2017-2019 Strategic Goals Report Out

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.

Results: **We have instituted a quarterly all-staff meeting to not only inform our staff on agency business and staff news, but also to conduct training and team building. Departments hold monthly department meetings to share news, goals, and information. We have recently implemented a new onboarding system to introduce new staff to community action and Newcap – steeping them in our mission and history – before they find out the details of their role.**

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

Results: **We have conducted specific management and leadership trainings, sent dozens of staff to trainings and continuing education offerings, encourage staff to attend relative trainings for their programs and develop their capabilities.**

Governance

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

Results: **The Board has 3 active committees and a fourth that has become more active as 2019 winds down. They have completed a board retreat/training day, multiple training sessions and is working on recruiting new members. They are engaging with the agency staff to lead the agency through the National Community Action Partnership’s Pathways to 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.

Results: **Newcap is experimenting with Zoom.com technology as an option to achieve this goal. TV’s are being installed in all Newcap’s conference rooms with web cameras install on them to enable the process. Staff are seeking funding for tablets for board members who need them to use the technology.**

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.

Results: **Over the last three years we have added needed & requested services in housing, community health, transportation, and have made a strong move into Brown County. We have added a customer satisfaction survey to evaluate and strengthen services.**

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.

Results: **We are continuing to expand our *Create Your Own Opportunities* for business development services with rural business development program services for entrepreneurs without regard to income and are starting a revolving loan fund with a grant from Associated Bank; our Financial Capabilities program is meeting with our other program clients who could benefit from the program as well as expansions into other areas; we are developing an apprenticeship program for construction services workers; we received an award for 6.2 million from WHEDA for a low income housing tax credit project in Marinette that begins in 2020, we are entering into a community revitalization program in Marinette County, we are working with Rural Development to acquire and rehab an 8 unit property in Suring and a 20 unit in Oconto; in 2020 we are applying to be a Federally Qualified Health Center – Lookalike to expand our primary health services to more people who need them; the *My Garage: A Community Project* began car repairs for low income, seniors and the disabled in 2018 and is expanding into Brown County in 2020; we have acquired a handicapped accessible van to begin expanding fee-for-service transportation in our eastern regions; and in our service region we have expanded by double our homelessness alleviation services.**

**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

Results: **This goal was completed.**

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

Results: **Over the last three years we have held six events to both raise funds and raise awareness of Newcap and our programs. We have had many television, newspaper and radio interviews talking about our events and our programs.**

**Management and Operations**

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

Results: **We have installed an all-agency database, a new accounting software, a new electronic payroll system saving time for all staff and finance resources, a staff evaluation system, and took our email system online. We are preparing to transition our data and file systems into the cloud as well as a new expense management system to streamline the purchasing system for staff and save tremendous time for our finance staff plus eliminate entry errors.**

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

Results: **We have conducted leadership and management training sessions including *Servant Leadership* and *Strengths Based Leadership,* as well as evaluation training for all staff in management roles. We have seated two committees to begin design on an all agency scorecard for both the agency as well as our programs.**

**Resource Development and Sustainability**

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

Results: **We have added a specific fund development role in addition to our programmatic grant writing.**

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

Results: **We have begun work on this goal by starting as a developer to make developer fees as a source of unrestricted funds and have begun a Wisconsin Benefit Corporation construction company to both do project work and develop unrestricted funds.**