

Strategic Plan for



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## Strategic Plan Process Report and Plan

The Strategic Plan process included a review and reaffirmation of the agency Mission and Vision in early 2022, the creation of a Theory of Change for Newcap efforts, a new community needs assessment that included direct customer input and that from the ongoing customer satisfaction process, and then three planning sessions with the Board of Directors and leadership team.

The planning sessions with the Board built on the needs assessment to identify ways that Newcap can better the reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient and setting goals at the family, community, and agency. At the first session, the board developed a long list of ideas both based on the current state of the community and resources and a second list of ideas based on what Newcap might consider if there were no resource constraints around 5 key areas: childcare, employment and training, housing, mental health and alcohol other drug abuse, and transportation.

The second meeting enabled the board to review and prioritize the more than 130 ideas and develop goals at the family, community, and agency levels. These were organized for input of staff.

At the third meeting, the NEWCAP leadership further refined the plan including affirming the goals, creating metrics of success, developed strategies and tactics, identified the responsible leaders, and created a target timeline and initial action steps.

Below is a description of the goals, metrics, strategies, responsible parties, and anticipated timeline.

### Outcome Goals

#### Goal 1: Quality affordable childcare will be available to residents of communities assisted by Newcap (Community)

##### *Metrics:*

# Of childcare slots created by Newcap

##### *Strategies:*

- More funds for childcare start up and expansion building on the current micro loan program beginning Q2 FY2023 and ongoing
- Provide business start-up education to new providers by Q1 FY2023
- Newcap as a facilitator to educate and empower employers to provide care by Q3 FY2023

## Goal 2: More Newcap clients have access to training to become better employed and increase economic security (Family)

### *Metrics:*

- # Newcap participants completing training
- # Newcap participants becoming employed for 180 days
- # Newcap participants receiving health care, childcare, phlebotomy, or commercial driver's license certification
- # Newcap participants getting a job of \$14.41/hour or receiving a raise of \$3 an hour in wages or benefits

### *Strategies:*

- Connecting Newcap clients with training programs which is already ongoing
- Encourage employers to hire lower skilled workers and provide on the job training starting May 2023
- Increase the capacity of Newcap clients to obtain middle skill employment on an ongoing basis
- Work with training programs (JobCorps, Vista, DWD, etc.) and tech colleges and 2-year programs to increase their capacity. This strategy will be built in FY 2024 with measurable impact in FY 2025
- BEC to provide coaching, training and 1:1 technical support to Newcap clients including women & minority owned businesses (self-employment) on an ongoing basis

## Goal 3: Safe, affordable housing is available for the varied needs of low-income residents of communities assisted by Newcap (Community)

### *Metrics:*

- # Safe affordable housing units created
- # Safe affordable housing units available in the community

### *Strategies:*

- Create housing in communities that include amenities like health and childcare, groceries, etc. by FY 2025
- Create a small/tiny/first home community where Newcap services are available by FY 2025
- Develop more supportive housing by FY 2025 Improve existing housing stock by FY 2025
- Increase the capacity for short term housing in the community by FY 2023

## Goal 4: Mental health and alcohol and other drug abuse (AODA) assistance is available to Newcap clients (Community)

### *Metrics:*

- # Of providers serving the communities Newcap serves
- # Of in-patient hospitalizations for Newcap clients and family members
- # Of opioid deaths of Newcap client and family members

### *Strategies:*

- Expand number of options for accessing mental health and AODA services such as tele-mental health by Q4 FY 2023
- Expand the number of providers of mental health and AODA services by Q4 FY 2023
- Expand resources to cover the cost of mental health and AODA services by Q4 FY 2023
- Regularly participate in MH/AODA campaigns to increase visibility by Q1 FY 2023

## Goal 5: Safe, affordable transportation available to residents of communities assisted by Newcap (Community)

### *Metrics:*

- # Of transportation routes
- # Of vehicles made available

### *Strategies:*

- Create Newcap transit program by FY2024
- Offer [first time] vehicle ownership class – insurance, small maintenance education (change oil, windshield washer blades, etc.) by Q3 FY2023
- Educate existing transportation providers about the requirement for transporting non-disabled, non-elderly on an ongoing basis
- Help employers organize transportation on an ongoing basis
- Require loan program participants to provide transportation to others on an ongoing basis

## Goal 6: Be Recognized by the National Community Action Partnership as an Agency of Excellence (AGENCY)

### *Metrics:*

- Receive the Agency of Excellence certification

*Strategies:*

- Transition agency to a Whole Family approach by Q4 FY 2023
- Implement ROMA cycle agency wide by Q3 FY 2023
- Advocate and educate legislators – LMI (low-moderate income) vs working poor vs ALICE (asset limited, income constrained, employed) to achieve changes such as an increase in guidelines for maximum wage allowed in our housing programs on an ongoing basis in coordination with WISCAP

**Goal 7: Strengthen connection and coordination with the Tribal nations within the NEWCAP area. (AGENCY)**

*Metrics:*

- # Tribal nations participating in partnerships

*Strategies:*

- Create awareness of services offered and identify services needed in the 7 tribal nations and other disempowered communities we serve.