



# STRATEGIC PLANNING SESSION

## Lincoln Hills Development Corporation

### August 20, 2020



# AGENDA

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**9:00-9:30**

- (1) Agency Goals - Review/Discussion**
- (2) Board Self-Assessment**
- (3) Poverty: Root Causes & Symptoms**
- (4) Poverty Profile**
- (5) Community Needs Assessment**

**BREAK**



# AGENDA

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**9:40 - 10:30**

- (1) Our New Vision & Mission**
- (2) Goal Requirements**
- (3) Two-Gen Poverty Reduction Approach**
- (4) What's the SMART Goal?**
- (5) What actions do we need to take?**
- (6) What resources will we need to get there?**

# AGENCY GOALS

2020-2023



**H/R & OPERATIONS**



**MARKETING/COMMUNICATIONS**



**BOARD DEVELOPMENT**



**FUNDRAISING/RESOURCE DEVELOPMENT**





# H/R & OPERATIONS

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*Goal 1: Strive to build a culture where all staff feel they are valued, their voices are heard, their contributions are recognized, and they are united in working toward achieving our mission.*

- (A) Implement multiple communication methods to ensure staff are informed and can engage in dialogue across the agency.
  - (A.1) Distribute an internal, bi-monthly staff newsletter.
  - (A.2) Host quarterly virtual “Rappin’ with Randy” staff forums.
  - (A.3) Implement a staff rounding process that occurs twice a year during which direct supervisors engage in 1:1 conversations with staff to provide constructive feedback, celebrate progress, and identify opportunities for improvement.
- (B) Provide opportunities for front line staff to engage, inform, and participate in decision making and policy development.
  - (B.1) Continue to utilize the annual staff evaluation survey as a tool to solicit input, prioritize needs/concerns, encourage solutions for improvement, and ultimately resolution through administrative action.
  - (B.2) Standardize program staff meeting agendas to include opportunities for staff ideation, brainstorming, discussion, and opportunities to share needs and “wish list” items.

# H/R & OPERATIONS

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*Goal 1: Strive to build a culture where all staff feel they are valued, their voices are heard, their contributions are recognized, and they are united in working toward achieving our mission.*

**(C) Develop opportunities to promote staff unity, celebrate achievements, and recognize excellence.**

(C.1) Celebrate professional milestones, work anniversaries, and birthdays in multiple ways, including internal newsletter, social media platforms, Paylocity, and during the LHDC Annual meeting.

(C.2) Recognize and celebrate staff birthdays with a greeting card and a \$10 gift card to a local restaurant.

(C.3) Host an annual staff retreat in addition to the annual holiday training to engage in team-building activities, facilitate cross-department education and relationship building, and unite around the organization's mission and vision.

(C.4) Establish a culture of routinely celebrating organizational and program achievements such as receiving a positive CAR review or a specific program achieving intended outcomes for participants.

# H/R & OPERATIONS

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*Goal 2: Develop a comprehensive information resource/security policy that is reviewed and approved annually by the Board of Directors.*

- (A) Engage leadership staff in the development and review of the information resource/security policy.
- (B) Create an Incident Response Plan clearly defining the steps, processes, and procedures that must be followed in the event of a cybersecurity threat or breach.
- (C) Develop and implement an annual cybersecurity training program for staff, including topics such as phishing (unsolicited emails & attachments), surfing safely, lockout, password protection, and physical onsite attacks.



# MARKETING & COMMUNICATIONS

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*Goal 1: Ensure the community and stakeholders have a clear understanding of the purpose, mission, and impact of LHDC.*

**(A) Develop a comprehensive marketing and communications strategy.**

(A.1) Supplement the existing agency logo with a tagline that clearly articulates the purpose of the organization.

(A.2) Develop a communications toolkit for Board and staff to ensure intentional and consistent messaging about the organization across all media channels.

**(B) Launch a grassroots marketing campaign to spread the message of LHDC and gain supporters.**

(B.1) Develop a school-based outreach campaign effort to educate teachers, administrators, parents and students about LHDC programs, services, and community impact.

(B.2) Implement an Impact Report mailing campaign to share LHDC's positive impact on the community.

(B.3) Create partnerships with local government agencies and community and faith-based organizations to cross-promote events, programs, services, and opportunities.

# MARKETING & COMMUNICATIONS

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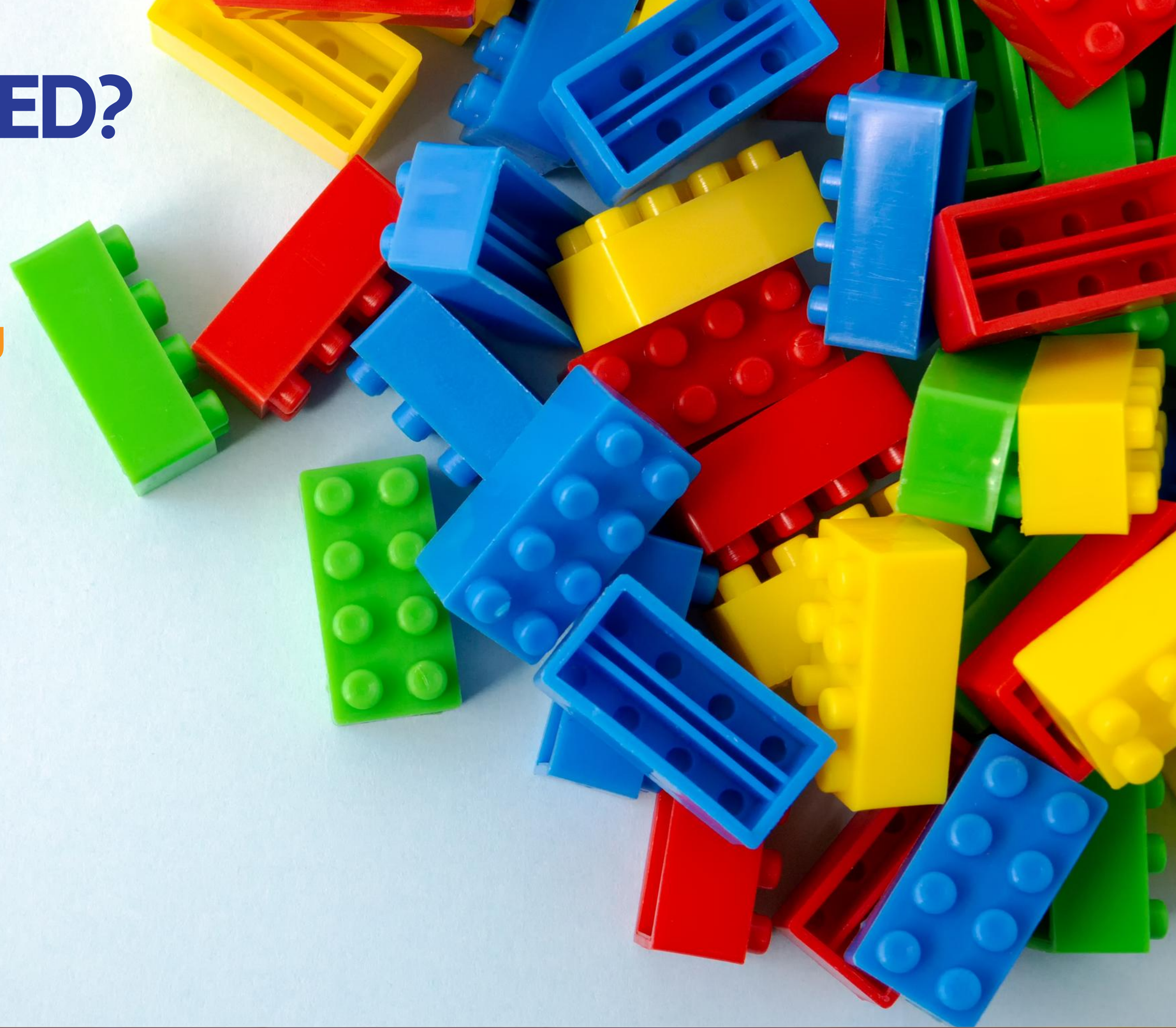
*Goal 2: Educate, inform, and inspire the community to join hands with LHDC in the fight against poverty.*

- (A) Help the community relate and empathize with individuals and poverty by launching a video series providing firsthand accounts of those who have experienced poverty due to varying circumstances (life-altering event, generational poverty, the working poor, etc.).
- (B) Develop and launch an advertising campaign to educate on the impact of poverty on the community and provide avenues for residents and leaders to take action.
- (C) Continue to engage and partner with local community agencies to facilitate community conversations focused on poverty.



# WHAT WILL WE NEED?

- Dedicated staff position for marketing & communications, and community engagement (community conversations)
- Marketing/communications training
- Information technology expertise





# BOARD SELF-ASSESSMENT

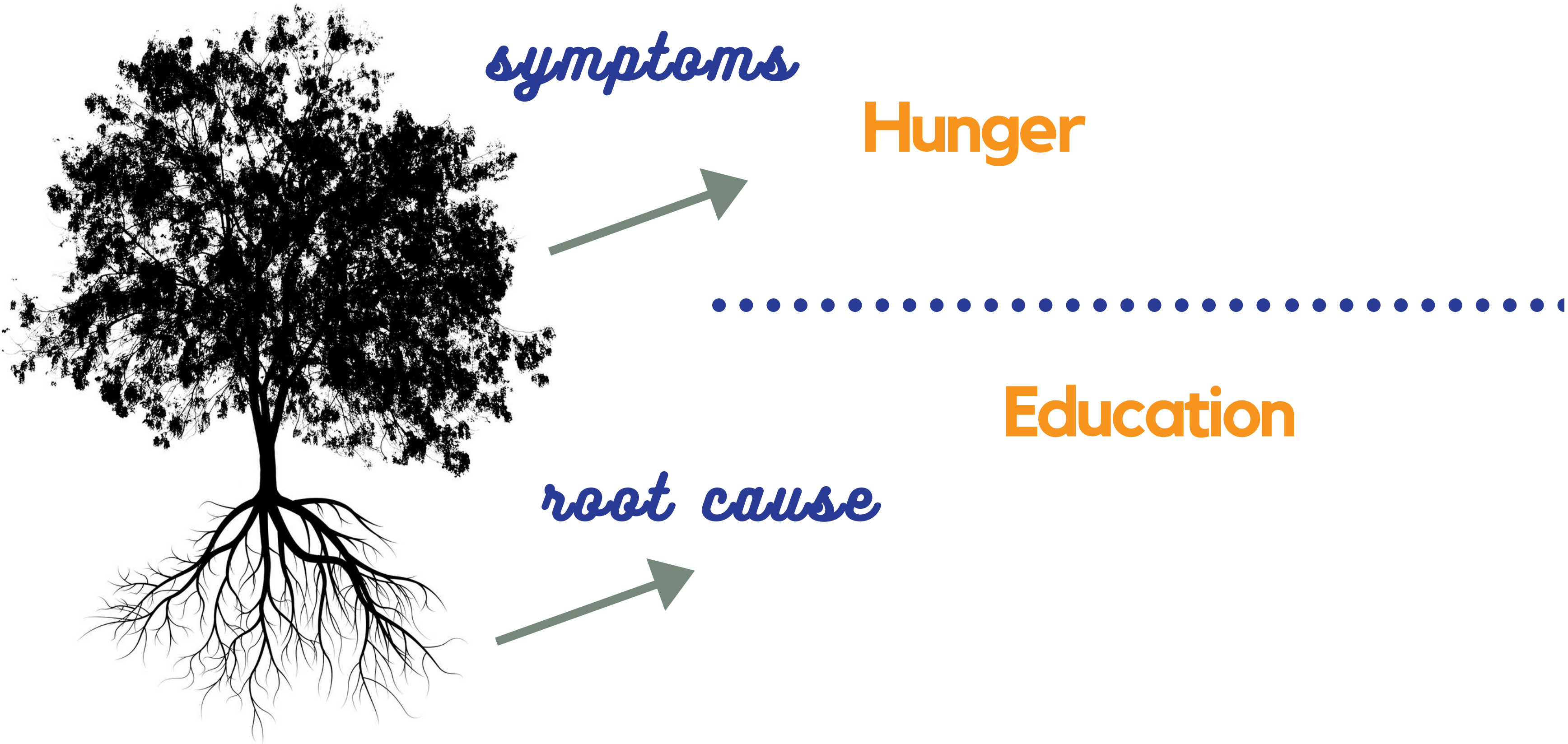


- ✓ Goal - 100% board participation
- ✓ Anonymous
- ✓ Online Survey
- ✓ 30 - 35 min.
- ✓ Results → Board Goals



# BELOW THE LINE

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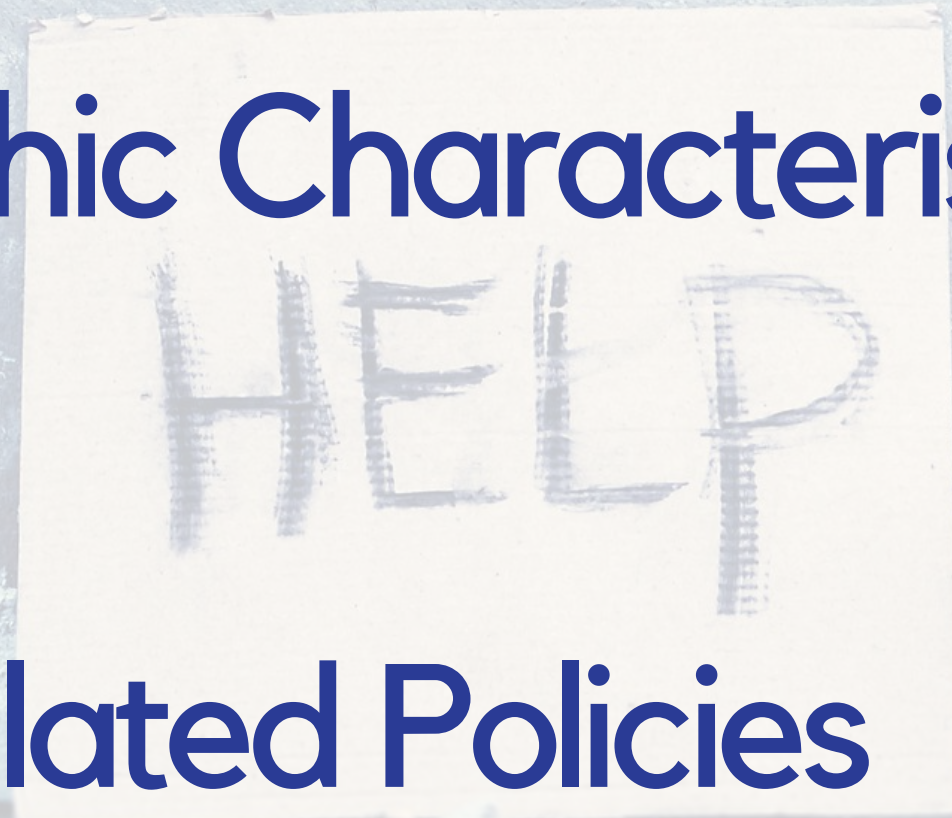




# CAUSES OF POVERTY

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- Labor market issues
- Education
- Demographic Characteristics: Age and Family Structure
- Race
- Poverty-related Policies
- Cultural Factors
- Generational





Do our existing programs tackle  
root causes or treat symptoms?

# PROGRAMS



Program	Crawford	Perry	Spencer	Root Cause	Symptom
Covering Kids & Families	X	X	X		
Energy Assistance	X	X	X		
Head Start Birth to 5	X	X	X		
Healthy Families Program		X			
Housing Program - Apartment Facilities	X	X	X		
Individual Development Accounts	X	X	X		
Retired or Senior Volunteer Program	X	X	X		
Senior's Farmer Market Nutrition Program	X	X			
State Section 8 Rental Assistance	X	X	X		
Weatherization	X	X	X		

# POVERTY THRESHOLD



2020 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA	
PERSONS IN FAMILY/HOUSEHOLD	POVERTY GUIDELINE
For families/households with more than 8 persons, add \$4,480 for each additional person.	
1	\$12,760
2	\$17,240
3	\$21,720
4	\$26,200
5	\$30,680
6	\$35,160
7	\$39,640
8	\$44,120



# 2016 ALICE HOUSEHOLD SURVIVAL BUDGET



Household Survival Budget, Crawford County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$457	\$650
Child Care	\$—	\$708
Food	\$158	\$525
Transportation	\$349	\$697
Health Care	\$214	\$800
Technology	\$55	\$75
Miscellaneous	\$145	\$375
Taxes	\$215	\$297
Monthly Total	\$1,593	\$4,127
ANNUAL TOTAL	\$19,116	\$49,524
Hourly Wage	\$9.56	\$24.76

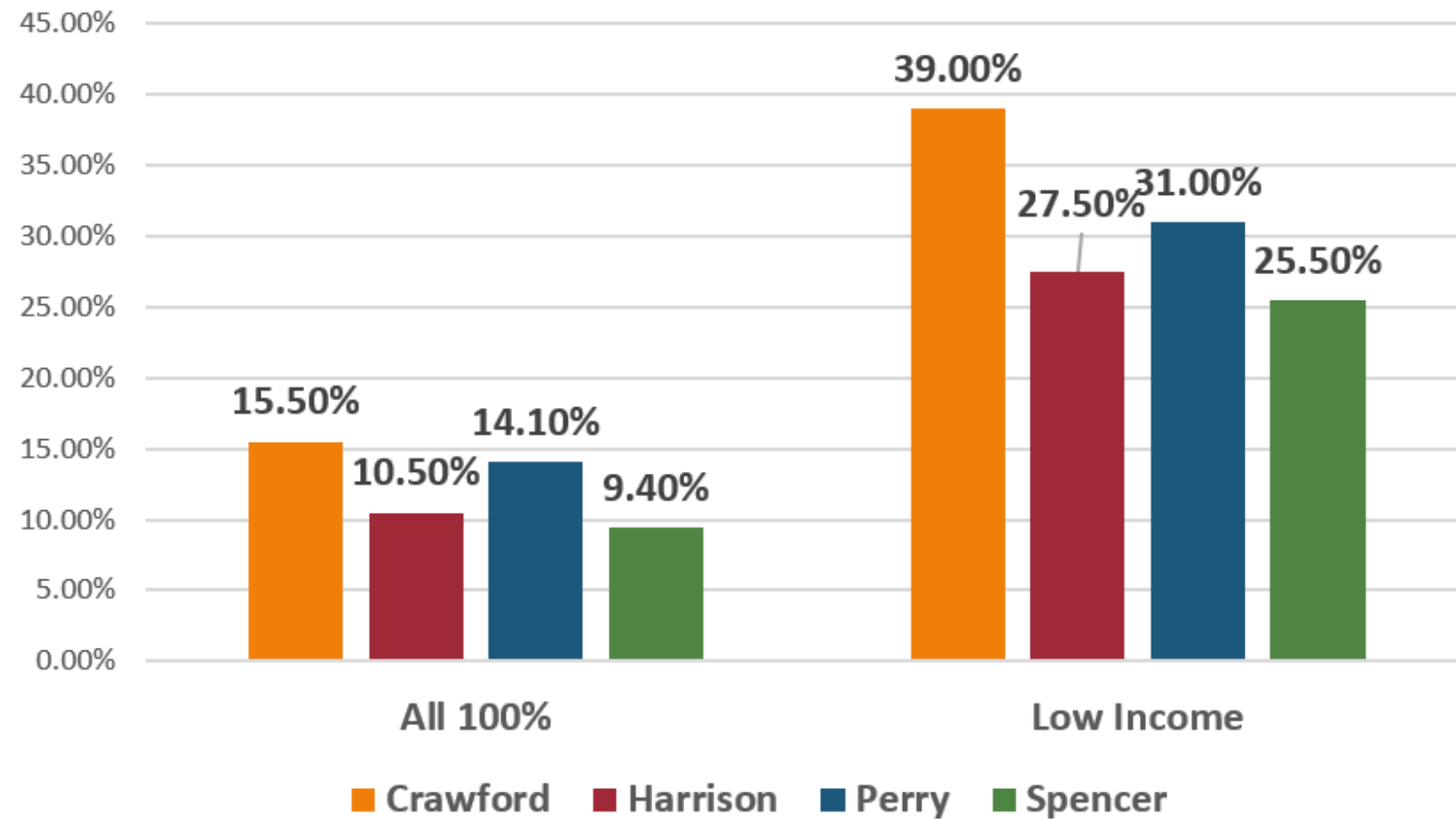
Household Survival Budget, Perry County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$457	\$650
Child Care	\$—	\$804
Food	\$158	\$525
Transportation	\$349	\$697
Health Care	\$214	\$800
Technology	\$55	\$75
Miscellaneous	\$145	\$388
Taxes	\$215	\$330
Monthly Total	\$1,593	\$4,269
ANNUAL TOTAL	\$19,116	\$51,228
Hourly Wage	\$9.56	\$25.61

Household Survival Budget, Spencer County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$401	\$650
Child Care	\$—	\$767
Food	\$158	\$525
Transportation	\$349	\$697
Health Care	\$214	\$800
Technology	\$55	\$75
Miscellaneous	\$138	\$383
Taxes	\$200	\$317
Monthly Total	\$1,515	\$4,214
ANNUAL TOTAL	\$18,180	\$50,568
Hourly Wage	\$9.09	\$25.28

# POVERTY RATES



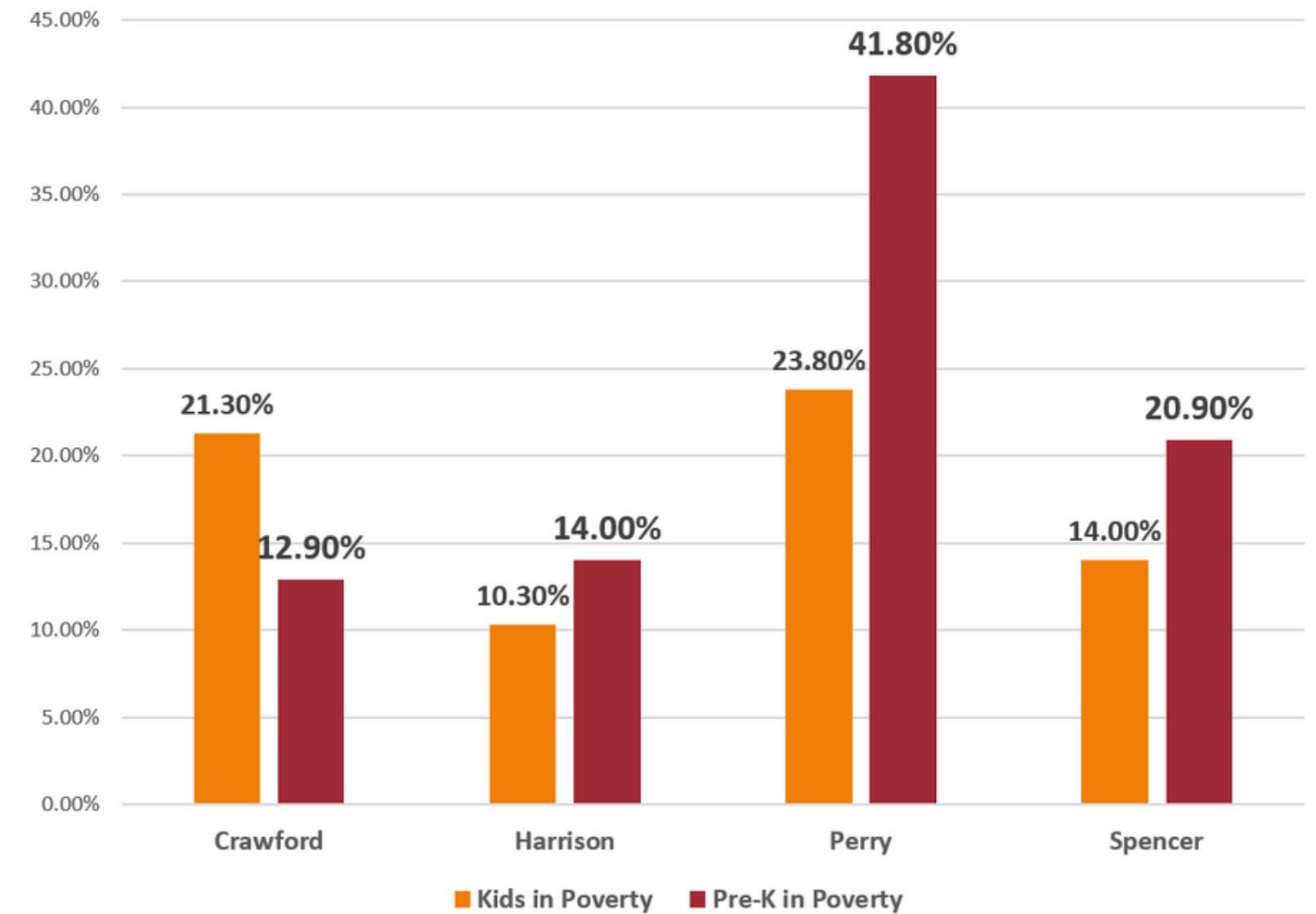
Lincoln Hills Development Corp.  
Service Area Poverty Comparison



## Indiana Statewide Averages:

- Poverty: 13.1%,
- Low-Income: 32.9%

LHDC Service Area Comparison: Kids in Poverty



## Indiana Averages:

- All kids 19.7%,
- Kids under 5 - 22.4%

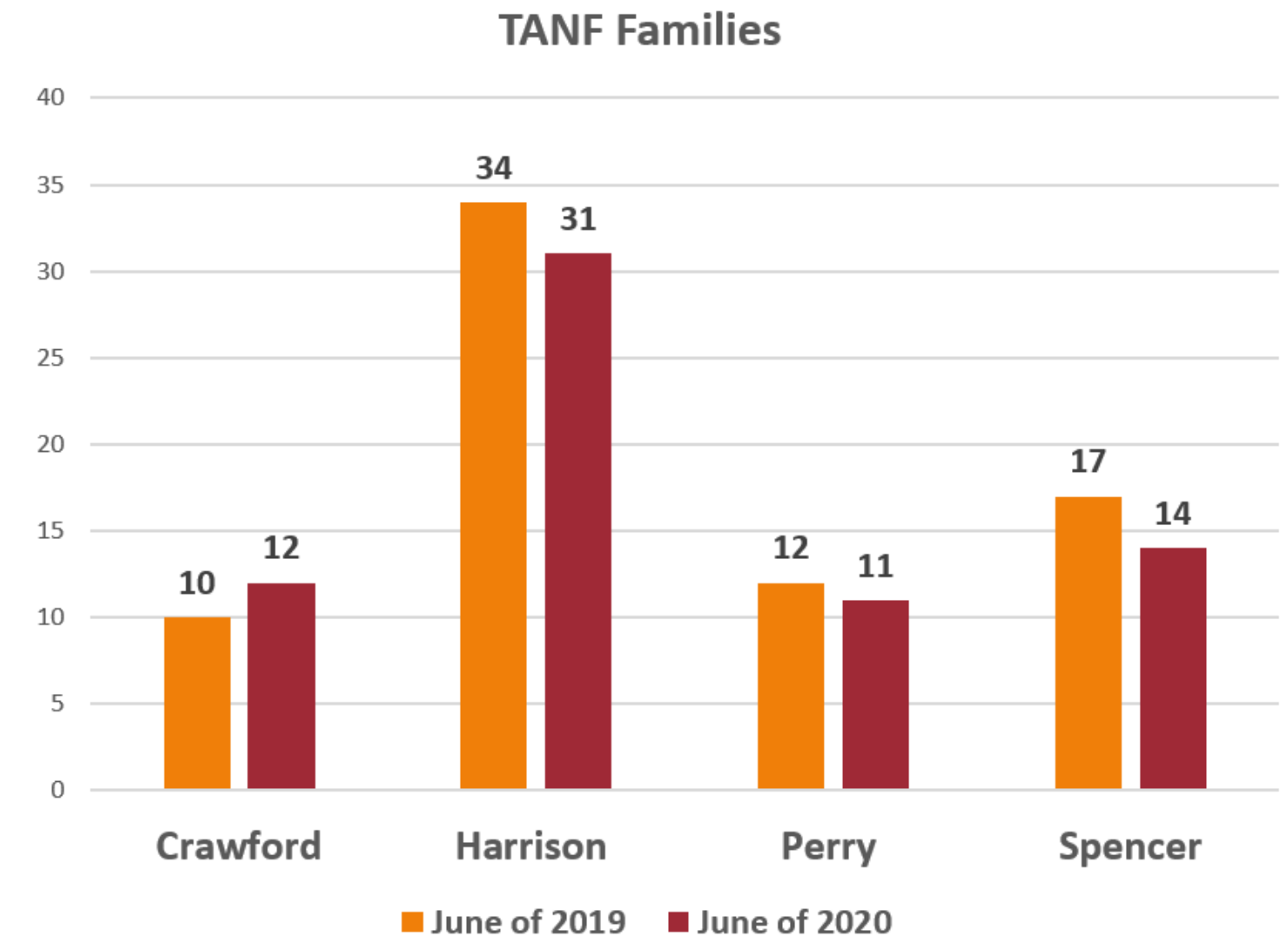
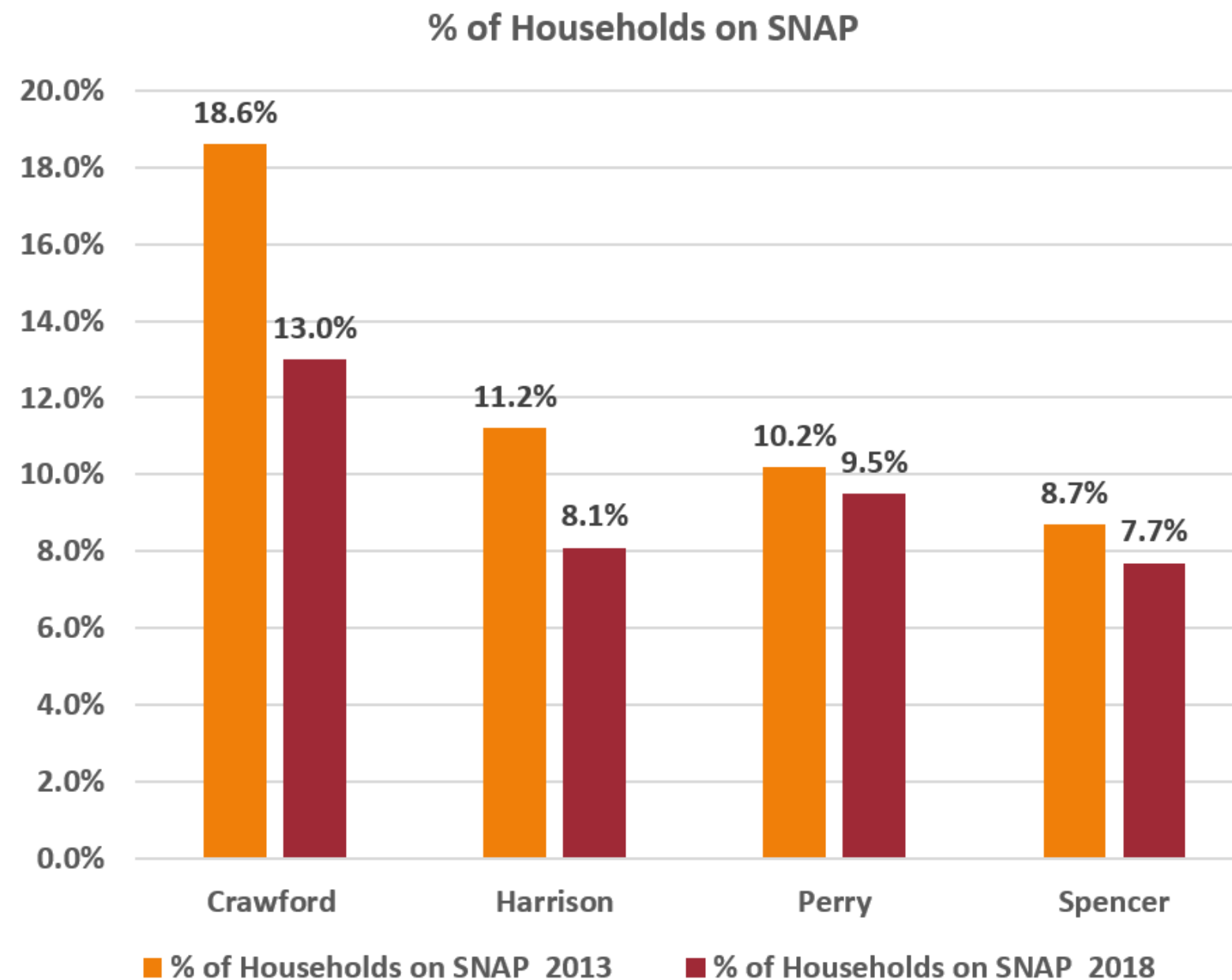




## Percent of Women who Gave Birth in Poverty in the past 12 months:

- **Indiana: 26.3%**
- **Crawford: 26.5%**
- **Perry: 21.6 %**
- **Spencer: 26.5%**

## SNAP & TANF



### TANF Data in Context:

- TANF Data is not a good indicator of families well-being. In 2018, the service area had **2055** families earning below \$15,000 a year but only 39 families on TANF
- During this crisis, TANF rolls have increased 47.8% statewide, while 2/3 counties in LHDC saw TANF declines.

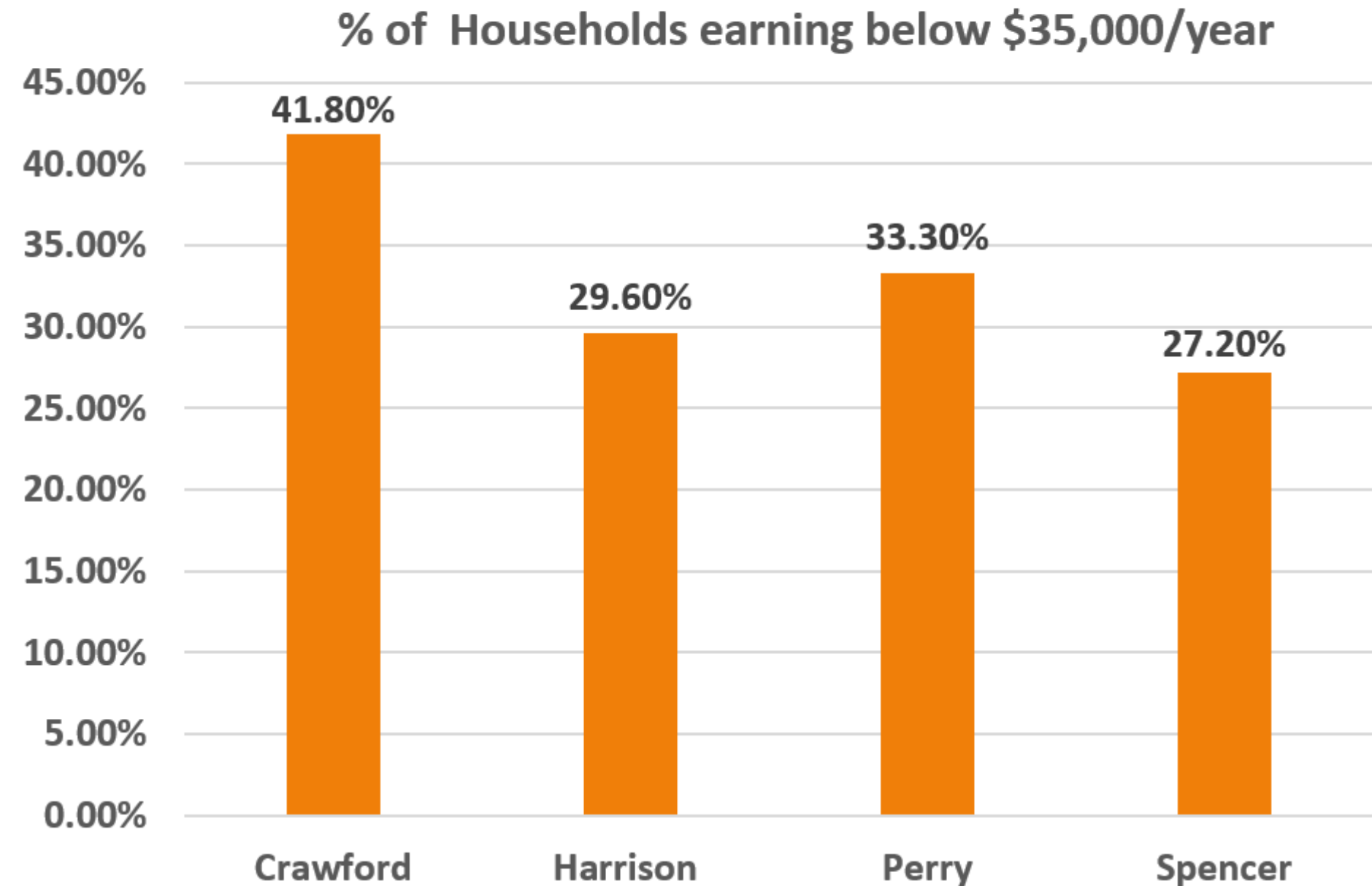


## Median Household Incomes (MHI) 2018:

- Indiana: \$52,821
- Crawford: \$43,875
- Harrison: \$57,132
- Perry: \$51,064
- Spencer: \$56,998

## MHI Change in Real Dollars since 2013:

- Crawford: \$1,011
- Harrison: \$2,596
- Perry: **(\$326)**
- Spencer: \$1,458





# 2018 COMMUNITY SURVEY

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## Child Services/Family Supports

1. Job placement assistance
2. Job certification programs
3. Child care
4. Youth programs
5. Teen programs

## Personal Finances

1. Tuition assistance
2. Credit counseling
3. Financial education/literacy
4. Social security application assistance
5. Income tax assistance

## Healthcare

1. Substance abuse assistance
2. Child/Adolescent Mental Health Support
3. Health Insurance coverage
4. Primary/Preventative Medical Care
5. Specialty Care
6. Adult Mental Health Support

## Housing Assistance/Shelter

1. Temporary/Emergency Shelters for Families
2. Temporary/Emergency Shelters for Single Women
3. Permanent Affordable Housing
4. Domestic Violence Shelters
5. Homelessness Prevention
6. Supportive Services (e.g., case management, advocacy)
7. Safe Havens for Persons with Mental Illness

# 2018 COMMUNITY SURVEY

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## Basic Needs/Emergency Assistance

1. Help with Affordable Housing
2. Help with Transportation
3. Help with Food
4. Help with Utilities
5. Help with Rent/Mortgage

## Independent Living for Vulnerable Populations

1. Support for Disabled Persons (e.g., adult day care/employment support, meals, personal assistance, care mgmt.)
2. Support for Seniors (e.g., adult day care/support, meals, personal assistance, care management, etc.)

**BREAK**



# OUR VISION

**We believe in economic and social justice for all people across southern Indiana...now and always.**

# OUR MISSION

**Reducing poverty to improve lives and communities in southern Indiana**





**How will we reduce poverty  
in the next 4 years?**





# GOAL REQUIREMENTS

## **IM 138 Standard 6.3 (a) (linked to Standard 9.2)**

The plan must contain Family, Agency, and/or Community level goals. However, there is no requirement that the plan utilizes all three (3) of these, it just may not contain only Agency level goals. Furthermore, each goal must be designated Family, Agency, and/or Community



**Plan must address one or more of the following goals:**

- a) Reduction of Poverty**
- b) Revitalization of low-income communities**
- c) Empowerment of people with low-income to be more self-sufficient**





## COMMUNITY GOALS

- Structural changes (policy, practices, resource flows)
- Relational changes (relationships, connections, power dynamics)
- Mental modes



## FAMILY GOALS

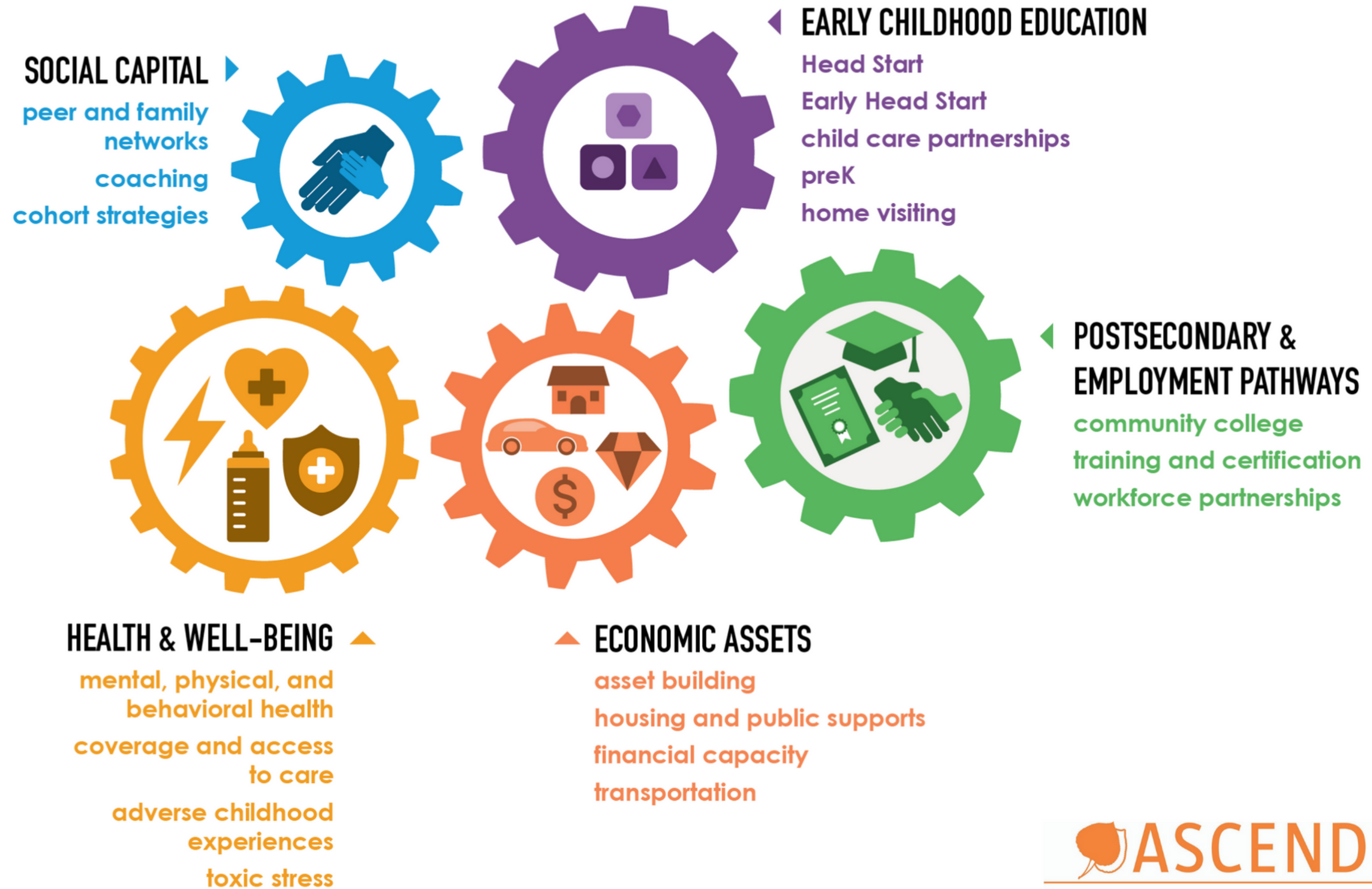
- Impacts individuals
- Relies on delivery of programs and services
- Outcomes are tracked at the individual level

# TWO-GEN APPROACH





# TWO-GEN APPROACH







## SMART goal setting:

Is your goal specific?

Is your goal measurable?

Do you have an action plan?

Is your goal realistic?

Do you have a time limit?



# EXAMPLES

## COMMUNITY GOALS



### Strategies

- (A) Maintain current affordable housing properties and units.
- (B) Explore feasibility of engaging in transitional housing projects.



- (A) Reduce violence in targeted unsafe neighborhoods experiencing a high rate of crime.
- (B) Provide critical support services to the elderly and their caregivers to promote independent living.
- (C) Invest in building the capacity of grassroots leaders. Mobilize these individuals to be a catalyst for positive change in their local communities.

## FAMILY GOALS



### Strategies

- (A) Perform workforce gap assessment for counties located within CAGI service footprint.
- (B) Analyze results of workforce gap assessment to ascertain most appropriate avenues for CAGI engagement and response.
- (C) Serve as bridge between CAGI customers and partner employers.



- (A) Provide immediate short-term rental assistance to prevent evictions.
- (B) Engage short-term rental assistance recipients in longer-term financial stability education programs.
- (C) Put families on path to home ownership.



- (A) Create an internal tracking system encompassing all of CAGI programs to link participants to all available resources and track participation across all programs.
- (B) Establish participant criteria and develop a screening tool.
- (C) Develop new three year upward mobility service delivery model to successfully transition participants to financial stability through a step by step approach.
- (D) Ensure internal programs and staff are fully engaged and leveraging resources for the



## 2020-22 STRATEGIC PLAN ROADMAP



## COMMUNITY GOALS

### Strategies

#### Expand support services and community building initiatives.



- [A] Provide safe, high quality, affordable childcare to low-income families.
- [B] Improve mobility and quality of life for disabled persons.
- [C] Invest in the stability and growth of small businesses.
- [D] Provide support and services to promote healthy, thriving families.

## FAMILY GOALS

### Strategies

#### Provide a safety net to aid families in rising out of poverty.



- [A] Aid families in maintaining financial stability.
- [B] Launch the "Spark Initiative" an internal effort to bundle services to provide wrap around support, directed by care management staff, to transition low income families out of poverty.



#### Improve access to quality, affordable housing.

- [A] Maintain housing stability for low income families.
- [B] Provide safe, high-quality affordable housing.



#### Ensure vulnerable elderly neighbors receive critical care and support to promote independence and aging with dignity.

- [A] Close resource gap for the elderly residing in rural communities.
- [B] Scale existing Area IV aging services across all communities.