Strategic Plan 2017-2019

MISSION, VISION, VALUES AND PURPOSE STATEMENTS

As a result of the needs, barriers and gaps identified from the Community Needs Assessment, staff surveys and meetings, numerous community conversations and from the agency’s over fifty years of work in our communities, this strategic plan was created to address these items during the next three years: 2017-2019. To give a framework for the work of Newcap, Inc., the Board of Directors established the following Mission, Vision and Values of the Agency.

Mission

The mission of Newcap, Inc., is to move people from poverty to opportunities & economic security and improve communities.

Vision

To break the cycle of poverty, reaching the day when all families and communities thrive.

Values

The Values of Newcap include the following:

Compassion: Serving our clients with dignity, respect and care, putting the needs of the poor above our own

Progress: Pushing ourselves toward thoughtful, creative, long-term solutions

Diversity: Embracing a wide array of viewpoints and possibilities

Integrity: Recognizing the chief function of a community action agency is to serve the best interests of the poor, we will focus on doing all the good we can, for as many as we can, for as long as we can

Collaboration: Partnering with all who can help us help others

Stewardship: Managing fiscal and programmatic resources responsibly and ethically

Advocacy: Putting voice with action in pursuit of our vision & helping others find their voice while keeping ourselves and our communities informed of the issues affecting the poor

**Statements of Purpose:**

Finances

We will strive to be **transparent**, **accountable** and 100% **compliant** throughout all organizational practices and **manage** our resources well.

Morality

We expect **honesty** among staff, boards, families and the communities we serve. We will strive to undergo every activity with the upmost **ethical** character.

Respect

We will complete all our work and handle every interaction with **dignity** and **humility** to **inspire** all we come in contact with being sensitive to the timeliness of our responses.

Excellence

We strive for a **professional** environment where **pride** and **character** of each member of this organization **exceeds** the expectations of the individuals, families and communities we serve.

Cultural Competence

We value **meaningful** relationships between people of diverse cultural, racial, and

socioeconomic backgrounds.

Optimism

We believe it is possible for community residents and organizations to improve the quality of life for everyone.

SUMMARY OF CORE FUTURE STRATEGIES

Newcap has developed the following five core strategies as a result of the agency’s needs assessment and strategic planning process.

Operational Excellence

Newcap will implement processes that ensure all resources are leveraged and efficiently used; staff and board are properly trained, engaged, competent and paid a competitive wage; and, all services, programs and other offerings are valid, high level and effective.

Expanded Client Development

Newcap will continue working to integrate as many services as possible along with appropriate community resources with programs to accurately identify client issues, educate program participants in order to change their own lives, and provide case management/navigation for the development of solutions, goals and pathways to economic security.

Collaboration

Newcap will focus on collaborative efforts with other organizations and individuals to address identified needs and challenges of income constrained populations; ensure no replication of services; and, serve as a catalyst for other agencies to extend their reach into the Newcap service area.

Results

Newcap will develop processes and measurement tools to actively gauge the progress of all agency programs and activities in order to ensure true results are being made toward the mission of moving those families and individuals with limited financial resources to economic security.

Resource Development

Newcap will work to develop new and enhance existing resources with direct relation to programs, services, partners and financial sources.

ROMA Statement

The goals outlined in the strategic plan are consistent with the six broad anti-poverty goals developed by the Community Services Network. These ROMA (Results Oriented Management and Accountability) goals provide a framework for continuous growth and improvement for community action agencies across the nation. The goals are:

• Low-income people become more self-sufficient.

• The conditions in which low-income people live are improved.

• Low-income people own a stake in their community.

• Partnerships among supporters and providers of service to low- income people are achieved.

• Agencies increase their capacity to achieve results.

• Low-income people, especially vulnerable populations, achieve their potential by

strengthening family and other supportive systems.

Newcap Inc.’s 2017-2019 Strategic Plan establishes objectives and strategies that are linked to ROMA goals. In the annual Plans of Action, each objective and strategy will be connected to a responsible party, a timeframe for completion, and the desired outcome.

Strategic Issues and Goals

In order to achieve the above vision, Newcap identified six Strategic Issues and corresponding Goals.

Staff Development and Teamwor**k**

Goal 1: Newcap will continue to develop a competent, engaged staff team committed to working together to build a culture of communication, transparency, and trust.

Goal 2: Newcap will develop a plan for continuous learning and growth for management and staff to strengthen our methods and agency.

Governance

Goal 1: Newcap will have an active, engaged, and accountable Board of Directors committed to the pursuit of organizational excellence.

Goal 2: Newcap will create methods including innovative uses of technology to work with Directors at a distance to increase the level of discourse and involvement.

Programs and Services

Goal 1: Newcap will continue to strengthen services and ensure they are accessible to and appropriate for the needs of our communities’ residents as well as effective and efficient.

Goal 2: Newcap will work with communities and community partners to expand services and offerings in the areas of business development, personal financial improvement, workforce training, affordable housing construction and management, home rehabilitations/community reinvestment, community health services, transportation programs and alleviation of homelessness.

**Branding and Marketing**

Goal 1: Newcap will complete its rebranding and new website; develop a social media plan, a marketing and communications plan, professional marketing materials to increase and enhance our image within our communities, among partner organizations as well as business and industry

Goal 2: Newcap will pursue opportunities to promote the agency’s resources to potential service recipients and supporters.

**Management and Operations**

Goal 1: Newcap will have the infrastructure, technology and resources needed to effectively and efficient manage the organization and its assets.

Goal 2: Newcap will develop a plan to strengthen our management methods, our staff and our programs.

**Resource Development and Sustainability**

Goal 1: Newcap will build organizational capacity to diversify funding.

Goal 2: Newcap will develop a plan to grow the financial resources of the agency and manage them to the advantage of the communities and people we serve