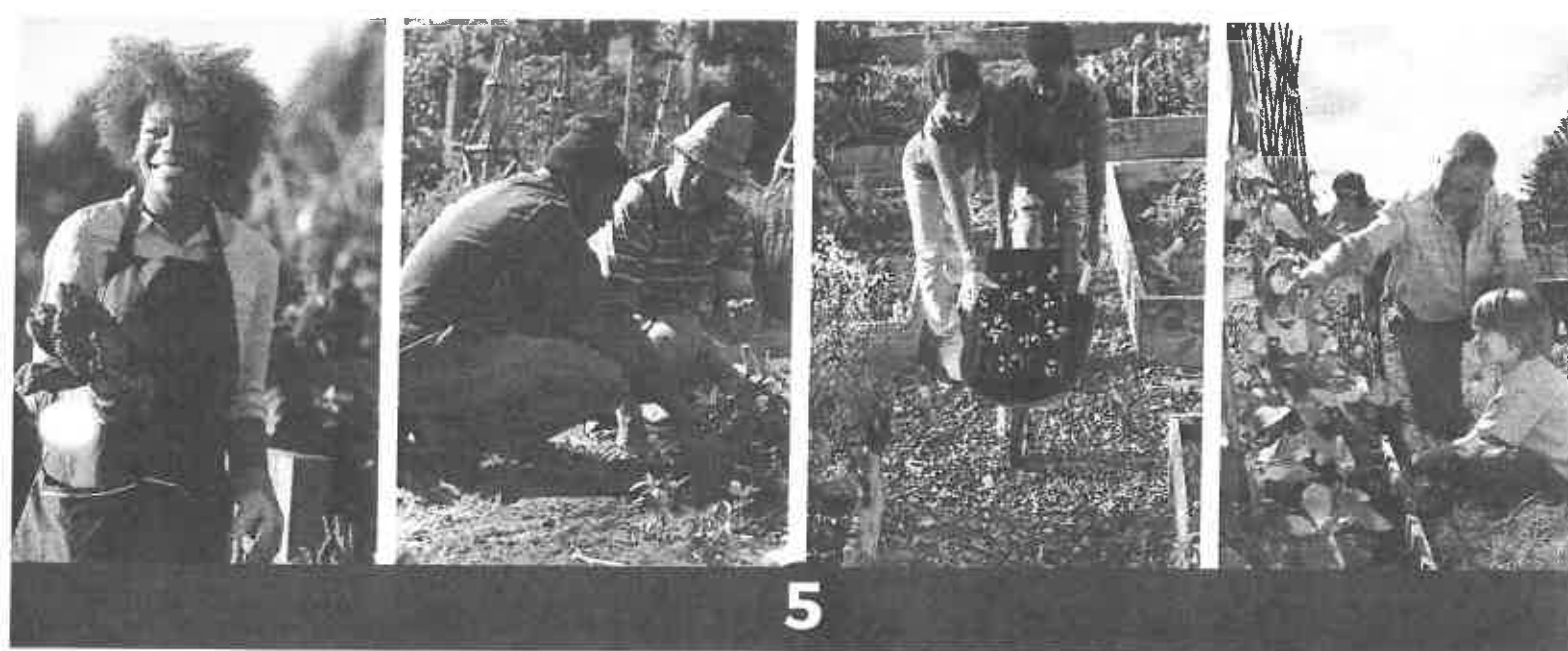
Goal: *Increase access to fresh fruits and vegetables within high risk/high need communities.*

- 1 Strategy: Expand Community Garden program locations into low-income communities.**
 - (1.1) Develop new partnerships with local Purdue Extension offices serving targeted communities.
 - (1.2) Secure funding to develop new community garden locations.
 - (1.3) Launch awareness campaign to inform community residents of garden and available produce.

- 2 Strategy: Expand nutrition education programs.**
 - (2.1) Partner with Master Gardner program to deliver nutrition education in additional communities.
 - (2.2) Provide preservation and canning classes.
 - (2.3) Integrate nutrition education classes into the community garden program delivery model.

Program Alignment

- Community Garden Project





Goal: *Increase educational support to 75% of NCCAA Youth Community Center participants.*

- 1** **Strategy:** Increase reading and science proficiency of 6-12 year old participants.
 - (1.1) Partner with local library to increase independent reading time.
 - (1.2) Form partnership with 4-H to provide high impact STEM activities.
 - (1.3) Improve homework accuracy and completion by providing homework check-in.

- 2** **Strategy:** Provide summer learning camp.



Goal: *Reduce the number of evictions.*

- 1** **Strategy:** Continue collaboration with Michigan City Home Team Network, whose mission is to reduce homelessness.
- 2** **Strategy:** Provide rental assistance to households annually through CDBG and FEMA funding.
- 3** **Strategy:** Provide credit counseling to rental assistance recipients.



Goal: *Equip 100% of rental assistance clients with the tools and knowledge necessary to build financial security.*

- 1** **Strategy:** Create partnerships between clients and financial institutions i.e. banks, credit unions, local finance professionals, etc.
 - (1.1) Join BankOn effort.
 - (1.2) Recruit financial professionals.
 - (1.3) Provide special presentations and connect clients to financial professionals.
- 2** **Strategy:** Provide credit counseling workshops.

Program Alignment

- Center Programs
- Rental Assistance

NCCAA Community Action Agency County Community Indicators Dashboard

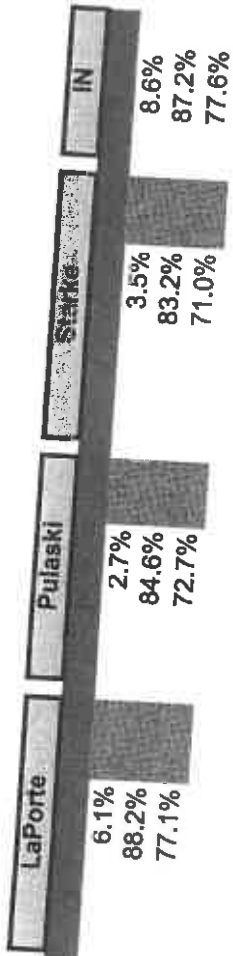


Population Indicators

	LaPorte	Pulaski	Stark	IN
Population				
Population (2019)	109,888	12,353	22,995	6,732,219
Growth (%) since 2010 Census Households (2018)	-1.4% 42,904	-7.8% 5,200	-1.6% 8,735	3.70% 2,597,765
Population Estimates by Age in 2018				
Preschool (0 to 4)	6,607	663	1,278	418,340
School Age (5 to 17)	17,428	2,233	4,106	1,149,634
College Age (18 to 24)	9,271	943	1,782	659,745
Young Adult (25 to 44)	28,041	2,889	5,286	1,719,646
Older Adult (45 to 64)	30,631	3,582	6,506	1,699,111
Older (65 plus)	18,574	2,350	3,983	1,085,743
Median Age	40.4	41.2	41.6	37.9
Population Estimates by Race and Hispanic Origin in 2018				
American Ind. or Alaskan Native Alone	349	26	49	0.4%
Asian Alone	631	80	160	2.6%
Black Alone	12,278	61	84	9.9%
Native Hawaiian and Other Pac. Isl. Alone	27	-	-	0.1%
White Alone	91,514	12,085	22,196	84.8%
Two or More Race Groups	3,381	223	203	2.2%
Non-Hispanic or Latino	103,416	12,288	22,106	78.4%
Hispanic or Latino	7,136	372	835	7.3%
Families & Living Arrangements in 2018				
Total Households	42,904	5,200	8,735	2,597,765
Family Households	28,028	3,409	6,089	1,639,230
Married with Children	6,461	894	1,625	449,915
Married without Children	13,532	1,832	3,053	771,458
Single Parents	4,331	365	572	233,154
Other	3,704	298	839	184,703
Non-Family Households	14,876	1,791	2,646	958,535
Living Alone	11,973	1,582	2,091	789,156
Average Household Size	2.3	2.4	2.6	2.52

Families & Living Arrangements in 2018

Language other than English spoken at home, % of persons 5yrs+, 2014-2018
 Households with a computer, 2014-2018



Households with a broadband Internet subscription, 2014-2018



Education Indicators

Education Attainment in 2018

	Laporte	Pulaski	State	IN
Total Population 25 and Older	77,246	8,821	15,775	4,502,015
Less than 9th Grade	2,492	341	782	3.6%
9th to 12th, No Diploma	6,549	699	1,733	6.8%
High School Graduate (includes equiv.)	30,631	4,146	6,636	33.9%
Some College, No Degree	16,974	1,955	3,466	19.9%
Associate Degree	7,062	576	1,458	8.8%
Bachelor's Degree	9,144	790	1,111	17.3%
Graduate, Professional or Doctorate Degree	4,664	314	589	9.7%

Early Childhood Education

% of Three and Four Year Olds Enrolled in Preschool in 2017	30.1%	55.4%	50.0%	40.70%
Licensed Centers (units) in 2017	10	2	0	694
Registered Ministry (units) in 2017	85	5	3	2,695
Licensed Child Care Slots per 100 children, ages 0-5 in 2017	7	2	1	682
Children Receiving Child Care Vouchers in 2017	24.5	12.8	2.6	21.3
Monthly Average # of Children on Wait List for Child Care Vouchers in 2017	1,185	32	28	44,607
Early Head Start Funded Enrollment Slots in 2017	139	6	1	7,235
Head Start Funded Enrollment Slots in 2013	0	0	20	1,945
Women, Infants, and Children (WIC) participants in 2017	311	36	114	13,598
	6,169	561	1,233	307,270

School Age

% Students Passing IREAD-3 in Indiana in 2016	90.6%	93.4%	87.2%	88.3%
Public High School 4-Year Co-Hort Graduation Rate in 2017	88.8%	91.8%	96.6%	88.7%
Special Education Students Receiving Free or Reduced Lunch in 2017	52.7%	46.9%	53.6%	47.1%
Homeless or housing unstable students in 2017	2,811	330	468	158,366
Expulsions in 2017	205	6	19	15,919
Suspensions in 2017	129	17	29	6,026
	4,229	294	1,409	317,078



Health Indicators

	Laporte	Franklin	Stark	IN
Health Care Coverage				
Employer Provided Insurance Coverage in 2017	59.5%	60.5%	56.2%	64.6%
Uninsured Low-Income Children in 2017	6.5%	9.9%	2%	8.7%
Uninsured Rate in 2017	11.6%	12.4%	9.7%	9.7%
Children enrolled in Hoosier Healthwise in 2008	11,680	1,221	2,940	591,670
Vital Statistics				
Length of Life				
Premature Death Rate in 2018 (rate per 100,000)	69	75.7	79	61
Deaths, ages 1-19 (2011-present series) (LNE = less than 5)	449.2	667.3	641	
Infant Deaths in 2017	8	LNE	LNE	2
Birth Outcomes				
Mothers who reported smoking during pregnancy in 2017				
Mothers who received first trimester prenatal care (2007-2017)				
Live births in 2017	21.6%	27.1%	21.6%	13.5%
Low birth-weight babies in 2017	58.9%	64.3%	59.1%	68.6%
Births to unmarried parents in 2017	1,276	129	264	82,251
Births to mothers on Medicaid in 2017	9.4%	7.8%	9.8%	8.3%
Teen birth rate, Ages 15-19, (rate per 1,000 females) in 2017	53.1%	45.7%	45.7%	42.8%
New mothers breastfeeding in 2017	51.9%	46.5%	50.8%	41.0%
Very low birth-weight babies	27.2	21.6	25.2	22.8
Preterm Births	77.7%	79.1%	78.4%	81.9%
	1.3%	15.3%	1.9%	1.4%
	9.8%	15.3%	10.0%	11%
Quality of Life				
Poor or fair health in 2020	18%	18%	20%	20%
Average number of physically unhealthy days reported in past 30 days	4.2	4.1	4.4	4.2
Average number of mentally unhealthy days reported in past 30 days	4.5	4.5	4.8	4.7
Health Behaviors				
Percentage of adults who are current smokers in 2017	23%	19%	23%	22%
Adult obesity	37%	31%	33%	33%
Index of factors that contribute to a healthy food environment, from 0 (worst) to 11	7.0	8.4	8.1	7.1
Percentage of adults age 20 and over reporting no leisure-time physical activity	30%	28%	28%	27%
Percentage of adults reporting binge or heavy drinking in 2017	19%	17%	17%	18%
Sexually Transmitted Infections with alcohol involvement in 2017	25%	22%	29%	20%
Diabetes Prevalence	481.7	279.2	244.6	514.2
	13.0%	9.0%	10.0%	12%



Income & Assets Indicators

	Laporte	Prichard	Starr	IN
Housing Units in 2018				
Total Housing Units (ACS estimate)				
Occupied				
Owner Occupied	49,061	6,092	11,109	
Renter Occupied	42,904	5,200	8,735	
Vacant	30,824	4,004	6,901	
For Seasonal or Recreational Use	12,080	1,196	1,834	
	6,157	892	2,374	
	1,958	359	1,125	
Income				
Median Household Income in 2018	\$52,095	\$49,730	\$49,972	\$56,756
Percent Change 2000 to 2018	27.30%	34.80%	34.60%	10.40%
Per Capita Personal Income in 2018 (2019 for Indiana)	\$42,527	\$43,522	\$35,347	\$48,678
10-Year % Change	29.80%	29.20%	34.70%	19.8%
Poverty				
Poverty Rate in 2018				
in 2000	15.7%	12.2%	11%	13%
Poverty Rate % Change	9.5%	9.5%	11.4%	8.8%
Poverty Rate Children under 18 in 2018	65.3%	28.4%	-3.50%	
in 2000	24.9%	17.0%	19.3%	
Poverty Rate Children % Change	12.7	12.1	16.9	17.5%
Federal Poverty Level in 2018 - Single household	96.1%	40.5%	14.2%	12.1%
Federal Poverty Level in 2018 - 4 persons household	\$12,140	\$12,140	\$12,140	
Federal Poverty Level in 2020 - Single household	\$16,460	\$16,460	\$16,460	
Federal Poverty Level in 2020 - 4 persons household	\$12,760	\$12,760	\$12,760	
	\$26,200	\$26,200	\$26,200	
ALICE (Asset Limited, Income Constrained, Employed)				
ALICE Households in 2016				
Household Survival Budget - Single Adult	23%	24%	31%	25%
Household Survival Budget - Family of 4	\$19,296	\$18,180	\$18,444	
	\$56,472	\$49,752	\$51,468	
Food Insecurity				
Food Insecure People Overall in 2018	15,350	1,690	3,070	883,260
Food Insecurity Rate Overall in 2018	13.9%	13.3%	13.4%	13.2%
Food Insecure Children in 2018	5,110	550	1,000	274,080
Food Insecurity Rate Children in 2018	21.2%	18.9%	18.6%	17.5%
Average Meal Cost in 2018	\$2.80	\$2.68	\$2.62	\$2.68
Annual Food Budget Shortfall in 2018	\$7,269,000	\$767,000	\$1,364,000	
SNAP Benefits Recipients in 2017	14,016	1,128	2,851	628,957



Income & Assets Indicators

Financial Assets & Income

Income Inequality

Asset Poverty Rate in 2014
Households with Zero Net Worth in 2014
Liquid Asset Poverty Rate in 2014
Unbanked Households in 2017
Underbanked Households in 2017

4.3x as high for top 20%

22.9%
15.2%
38.1%
6.2%
16.7%

4.0x as high for top 20%

9%
19.6%
39.7%
4.6%
21.7%

4.0x as high for top 20%

19.3%
14.2%
40.9%
4.6%
21.8%

4:31:1
26%
19.3%
38%
4%
19%

Home Ownership

Home Ownership Rate in 2018 (units)

Affordability of Homes in 2017

71.5%

2.5x higher than median income

76.4%

1.9x higher than median income

80.2%

2.2x higher than median income

68.90%
2.64 : 1
19.9%
46.6%

Percentage of mortgaged owners spending 30% or more of household income on selected monthly owner costs in 2017
Percentage of renter-occupied units spending 30% or more of household income on rent and utilities in 2017

23.1%
47.5%

25.4%
43.3%

24.7%
39.6%

Labor Force Annual Averages in 2019

Total Labor Force

10-Year % Change

Employed

10-Year % Change

Unemployed

10-Year % Change

Unemployment Rate

10-Year % Change

Unemployment Rate as of September 2020

48,062
-8.60%
46,012
2.00%
2,050
-67.10%
4.3
-63.90%
7.7

6,569
-2.70%
6,367
5.30%
202
-71.30%
3.1
-70.20%
4.8

9,963
-7.10%
9,531
3.50%
432
-71.60%
4.3
-69.70%
4.3

3,341,300
3,173,589
167,701
5.0
5.0

NCCAA Strategic Plan 2016 - 2020

Mission: Empowering low-income people of LaPorte, Starke, Pulaski, Jasper, Newton and Porter Counties through: Neighborhood improvements, Community education, Communication that effects change, Advocacy, And promoting self-sufficiency

Strategic Goals: Financial/Program/Operational/People

Strategic Goals: Financial/Program/Operational/People	Strategies/Updates	Outcomes	Timetable	Resources	People Involved - Board/Staff	Me As: No Prc Mo Mo Bo: Re: As: Sia	
#1 - Ensure the Long-Term Viability of the Organization RIMA Goal 3 - Low-income people own a stake in their community. NPI 3.1 and 3.2 RIMA Goal 4 - Partnerships among supporters and providers of service to low-income people are achieved. NPI 4.1 RIMA Goal 5 - Agencies increase their capacity to achieve results. NPI 5.1	Continue to develop more programs the low-income population desires	Meets the needs of the community low-income population	Implement a new program one per year for five years	CSBG \$	Board/Executive Director Manager/Staff	Prc	
	Continue to attend community functions, research new avenues for partners	Increase and strengthen community partnerships	Obtain partnership one per year for five years	LIHEAP/WX \$ LIHEAP/EAP \$ CDBG \$ MCCEC \$ FEMA \$ Donation \$ Fund-raiser \$	Managers/Staff/Board	Mo	
	Research possible avenues for agency restricted and unrestricted funding	Receive funding revenue streams other than CSBG/DOE to respond to the needs of the community	Obtain an alternate funding source one per year for five years			Ad Hoc Fund-Raising Committee Finance Committee Ad Hoc For Profit Committee	Mo Bo:
	Research agency fund-raising	Increase non-restricted funds	Conduct annual fund-raiser			Executive Director/Admin Specialist	Re: As: Sia
	Utilize social media ie. Website, Facebook page, local tv, radio, newspapers, church bulletins, etc. Develop partnership surveys	NCCAA will be well-recognized in all of our communities	Monthly updates to Facebook page and NCCAA website Semi-annual other media				
#2 - Marketing and Public Relations that leads to an improved understanding of NCCAA	Develop client surveys	Improve partnership relations	Conduct annual partnership surveys				
	Develop staff evaluations	Address any client concerns	Conduct client surveys at the conclusion of every program				
#3 - Increased recognition of NCCAA RIMA Goal 4 - Partnerships among supporters and providers of service to low-income people are achieved. NPI 4.1	Continue with partnerships with other agencies ie. TJMAXX, NIPSCO, Clear Result, Fifth/Third Bank, Wells Fargo, Meijer, etc.	Improve overall NCCAA performance	Conduct annual staff evaluations and conduct monthly staff meetings for input				
	Utilize facilities study to ensure maximum usage of existing space.	Increase non-restricted funds	Obtain alternate funding source one per year for five years				
#4 - NCCAA facilities will meet the needs of staff and consumers RIMA Goal 1 - Low-income people become more self-sufficient. NPI 1.1, 1.2 and 1.3 RIMA Goal 3 - Low-income people own a stake in their community. NPI 3.1 and 3.2 RIMA Goal 6 - Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. NPI - 6.1, 6.2, 6.3, 6.4 and 6.5	Agency/office space is utilized to the best capacity possible.	Agency/office space is utilized to the best capacity possible.	Annually		Executive Director/Manager/Staff	Sei	
	Utilize survey with staff and consumers to ensure we are meeting the need.	Services are provided to the best of our ability and enabling NCCAA to respond to the needs of the staff and the consumers.	Conduct annual staff evaluations Conduct annual consumer needs assessment Utilize the state's needs assessment results that occur every 3 years - last one 2015				Mo Bo:
	Utilize survey with partners to ensure needs are being met in community.	Conduct annual partnership surveys					

Strategic Goals: Financial/Program/Operational/ People	Strategies/Updates	Outcomes	Timetable	Resources	People Involved - Board/Staff	Me Act Cer Mo Sur Att
#5 - Improve customer services in order to improve outcomes for NCCAA customers ROMA Goal 2 - The conditions in which low-income people live are improved. NPI 2.1, 2.2 and 2.3 ROMA Goal 1 - Low-income people become more self-sufficient. NPI 1.1, 1.2 and 1.3	Utilization of ROMA reports Utilization of client feedback	Ensure staff/board has knowledge and understanding of the entire organization. All programs have monitorings that are free of findings. Needs of customer are being met	Provide monthly ROMA reports to Board Provide annual ROMA training to staff/Board Provide staff mandatory training as well as other training opportunities when available Conduct client surveys after end of every program cycle		Executive Director/ Managers Executive Director/ Managers/Staff	Me Act Cer Mo Sur Att
#6 - Improve team cohesiveness and function as well as staff morale ROMA Goal 5 - Agencies increase their capacity to achieve results. NPI - 5.1	Utilization of staff, Board and Executive Director self- evaluations and evaluation Utilize input from manager/staff meetings	Ensure that NCCAA is a great place to work and that staff are working together across the agency to meet our customers needs. Staff are well-trained to provide the best possible service.	Annual self-evaluations and evaluations of staff, Board and Executive Director Monthly staff/manager meetings Annual Customer Service training to staff Within the required maximum timeframe (90 days from date of vacancy)	Executive Director/ Managers Executive Committee Executive Director	Executive Director/ Managers Executive Committee Executive Director	Me Act Cer Mo Sur Att
#7 Continue to develop the Board of Directors ROMA Goal 5 - Agencies increase their capacity to achieve results. NPI - 5.1	Recruit/Maintain full Board of Directors New Board Members are oriented to NCCAA	Agency is in compliance with NCCAA Board of Director by-laws Agency has knowledgeable Board of Directors of their responsibilities Board is knowledge of all agency activities/issues	Orientation is provided to new Board member prior to first Board meeting Provide mandated Board trainings Conduct monthly Board meetings Board has monthly quorums	Board/Governance Committee/Executive Director Executive Director	Board/Governance Committee/Executive Director Executive Director	Att Bot