

NCIDC's Five-Year Strategic Plan 2025-2029

Table of Contents

INTRODUCTION	1
ORGANIZATIONAL PLAN	3
VISION STATEMENT	3
MISSION STATEMENT	3
ORGANIZATIONAL PRIORITIES.....	3
ORGANIZATIONAL GOALS.....	5
STRATEGIC PLANNING PROCESS AND INPUT.....	10
PLANNING PROCESS.....	10
PLANNING RESULTS/INPUT	11

Introduction

The Northern California Indian Development Council, Inc. (NCIDC) is a private nonprofit corporation that annually provides services to 14,000 to 15,000 clients across California and 22 counties in Oregon. NCIDC was established in 1976 to research, develop and administer social and economic development programs designed to meet the needs of Indian and Native American Communities, to provide support and technical assistance for the operation of such programs, and to conserve and preserve historic and archeological sites and resources. Through the efforts of tribal governments and organizations such as NCIDC, Indian people will continue to play an increasingly important and central role in the ongoing growth of our Native communities, California, and Oregon for future generations.

Considering the financial aspects of the agency, NCIDC operates primarily with contracts and grants from government agencies. NCIDC also operates an American Indian gift shop with the intent of providing training and economic opportunities for Indians and Native Americans. Core funding includes the Community Service Block Grant from the California Department of Community Services and Development, the U.S. Department of Labor Workforce Innovation and Opportunity Act (WIOA) program, the U.S. DHHS Low-Income Home Energy Assistance Program, and California Department of Education American Indian Education Center program. These programs provide NCIDC with an average of three million dollars in funding which the agency views as its core funding and the basis for its permanent staff and long-term programs.

NCIDC also has a significant and growing portfolio of foundation grants such as the Yurok Tribe Klamath River Promise Neighborhoods program and Sierra Health Foundation Substance Use Disorder Prevention program. Although they are impermanent, foundation funds are often flexible and important to incorporate to ensure NCIDC maintains financial security with varied sources of funding. NCIDC has pursued foundation grants to expand our services to address current needs and ensure that we have the capacity to continue operating our existing programs effectively and efficiently. Recent new efforts have included the Da'luk Native Youth Program, Indigenous Education Advocacy Program, and the RedRoad Healing Circle program. The Klamath River Promise Neighborhoods grant is particularly long-term, with a 5-year grant period and hopes for future refunding.

The accounting, budgeting and financial forecasting is conducted in NCIDC'S Fiscal Office with oversight and direction from the Chief Executive Officer. Fiscal uses a custom designed, computer-based accounting system called Abila that allows for easy tracking of financial data and timely reporting. The system was designed to meet the agency's need for a fund accounting system that will allow us to aggregate all programs into a single system while allowing individual reporting for contracts that have program specific periods of performance that typically do not align with the agency's fiscal year. NCIDC financial integrity is shown through many years of unqualified opinions on our annual audit reports, no questioned costs in grantor monitoring and successful completion of grant contracts.

NCIDC places great importance on the planning process. It is by combining the ideas, skills, and vision of staff and council members that the needs of the Native American community can be best served. The Strategic Plan will address NCIDC's proposed programmatic course from 2025 through 2029. The plan is a conceptualization of how the Governing Council and staff, in collaborative partnership, envision the growth of NCIDC over the next five years. It is a practical action plan based on an examination of the organization's resources and community needs. The key features of this plan will be broken out to include organizational goals with a focus on direct assistance in the primary service area of Del Norte, Trinity, Siskiyou, and Humboldt Counties as well as indirect and direct services and support to California and Oregon programs. The goals set out in this strategic plan will be communicated to program staff to govern daily work activities and priorities to continue promoting a wide variety of personal, community, and cultural growth.

In order to ascertain Native American community needs in the NCIDC service area, the agency completes a community needs assessment every two years. These assessments incorporate a wide variety of current data on our specific service area which is then explored in-depth. NCIDC always conducts a custom survey for each needs assessment so we can hear directly from our communities. The surveys are completed by a variety of parents/guardians, students, and interested community members. Community needs assessments are completed as part of NCIDC's Community Action Plans (CAP).

NCIDC identified these community needs in our 2023 Community Needs Assessment:

- Housing
- Cultural/Spiritual/Ceremonial Activities
- Education and Job Training
- Adequate Employment Opportunities
- Access to Mental Healthcare
- Access to Rehabilitation Services
- Youth Support
- Transportation
- Access to Technology
- Childcare & Elder Care
- General Assistance

Active concerns and efforts span a great number of areas from environmental preservation and restoration, to economic and cultural enhancement. Many of the needs listed above are struggles across California and Oregon, and Tribal agencies and local governments do not receive enough funding to address them. NCIDC provides emergency assistance payments for some of these needs, but we do not have the capacity to run programs for every need identified. NCIDC refers clients to Tribal and local government programs that provide further assistance and we provide program support whenever possible. Our agency also participates in partnerships throughout the four-county service area, California and Oregon in order to keep up-to-date on available client resources and coordinate services with other agencies the most effectively.

Organizational Plan

Vision Statement

“We envision Indigenous people succeeding in all aspects of life; balancing work, family, spirituality, community, wellness and cultural pride.”

Mission Statement

“NCIDC will strive to provide culturally-appropriate services needed by American Indian people to achieve self-determination in economics, employment, education, culture, wellness and community involvement as well as to conserve and preserve historic and archeological heritage.”

Organizational Priorities

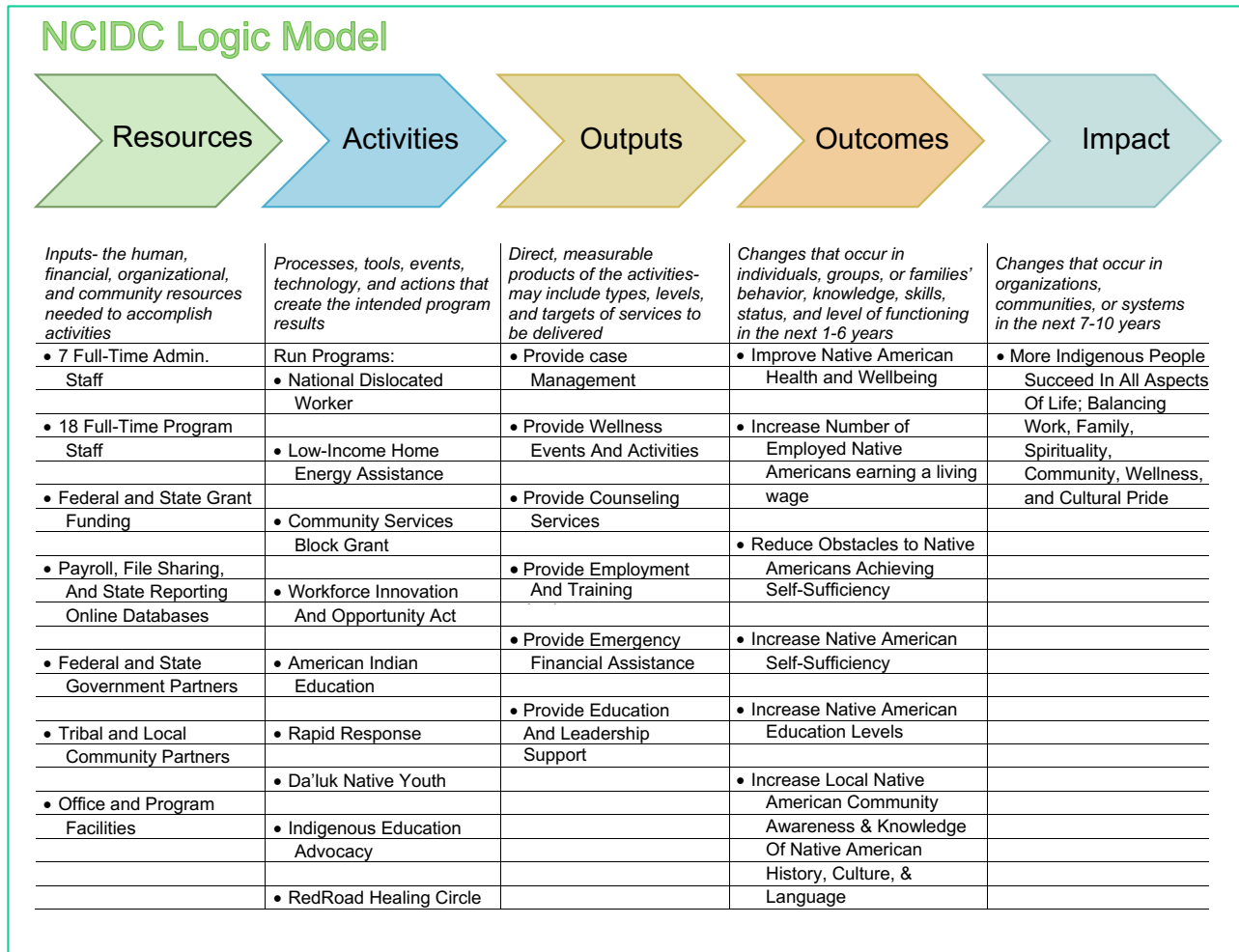
NCIDC provides services to American Indian clients to aid them in reducing barriers that prevent them from achieving personal growth and success leading to self-sufficiency. A case management model is utilized to promote a comprehensive range of assistance to best meet client-defined goals. A similar approach is used in working with tribes and American Indian agencies in promoting community development. Care is given to ensure that all services and programs are provided and administered in a culturally appropriate manner and with sensitivity to the traditions of Native American people.

In order to accomplish our vision and mission statements, NCIDC has established certain priorities in our program services for the next five years. The priorities are determined based on the community needs listed in the Introduction and the input of our Governing Council. Our Council members represent, and originate from, the communities we serve and thus have a vested interest and actively monitor areas of concern.

NCIDC has organized our priorities as a circle because each of these areas impacts the other and influences individuals’ lives and wellbeing in a multi-faceted manner. We do not believe any one of these priorities is more or less important than any other. NCIDC has also chosen to highlight several focus areas for the next five years that fall within the identified priorities, but we believe deserve special consideration. These focus areas are listed in the center of the circle. The priorities and focus areas do not preclude NCIDC from pursuing additional projects or programs as we become aware of additional community needs.



The following diagram is a logic model showing how addressing these priorities will also accomplish our overall mission.



Organizational Goals

NCIDC council members and staff collaborate to determine the goals for the organization, both overall and annually. Staff present monthly status updates of all programs and projects and obtain council guidance and input on each step of the process: development, planning, implementation, and evaluation. In addition, council members review all performance reports that NCIDC submits to the state and all program audits in order to keep abreast of formal program evaluations. The management information generated from prior years' programs is utilized by NCIDC as a definitive basis for planning subsequent years' comprehensive annual plans. The analysis also establishes parameters from which the future activities and service delivery mechanisms are planned and developed. With that in mind, staff have included a chart of NCIDC's organizational goals, strategies, and planned objectives for the next five years. This chart, and the strategic plan as a whole, will be reviewed and updated by staff and council members bi-annually to consider changing needs and accomplished goals.

Agency-wide		
Goal	Strategy (How)	Objective (What)
Short term (12/31/2026)		
Ensure long-term management stability	Complete succession plan	<ol style="list-style-type: none"> 1. Investigate best practices in organization structure and create overview by December 2024 2. Hire replacement management staff based on results of the best practices review by June 2025
Increase long-term outcomes and decrease repeat clients	Increase partnerships to provide in-depth case management	<ol style="list-style-type: none"> 1. Meet with at least 5 other regional and/or statewide agencies providing case management services to discuss partnership possibilities within the first year 2. 15% of clients served received at least one referral to another program or agency by the end of 2026
Improve programmatic and financial planning	Incorporate budgeting and finance discussions into staff meetings	<ol style="list-style-type: none"> 1. Establish quarterly budget reviews with program staff for every program by the end of 2025
Improve collaboration and communication	Improve email and other communication methods	<ol style="list-style-type: none"> 1. Implement Microsoft 365 and AT&T communication technologies for all staff by December 2024 2. Research options and feasibility of agency group chat software by June 2025

Improve staff skills and knowledge	Increase training offered in technology, laws and regulations, time management, wellness	<ol style="list-style-type: none"> 1. Research training resources within the first year. 2. Develop training and resource list for staff to access going forward. 3. Schedule at least quarterly in-house trainings for critical systems and issues. 4. Research a 3-month training exploring a CQI process and how it can be implemented throughout the agency.
Strengthen wrap-around services for youth and adults	<ol style="list-style-type: none"> A. Continue to strengthen youth division collaboration B. Increase staff knowledge of all NCIDC programs 	<ol style="list-style-type: none"> A1. 80% of all NCIDC youth/family events are co-facilitated by staff from two or more programs by 2026 B1. Train all staff that interact with the public on the basics of all NCIDC programs
Expand NCIDC's public presence	Increase knowledge of NCIDC programs	<ol style="list-style-type: none"> 1. Release NCIDC annual impact reports starting June 2025 2. Increase NCIDC social media post frequency to at least once every two weeks by 2026

<u>Agency-wide Goal</u> Long term (12/31/2029)	<u>Strategy (How)</u>	<u>Objective (What)</u>
Sustain foundation-based programs	Effectively deliver existing programs and explore new programs/relationships	<ol style="list-style-type: none"> 1. Staff will network with foundations by going to conferences and/or gatherings once a quarter 2. Clearly discuss program objectives at least monthly during staff meetings going forward 3. Research creating dashboard or system for viewing progress on objectives by December 2025 4. Conduct program and fiscal reviews of all programs annually to determine any adjustments needed starting in 2025
Strengthen federal/state programs	Effectively deliver existing programs and explore new programs/relationships	<ol style="list-style-type: none"> 1. Develop and/or improve client follow-up tools by December 2026 2. Obtain 25% client follow-up response rate by 2029 3. Develop client satisfaction tool by June 2025 4. Obtain 15% client satisfaction response rate by 2029

Increase agency efficiency	Decrease paper use across the agency	<ol style="list-style-type: none"> 1. Research digital service approval software by December, 2025 and create list of options 2. Implement digital service approval software, if there is a feasible option, by December 2026 3. Stop duplicative printing of regional office client files in the Eureka office by December, 2027
Agency stays operational	<ol style="list-style-type: none"> A. Improve employee recruitment success rates B. Maintain agency's ability to operate on Tribal land 	<ol style="list-style-type: none"> A1. Investigate headhunter options by December 2025 A2. Utilize at least 4 recruitment/advertising methods for each job opening starting in 2025 A3. Review best practices in recruitment/advertising annually starting in 2026 and update NCIDC methods accordingly B1. Investigate self-coverage insurance options by December 2024 B2. Advocate for national special insurance coverage by attending meetings/conferences at least twice a year until 2029
Last 2 member entities are federally-recognized	Support their application efforts	<ol style="list-style-type: none"> 1. Share funding opportunities with the Tribes as they arise
		<ol style="list-style-type: none"> 2. Write letters of support for any applications, advocacy, or federal recognition processes 3. Advocate for their cause with federal partners and partners at the national level during meetings/conferences on other topics
Maintain financial security	<ol style="list-style-type: none"> A. Maintain agency financial reserves B. Maintain strong internal financial controls 	<ol style="list-style-type: none"> A1. Research avenues for the agency to contribute to existing reserves and create list of suggested strategies by December 2026 B1. Update fiscal policies every two years based on current best practices in the non-profit finance industry
Support Tribes in economic prosperity	Ensure Tribal Communities benefit from regional economic development projects	<ol style="list-style-type: none"> 1. Advocate for Indian-specific funding and workforce/training activities in Offshore Wind and broadband over the next 5 years by attending conferences and/or meetings each year 2. Work with Tribes to submit at least 2 projects for the California Jobs First program Tribal set-aside funding that benefit Native communities 3. Act as a voting member for Redwood Region Rise Jobs First program and attend at least 50% of the northern California Jobs First program meetings until the end of the program
Stay within long-term mission and vision	Successfully implement 5-year strategic plan	<ol style="list-style-type: none"> 1. Review the strategic plan with council and management every 6 months for the length of the plan and update the plan as necessary

Ongoing Programs

NCIDC has determined that these programs address our priorities and community needs. As such, we will endeavor to maintain these programs going forward until we find that they are no longer needed. New programs are added as new needs arise, and NCIDC will be continually examining how we can best work toward the priorities identified above.

Employment and Training Programs

NCIDC is designated as a Native American Grantee by the U. S. Department of Labor. We serve the employment and training needs of the American Indian people residing in Del Norte, Humboldt, Trinity, and Siskiyou counties. In addition, every one of our off-reservation subcontractors is a “Section 166” WIOA federally funded employment and training agency. NCIDC integrates, coordinates, and ensures non-duplication of its employment and training services through continued participation in the local Workforce Development delivery system in each county within our service area. As an integral partner in each One-Stop delivery system in our service areas, NCIDC coordinates client services provided by local Workforce Development Boards and other program operators.

Another service that has been instrumental in emergencies is the Rapid Response Program. This program provides essential support when employees are dislocated after mass layoffs. Workers are provided training and job search assistance to help them secure living wage jobs and avoid long-term unemployment. The Rapid Response program also supports and supplements the National Dislocated Worker Grant program which is designed to assist communities following natural disasters on reservation or aboriginal land. NCIDC is contracted to hire and supervise work crews to repair the damage from the disaster. The program serves several purposes including hiring unemployed workers from the local reservation and helping the community to recover from the disaster.

Education Services

NCIDC has a commitment to providing for the academic and educational growth of Native Americans. Specific services are made available to promote the attainment of educational goals from public school age through college. This includes providing access to computers, academic support and tutoring, academic counseling and advocacy, and scholarship and college planning. NCIDC’s primary programs in this area are the Del Norte Indian Education Center and Indigenous Education Advocacy program.

NCIDC operates the Del Norte Indian Education Center which is an in-school and after-school program. It provides services to children and their families and explores academic and cultural opportunities for personal and family growth. We are also expanding these services into Smith River. The Indigenous Education Advocacy program advances educational equity for Native American students in Del Norte and Humboldt Counties and adjacent tribal lands. The IEA will have a direct impact on Native American students, families, and communities through know your rights (KYR) trainings, leadership development and capacity-building for direct service providers and will lead systems level change by building coalitions and leading advocacy work in targeted school districts.

❖ Community Health & Wellness Programs

The Da'luk Native Youth program work to promote healing through culturally rooted lessons, to develop social/emotional competency, and to support training and development of youth advocates on policy, systems, and environmental change to prevent substance use, while promoting positive cultural identity and tribal wellness among middle and high school Native American students in Humboldt County. In collaboration with traditional cultural bearers, the Da'luk Youth Program will cultivate heathy life outcomes for Native youth to flourish into future leaders. A number of NCIDC programs also work with youth to develop skills in maintaining community health and wellness. Often this includes training many youth in multi-media advertising, resulting in culturally focused public service announcements that are run throughout the community. The benefit goes far beyond the end product. Program youth develop skills, have a better understanding of their community, and they have an opportunity to create messages that reflect their point of view and their culture. The NCIDC RedRoad Healing Circle program was a pilot project recently created to support substance use disorder treatment and recovery in using traditional Indigenous knowledge and practices. Although that funding ended, we will be pursuing additional funding to build off of the pilot and offer this program more permanently.

❖ Community Service Block Grant (CSBG)

NCIDC provides a variety of emergency assistance services to meet the needs of the communities we serve, including vouchers for emergency food. We work with a large network of partner agencies to supplement and enhance emergency financial services and to leverage our limited resources. A major ongoing element to this program is that NCIDC provides a food distribution program each winter. The food distribution program helps minimize the financial stress and maximize the nutritional benefit during this time of year. In addition, we provide cultural micro-grants to support Native American cultural events and activities as well as community wellness. These are reviewed and approved by council based on their relevance to NCIDC's mission.

❖ Set Aside

The primary purpose of the CSBG American Indian Set Aside program is the development and provision of programs that assist American Indian people to realize greater self-sufficiency through the principles of family and community self-help. The state-wide program is designed to provide services in a highly efficient manner as a result of "piggy backing" CSBG-AISA projects onto established American Indian organizations that are partners in this proposal and operate Workforce Innovation and Opportunity Act programs. Utilizing this method, NCIDC has been able to maximize the impact of the limited amount of CSBG-AISA funds available to American Indians in the State. NCIDC currently serves over 90 American Indian communities Reservations and Rancherias under joint Memorandums of Agreement and CSBG Subcontracting.

Low Income Home Energy Assistance Program

NCIDC received a Low-Income Home Energy Assistance Program (LIHEAP) grant from the Federal Government to assist 48 California Tribes. Each Tribe enacts an authorizing resolution indicating that their funding will be administered through NCIDC. Tribes who utilize the services of NCIDC avoid much of the administrative burden of the LIHEAP program, while still having a mechanism to provide this valuable service to their membership in a timely fashion. NCIDC is in constant communication with the Tribal communities in our service area due to the nature of our Board and our partnership with Tribal entities. As such, we ensure that each Tribal community has a LIHEAP program available for those who need it, and that we are able to provide that program if they do not.

Strategic Planning Process and Input

Planning Process

The NCIDC five-year strategic plan was created through a four-part process: staff data analysis, management brainstorming sessions, a staff survey, and an ad-hoc committee meeting of NCIDC's councilmembers.

First, NCIDC staff collected and analyzed data and documents from the last five years in order to inform the planning process. This included data from NCIDC's 2023 Community Needs Assessment which incorporated customer satisfaction questions, the 2023 NCIDC Risk Assessment, funding source and expense reports, and client service and outcome reports.

A survey was created by management to collect input from all staff at the agency. The survey asked about NCIDC's mission and vision, our effectiveness and efficiency as an agency, and our strengths and weaknesses.

NCIDC's council created an ad-hoc strategic planning committee to provide planning guidance and direction. The committee reviewed NCIDC's mission and vision, the results of the staff survey and the first management team meeting, information from the 2023 community needs assessment, and they discussed NCIDC priorities for the plan.

A management team of seven people met twice, once midway through and once at the end of the process to review and discuss the results of the other planning efforts. During the meetings, the management team also reviewed the mission and vision, five-year goals for the agency, and discussed S.W.O.T. (strengths, weaknesses, opportunities, and threats) highlights.

Planning Results/Input

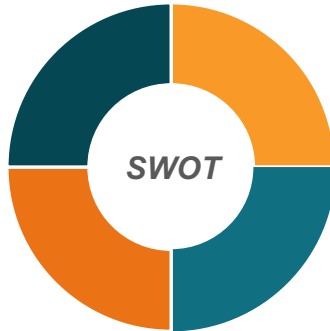
NCIDC S.W.O.T. Highlights (Focusing on only the most significant items)

STRENGTHS

- NCIDC adjusts to needs as they arise
- Staff dedication and experience
- Meaningful and impactful work
- Beautiful historic building as our home office
- Longstanding and trusted presence in Indian Country
- Strong relationships with state and federal funders
- Substantial financial reserves
- Managed and staffed by Indigenous people
- Experienced with providing many different kinds programs
- Development of new broad-based youth division
- Online accessibility
- Quick response and turnaround for services
- Limited overhead

OPPORTUNITIES

- New relationships are developing and strengthening with foundations
- Lots of funding has been emerging related to Diversity, Equity, and Inclusion
- Large projects are being developed locally, including offshore wind energy
- Tribal-specific funding is regularly released on the federal level
- New staff and management have been brought into NCIDC
- Education projects and partnerships are gaining momentum



WEAKNESSES

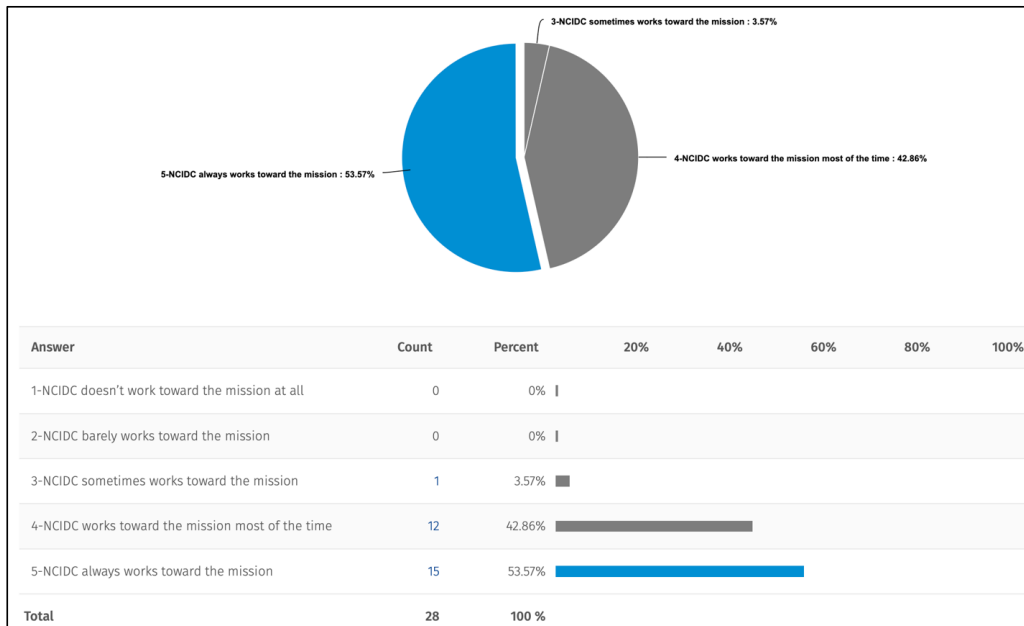
- NCIDC has limited capacity to implement programs
- NCIDC staff can experience transformation fatigue or burnout related to employees working on multiple new projects, or in a substantially revised structure
- There are some inefficiencies in the agency that can be improved, including staff use of time, and use of tools and technology.
- Lack of communication in the agency
- Office politics
- Some programs are dependent upon grants that are not automatically re-occurring
- We are not well known outside of our primary service area
- Traditional advertising for jobs has not been working

THREATS

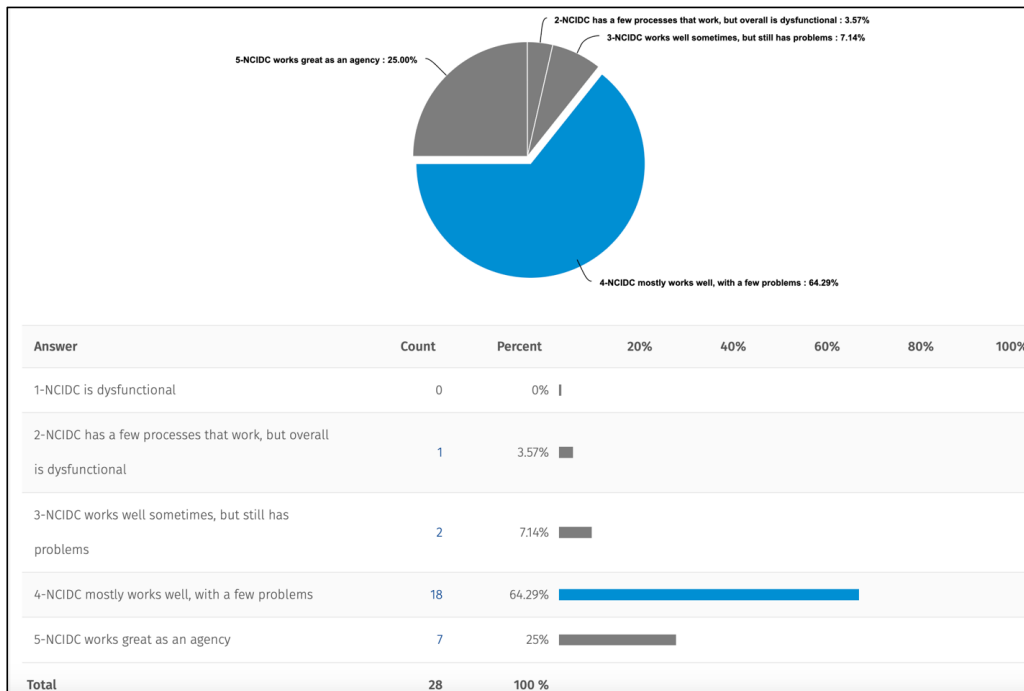
- Ongoing inability to obtain insurance on Tribal Land
- Changes in labor preferences and market factors make it difficult to find qualified applicants to fill open NCIDC positions
- Funding sources that cover NCIDC overhead costs may not be permanent and replacements are difficult to find
- Funding sources almost always limit indirect and administrative costs. This limits NCIDC's ability to staff programs and causes all agency efforts to be spread thin.
- NCIDC receives some static funding that does not increase with inflation
- Inflation does not accurately reflect the increase in energy costs so NCIDC is not able to pass through energy costs to tenants in the Carson Block equitably
- Auditors have findings in their reports


NCIDC Staff Survey Summary

➤ **Question: “Effectiveness: Out of the scale below, how much do you think NCIDC’s programs, services, and activities work toward our mission?”**



➤ **Question: “Efficiency: Out of the scale below, how well do you think NCIDC functions as an agency? Please consider NCIDC’s policies, procedures, and overall organizational structure.”**




 **Question: “What makes you most proud about NCIDC?”**

The most common theme in the responses was that staff are proud of NCIDC’s work in helping all Native people in need and the impact we have had on Native communities. Multiple people were also proud of the work NCIDC has done with Native youth specifically and were proud of the NCIDC staff. Two people appreciated the way staff are treated.

Below are the remaining responses that did not fall into those two categories:

- The Carson block building and its history
- That we always meet our goals and are always efficient
- Keep up with the changes in our community
- Workforce development, and when we get people into the workforce who use that opportunity to become self-sufficient

 **Question: “What makes you most frustrated about NCIDC?”**

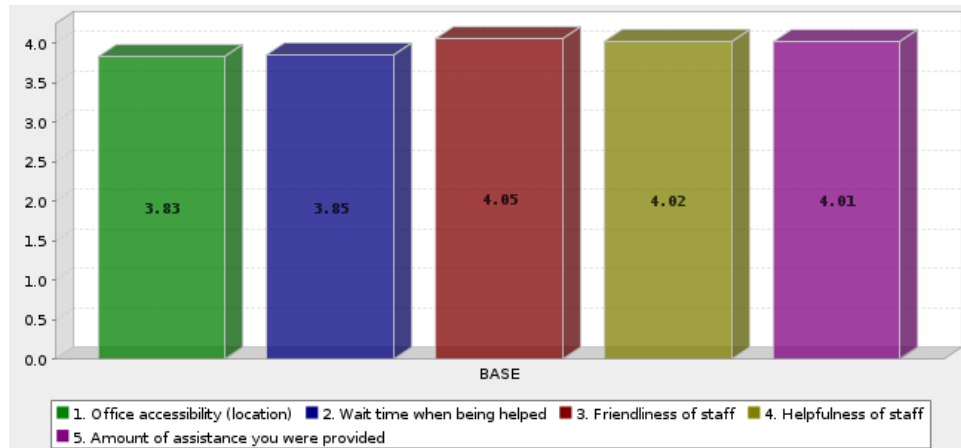
These responses were more varied. Four staff said they did not have anything they were frustrated about.

Below are the remaining categories that had several staff in each:

- Lack of communication in the agency
- The agency has transitioned to online applications and moved away from as much in-person interaction
- Agency processes
- Limited agency capacity
- Office politics

2023 CNA Customer Satisfaction Results

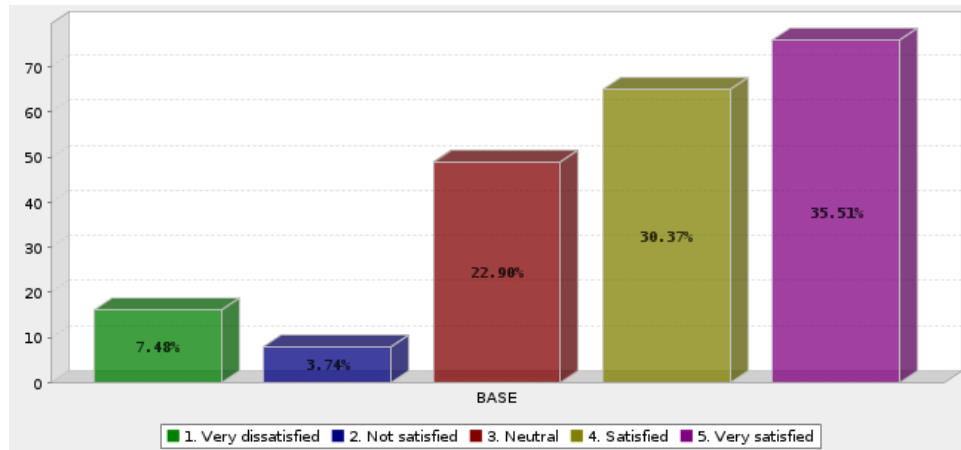
Q59. How satisfied are you with NCIDC's services?



Q59. Overall Matrix Scorecard : How satisfied are you with NCIDC's services?

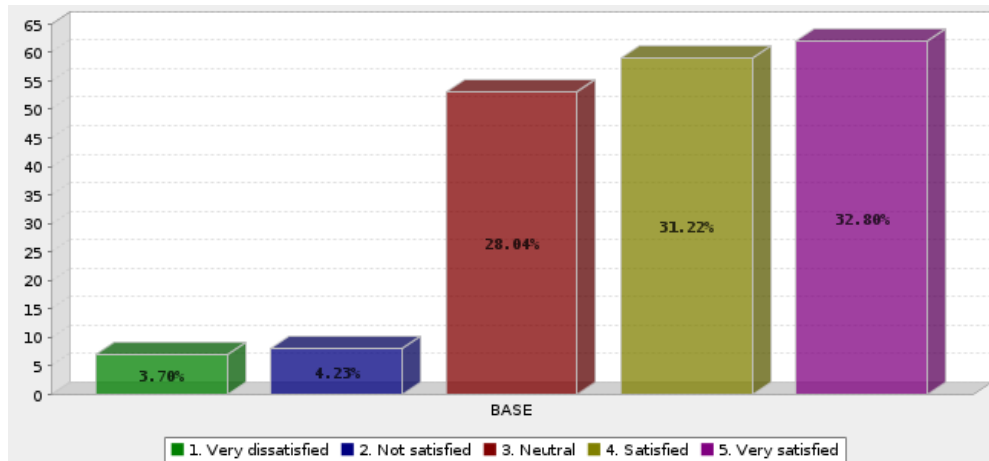
Question	Count	Score
1. Office accessibility (location)	214	3.827
2. Wait time when being helped	189	3.852
3. Friendliness of staff	210	4.052
4. Helpfulness of staff	211	4.024
5. Amount of assistance you were provided	214	4.014
Average		3.954

Q59. Office accessibility (location)



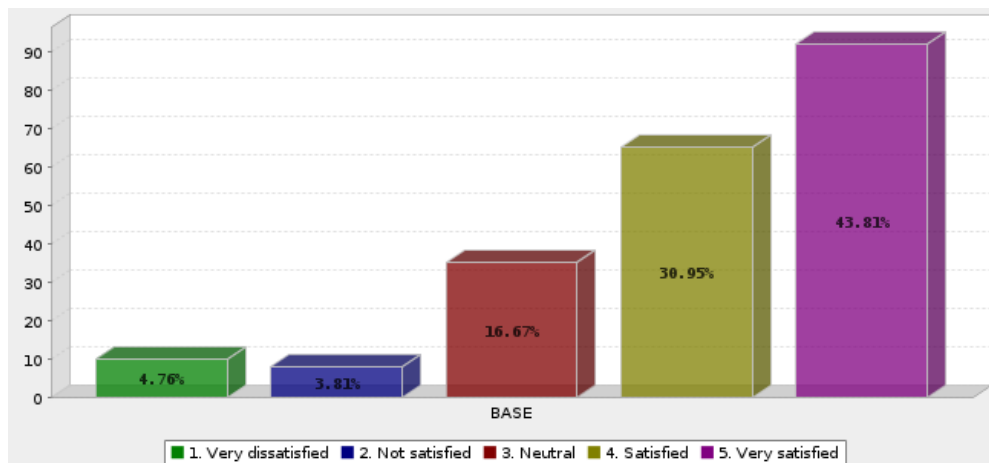
	Answer	Count	Percent
	1. Very dissatisfied	16	7.48%
	2. Not satisfied	8	3.74%
	3. Neutral	49	22.90%
	4. Satisfied	65	30.37%
	5. Very satisfied	76	35.51%
	Total	214	100%
Mean : 3.827	Confidence Interval @ 95% : [3.670 - 3.985]	Standard Deviation : 1.176	Standard Error : 0.080

Q59. Wait time when being helped



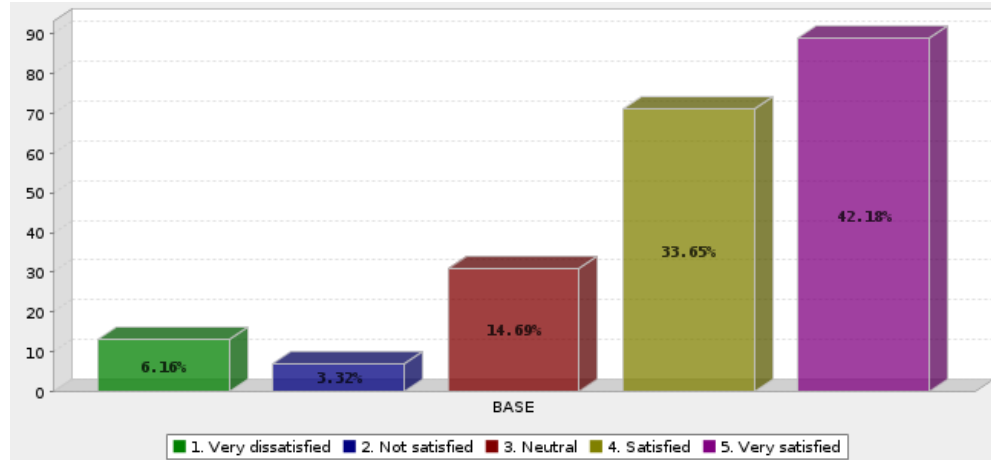
	Answer	Count	Percent
	1. Very dissatisfied	7	3.70%
	2. Not satisfied	8	4.23%
	3. Neutral	53	28.04%
	4. Satisfied	59	31.22%
	5. Very satisfied	62	32.80%
	Total	189	100%
Mean : 3.852	Confidence Interval @ 95% : [3.703 - 4.001]	Standard Deviation : 1.046	Standard Error : 0.076

Q59. Friendliness of staff



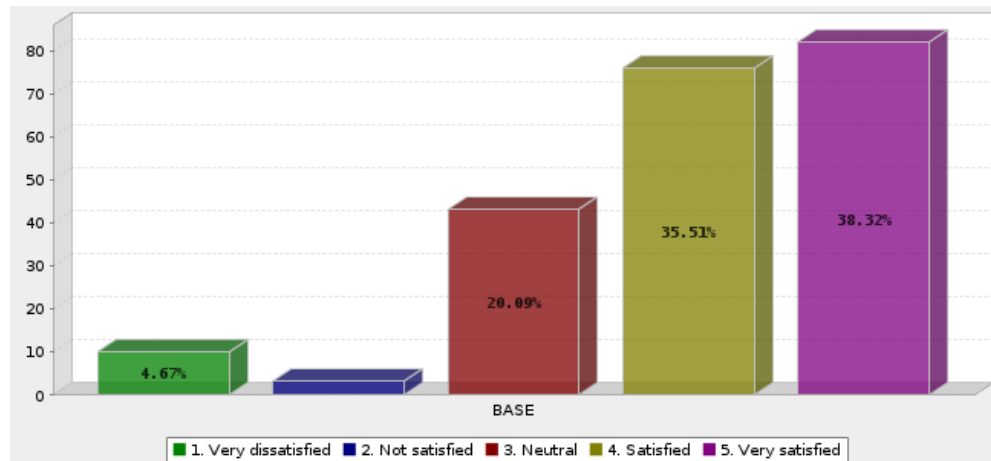
	Answer	Count	Percent
	1. Very dissatisfied	10	4.76%
	2. Not satisfied	8	3.81%
	3. Neutral	35	16.67%
	4. Satisfied	65	30.95%
	5. Very satisfied	92	43.81%
	Total	210	100%
Mean : 4.052	Confidence Interval @ 95% : [3.905 - 4.200]	Standard Deviation : 1.090	Standard Error : 0.075

Q59. Helpfulness of staff



	Answer	Count	Percent
	1. Very dissatisfied	13	6.16%
	2. Not satisfied	7	3.32%
	3. Neutral	31	14.69%
	4. Satisfied	71	33.65%
	5. Very satisfied	89	42.18%
	Total	211	100%
Mean : 4.024	Confidence Interval @ 95% : [3.872 - 4.175]	Standard Deviation : 1.123	Standard Error : 0.077

Q59. Amount of assistance you were provided



	Answer	Count	Percent
	1. Very dissatisfied	10	4.67%
	2. Not satisfied	3	1.40%
	3. Neutral	43	20.09%
	4. Satisfied	76	35.51%
	5. Very satisfied	82	38.32%
	Total	214	100%
Mean : 4.014	Confidence Interval @ 95% : [3.876 - 4.152]	Standard Deviation : 1.032	Standard Error : 0.071

Q60. What is one thing you would change about the services you received from your local NCIDC office?

