**Newcap Plan of Action – 2018**

**Asset development**

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| Actions/Tactics (including Metrics):  (Twelve Months) | Who will see the Action is completed? | Immediate  Goal  ✓ | Measure | End Date |
| To assist participants achieve their financial goals, we will explore starting myRA, Individual Development Accounts, Representative Payee Services, Corporate Guardianship, and alternatives to “payday” lenders programs as well as an expansion of our existing Budget Counseling, Pre-Purchase Counseling and Foreclosure Prevention programs. | Eileen Gossen and Deb Wiesner | Meeting with other non-profit entities to educate and recognize resources needed to develop and initiate Payee programs. | Payee Program in place no later than late 1st QTR 2018 with 30 participants; matching funds program in place with local lenders supporting Pre-Purchase Counselling and Foreclosure Intervention Programs; Deb and Eileen HUD Certified Housing Counsellors by 10/17 | 12/18 |
| Working with businesses, we will expand & tailor our skills & training programs to meet their needs as well as help training low and moderate income persons to obtain new higher paying jobs | Deb Wiesner | Establish 10-12 viable business relationships to expand on. | 10 new skills participants in calendar year with 85% success rate | 12/18 |
| Working with community financial partners and learning from established programs, we will establish a revolving loan micro-loan fund to assist low and moderate income persons to take control of their financial future by starting a business. This is the first step in becoming an SBA approved micro-lender | Deb Wiesner | Personalized Presentations aligned with each financial institution’s CRA areas of opportunity | Minimum of 4 active contributors to the RLF totally $30K in funds and 5 CYOO business start-up participants enrolled in the program | 06/18 |
| Collaborate with employers and local DOC officials in order to establish a scholarship based work-release program which will enhance their current employee recruitment processes. | Deb Wiesner, Deb Barlarment, and Lynn Ratzburg | Leverage the established relationships of Deb and Lynn with eligible DOC’s and Job Center Program Administrators to collaboratively develop a scholarship program with local employers | Minimum of 3 scholarships established in the calendar year | 06/18 |
| Entrepreneurship training program offered to LMI and non-LMI future business owners or current businesses looking to expand in order to create new jobs. | Deb Wiesner | Utilize specific training webinars to be facilitated weekly during non-traditional business hours to accommodate entrepreneur schedules | 2 additonal participants enrolled by 2/18 and 5 by year end | 12/18 |
| Building on our Community Reinvestment Committees in the Cities of Oconto & Shawano as well as Langlade County, we will work on and repair aging, dilapidated housing to enable people to stay in their homes.  We will expand this program to other communities as we establish a model & funding sources. Will work with the Asset Development department and the HHR program to ensure funding. | Jaime Johnson and Deb  Wiesner |  | Seek out other funding sources whether administered by Newcap or other partners | On-going thru 12/18 |
| Building on our Community Reinvestment Committees in the Cities of Oconto & Shawano as well as Langlade County, we will work on and repair aging, dilapidated housing to enable people to stay in their homes.  We will expand this program to other communities as we establish a model & funding sources  Close 40-50 home buyer loans and 6-10 small rehab loans.  Continue providing HHR program and expand services while establishing a revenue stream for counseling, HQS inspections, and subordination agreement preparation. | Deb Wiesner |  | Apply to continue the HHR program in PY 2017-2019. Seek out other funding sources whether administered by Newcap or other partners.  Manage the HHR revolving loan program | On-going  thru  12/18 |
| Implementation of USDA Homebuyer Loan and Rehab loan packaging and origination by Newcap to generate revenue source | Deb Wiesner |  | 2 units closed per month beginning 1/18 |  |

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| Outreach and recruit 150 customer for enrollment into services | Lynn |  | Monitor monthly | 12/30 |
| Achieve a 90 % credit attainment rate of those customers who exit the program | Lynn |  | Quarterly monitoring | 7/1 |
| Achieve a 85% entered employment rate for those Adults who exit program and 92% rate for those Dislocated Workers who exit the program | Lynn |  | Quarterly monitoring | 7/1 |
| Achieve Median Earnings increase after entry into employment of $12400 for Adults and $18500 for Dislocated Workers | Lynn |  | Quarterly monitoring | 7/1 |
| Achieve a 90% Retention Rate for Adults and 95% rate for Dislocated Workers who have entered employment | Lynn | ` | Quarterly monitoring | 7/1 |
| Coordinate with other agency programs for referrals as well as any future agency programs for persons to update employment skills or obtain additional education | Lynn |  | Work with Navigator staff & use of agency referral process | ongoing |

**Energy Services**

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| Actions/Tactics (including Metrics):  (Twelve Months) | Who will see the Action is completed? | Immediate  Goal  ✓ | Measure | End Date |
| Full Weatherization Services in 7 county service area | Wx Staff |  | 389 Units |  |
| Limited Weatherization Services in 7 County service area | Wx Staff |  | 72 Units |  |
| Energy Assistance Services – Forest County | WHEAP Staff |  | 630 Households |  |
| Crisis Energy Assistance Services – Forest County | WHEAP  Staff |  | 150 Households |  |
| Furnace Program 7 County Service Area  Replacements  Repairs | Wx & WHEAP Staff  Subcontractors | ` | 155  220 |  |

**Finance**

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| Actions/Tactics (including Metrics):  (Twelve Months) | Who will see the Action is completed? | Immediate  Goal  ✓ | Measure | End Date |
| 6.1 Accounting Software will be purchased and implemented which meets the needs of the organization. All end users will be properly trained in the use of the software prior to its implementation. | Brandon Daul  Lisa Klitzman | 1. Identify cross-sectional project team.  2. Identify project time line.  3. Identify needs and wants with regard to the software.  4. Research and identify a list (3-5) of vendors or software solutions that meet the requirements outlined in step 3.  5. Perform demos with vendors to see how their software handles the key requirements defined in Step 3.  6. Cross sectional team selects software. If a stalemate – CFO will make the choice.  7. Work with Innova to implement the software and transfer historical data.  8. Provide training to all end users prior to software testing.  9. Run new software in parallel with existing software for one month to establish reliability and data integrity.  10. Software go-live. | Accounting software is fully operational which meets the needs of NEWCAP. | 1-31-2017 |
| 6.2 We will provide training, information and financial expectations to directors, with respect to the Agency’s financial position and the overall Agency budget, on a regular schedule. Directors will be expected to share this information with their staff members. | Brandon Daul | 1. Finance will provide preliminary financial statements to Directors by the 15th of the month for the preceding month and final financial statements by the 22nd.  2. Finance Manager will be available to answer questions and review as necessary. | 1. Financial statements are distributed on a timely basis.  2. Directors provide feedback which indicates he/she understands the finances impacting their programs and NEWCAP. | None |
| 6.3 We will communicate funding issues with staff in terms of financial and budgetary issues, in order to openly discuss these issues and explore solutions as a team. | Brandon Daul | 1. On a monthly basis the Finance Director will review preliminary financial statements and identify potential budgetary issues.  2. Once an issue is identified it will be discussed with the program director and his/her staff and a solution derived. | 1. Budgetary issues are identified and resolved prior to final financial statement creation. | None |
| 6.4 We will hold Directors accountable for successfully managing their budgets and meeting financial and performance goals. | Brandon Daul | See 6.2 & 6.3  Performance reviews will include a statement regarding the success and/or failure of the director to manage his/her budget. | Programs stay within their budgetary constraints in the line items over which directors have control. | Monthly |
| 6.5 Departments will have an allocation within their budgets for the purpose of training, learning, and programming by the respective staff. | Brandon Daul & Program Directors | 1. Finance Director will work with Program Directors to establish a training budget.  2. Training/travel budgets will be reviewed as part of the monthly budgetary review process and issues identified and addressed. | Staff is adequately trained and programs stay within the training budget established. | Monthly |
| 6.6 We will seek to diversify our funding streams, so programs can become more cohesive and integrated. | Brandon Daul, Program Directors, & CEO | 2017 – 1.Understand existing funding streams.  2. Identify funding streams not currently utilized by NEWCAP.  2018 –  1. Research additional funding streams identified in 2017 to determine if they are appropriate for NEWCAP.  2. If applicable, start the process to gain access to/tap into additional funding streams. | One additional funding stream is identified, researched, and accessed (if appropriate) by mid-2018. | 06-30-2018 and Ongoing |

. **Food**

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| Actions/Tactics (including Metrics):  (Twelve Months) | Who will see the Action is completed? | Immediate  Goal  ✓ | Measure | End Date |
| 7.1  Get continuity within all NEWCAP pantries/ work with staff on **client relations** and community involvement. | Cheryl/Deb | On going | This is on going and still need for improvement. |  |
| 7.2  Work on balancing delivery schedule and taking enough time at each pantry. | Scott | x | Working on a plan to create a direct delivery to each county, this will open up many opportunities, as well as cut program cost drastically. |  |
| 7.3  Work on obtaining more donations for the three pantries. Either food or monetary. Get pantry staff involvement with this project. | Cheryl/Deb | On going | Recently added an additional Kwik trip store for the Oconto pantry as well as two stores in Marinette. We also gained another Walmart pick up. |  |
| 7.4  Need to train Bob Johnson with TEFAP procedures and civil rights training. | Scott | x | Bob is an asset to the program. Hard working and efficient. |  |
| 7.5  Need to build a better volunteer core in the Oconto office/ work on more community involvement. | Cheryl/Deb | x | Currently working with Forward Service Corp. and have been getting some, but would will be working to build community involvement. |  |
| 7.6  Become more knowledgeable with all aspects of the TEFAP program and management skills. Also educate myself in fundraising practices. | Cheryl/Deb | x | I am planning on working with Tammy DeJardin on fundraising ideas. |  |

**Housing**

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| Actions/Tactics (including Metrics):  (Twelve Months) | Who will see the Action is completed? | Immediate  Goal  ✓ | Measure | End Date |
| 2.6 Working with the state Balance of State, we will create a program focusing on the needs of homeless, unaccompanied youth to give them the structure and support they need to ensure they graduate from high school and get started successfully into the future. | DEBBIE |  |  |  |
| 2.7  WHEDA Housing Choice Vouchers | DEBBIE/ERIN |  | 242 |  |
| 2.8  Permanent Supportive Housing Project for families | DEBBIE |  | 2 |  |
| 2.9  CoC Rapid Re-Housing Project for Youth | DEBBIE |  | 24 |  |
| 2.10  Emergency Transitional Housing | ERIN |  | 40 |  |
| 2.12  Permanent Supportive Housing HOUSING FIRST | JOLENE |  | 18 |  |
| 2.13  Permanent Supportive Housing BROWN COUNTY INDIVIDUALS | DEBBIE |  | 45 |  |

**real estate division**

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| Actions/Tactics (including Metrics):  (Twelve Months) | Who will see the Action is completed? | Immediate  Goal  ✓ | Measure | End Date |
| 2.8. Working with communities to define need and using both the results of our Community Needs Assessment, our conversations with community leaders and housing experts, we will develop affordable housing in communities of need. This will not only meet community needs, but give stable, non-grant streams of revenue to Newcap. | Jaime/Cheryl |  | Work with a developer to mentor us through this process. Then begin steps to develop Newcap into a non-profit housing developer – |  |
| 2.9 Building on our Community Reinvestment Committees in the Cities of Oconto & Shawano as well as Langlade County, we will work on and repair aging, dilapidated housing to enable people to stay in their homes. We will expand this program to other communities as we establish a model & funding sources. Will work with the Asset Development department and the HHR program to ensure funding. | Jaime/ Deb W. | ✓ | Provide Community Reinvest activities to 10 households.  Seek out other funding sources whether administered by Newcap or other partners. | September 2018 – do not know the exact date of next Rock the Block or the funding availability of programs |
| 2.10 Continue working on the READI project with the primary goals to facilitate economic development, job creation, and housing opportunities for low to moderate income (LMI). Develop application and tools to evaluate possible business ventures for business loans, tie in education opportunities and Investigate possible workforce housing redevelopment opportunities. We will establish revolving loan funds to continue READI eligible projects into the future. | Jaime/  Bob/Janice | ✓ | Utilize our Community Development Organization and manage up to (3) CSBG-READI project review committees, and meet regularly to identify and fund shovel ready projects and housing development. Provide 2 viable business loans | March 2018-June 2018 |
| 2.12 To obtain an unduplicated count of the individuals and families that we serve and to more efficiently track multiple services received by individual households, we will begin utilizing an agency-wide client database. | All Staff | ✓ | Continue entry into the CAPTAIN database. Enter all Real Estate clients into database and continue to utilize database for tracking rent payments, maintenance schedule, etc. | February 2018 |
| 2.13Gather information from key sectors of the community and current data from external sources such as the US Census, specific to poverty in our service area. Provide qualitative and quantitative data on Newcap’s geographic service area. | Jaime/  Deb B? |  | Complete and submit the 2017 NASCSP survey | February 2018 |
| 2.14Maintain required grant/agency SAMS and DUNS information and keep up to date. | Jaime |  | Maintain agency DUNS information in SAM and Grants.gov | When alerted of upcoming expiration |
| 2.15 Ensure Properties are operating within compliance with all funders. Ensure rents and incomes remain within the prescribed HOME limits and that all tenants living in our properties are provided an environment which promotes peaceful enjoyment and a sense of community for tenants and our neighbors. | Jaime/  Janice |  | Submit annual rent rolls and compliance reports to property funders. Keep all information up to date on tenants and property maintenance and repair. Supply all monitoring information to FHLB (AHP) State of Wisconsin (RHD), WHEDA, and any other funder. Adhere to affordability periods and all other requirements | Not sure of monitoring dates or properties for 2018 but will monitor budget and provide all required documents and electronic info as requested per funding source. |
| 2.16 Provide client tracking information for CSBG mid-year and annual report. Provide project annual service data for 2019 CSBG annual plan | Jaime |  | CSBG mid year report, CSBG annual report | Mid year report -June 2018  Annual Report -Dec 2018 – March 2019  2019 CSBG annual plan-October 2018 |

**transportation**

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| Actions/Tactics (including Metrics):  (Twelve Months) | Who will see the Action is completed? | Immediate  Goal  ✓ | Measure | End Date |
| 2.6 Increase the capacity of the “My Garage- A Community Project” program by 30% | peggy | plans for the increase in area at Wausaukee School | Have state approved plans in place | 11/26/18 |
| 2.12 explore and receive 3 additional funding sources for the My Garage- A Community Project” program | Peggy | Apply for 2 private grants each quarter | Receive $5,000 in grant money | 11/21/18 |
| 2.13 Begin a accessible van transportation program with volunteer drivers | Peggy | Have the volunteer driver handbook approved by 2/2/18 | Providing accessible rides for residents of Oconto and Marinette Co | 5/25/18 |
| 2.9 Work and Wheels loans in 6 counties | Dave | Successful outreach and referrals in each county by 5/5/18 | Referrals from employers and HHSD in each county | 6/30/18 |
| 2.10. Default rate of 10% or less in 2018 | Dave | Support participants and encourage budgeting classes | 40% of participants take budgeting services | 10/25/18 |
| 2.11. work with the Menominee Tribe for WETAP funding in 2019 | Dave | Meet with tribe transit officials and WisDOT  7/10/18 | An official agreement to allow us to seek funding with Tribal transit agencies | 9/5/18 |