



# STRATEGIC PLAN 2024 - 2027



Prepared By:  
**New Chapter**  
COACHING

# Our Mission

To assist the disadvantaged within our service area in their efforts to rise above poverty by providing needed services to enable each individual to function at his or her own improved financial, physical, mental and social level.

# Our Vision

That all community members, including lower income people themselves, will take the responsibility and work together to alleviate the cause of poverty.



# Strategic Priority Areas

**Expand Client-Centered Programs**

**Maximize Housing Opportunities**

**Enhance Community Outreach**

**Strengthen Financial Health**



# Priorities & Outcomes

## Expand Client-Centered Programs

**OUTCOME ONE:** Increase food security.

**OUTCOME TWO:** Increase the number of clients who obtain employment.

## Maximize Housing Opportunities

**OUTCOME ONE:** Increase the number of affordable housing units.

**OUTCOME TWO:** Increase housing of low-income people.

**OUTCOME THREE:** Increase clients' ability to become homeowners.

## Enhance Community Outreach

**OUTCOME ONE:** Increase engagement with our communities.

**OUTCOME TWO:** Increase the diversity of clients reached.

**OUTCOME THREE:** Increase local business partnerships.

## Strengthen Financial Health

**OUTCOME ONE:** Increase cash.

**OUTCOME TWO:** Improve financial health of programs.



# Expand Client-Centered Programs

## OUTCOME ONE: Increase food security.

### Performance Goal:

Increase the number of clients receiving food assistance by 5% annually (currently 685).

### Annual Performance Goals:

9/30/25: 719 clients receiving food assistance

9/30/26: 755 clients receiving food assistance

9/30/27: 793 clients receiving food assistance

### Action Steps:

- Create partnerships with food banks, local businesses and organizations (start 10/1/24, on-going).
- Obtain donations for food pantry program (start 10/1/24, on-going).
- Create a Community Garden (03/01/2025).
- Provide Food Preservation life skill classes (06/01/25, on-going).

## OUTCOME TWO: Increase the number of clients who obtain employment.

### Performance Goal:

Increase the number of clients who obtain employment by 5% annually (currently 72).

### Annual Performance Goals:

9/30/25: 76 clients obtain employment

9/30/26: 79 clients obtain employment

9/30/27: 83 clients obtain employment

### Action Steps:

- Provide case management services (start 10/1/24, on-going).
- Set FSS Coordinator goals and increase 10% annually (start 10/1/24, on-going).
- Support educational attainment through program direct services (start 10/1/24, on-going).
- Support soft skills development through life skill classes (start 10/1/24; on-going).



# Maximize Housing Opportunities

## OUTCOME ONE: Increase the number of affordable housing units.

### Performance Goal:

Develop 40 new affordable housing units per year through 9/30/27.

### Annual Performance Goals:

9/30/25: 40 new affordable housing units

9/30/26: 40 new affordable housing units

9/30/27: 40 new affordable housing units

### Action Steps:

- Meet with for-profit developers to develop one affordable housing partnership per year (start 06/01/25, annually).
- Meet with cities to develop listing of donated lot opportunities. (start 06/01/25, annually).
- Convene Landlord Engagement Meetings (start 12/31/24, semi-annually).
- Promote the PBV program (start 12/31/25).

## OUTCOME TWO: Increase housing of low-income people.

### Performance Goal:

Increase total number of HAP contracts by 50 annually.

### Annual Performance Goals:

9/30/25: 2361 total HAP contracts

9/30/26: 2411 total HAP contracts

9/30/27: 2461 total HAP contracts

### Action Steps:

- Call in 175 applicants (start 10/1/24, monthly).
- Pay Security Deposits (start 10/1/24, on-going).
- Create a Damage Fund (12/31/25).

## OUTCOME THREE: Increase clients' ability to become homeowners.

### Performance Goal:

Increase total number of families purchasing a home from 15 to 30 by 9/30/27.

### Annual Performance Goals:

9/30/25: 20 families purchasing a home

9/30/26: 25 families purchasing a home

9/30/27: 30 families purchasing a home

### Action Steps:

- Include Homeownership & FSS info in Briefing and Annual paperwork (monthly, on-going).
- Send 1 staff person to train/test to be Housing Counselor (start 09/30/26).
- Meet with lenders on lending products (on-going).
- Meet with potential funders to develop down payment assistance programs (start 09/30/25).



# Enhance Community Outreach

## OUTCOME ONE: Increase engagement with our communities.

### Performance Goal:

Increase NECAC educational opportunities from 58 by 10% 9/30/27.

### Annual Performance Goals:

9/30/25: 64 NECAC educational opportunities

9/30/26: 70 NECAC educational opportunities

9/30/27: 77 NECAC educational opportunities

### Action Steps:

- Commence landlord education (2 per year).
- Perform additional speaking opportunities (2 per year).
- Teach financial literacy (1 class per year).
- Teach employee "soft skills" (1 class per year).

## OUTCOME TWO: Increase the diversity of clients reached.

### Performance Goal:

Increase the number of people age 55+ that we serve by 5% each year.

### Annual Performance Goals:

9/30/25: 5,355 total clients ages 55+

9/30/26: 5,623 total clients ages 55+

9/30/27: 5,903 total clients ages 55+

### Action Steps:

- Newspaper and radio ads (start 1/31/25, on-going monthly).
- Ads to AARP and related organizations (start 1/31/25, on-going annually).
- Examine and implement (if feasible) in-person senior event participation (by 9/30/25).

## OUTCOME THREE: Increase local business partnerships.

### Performance Goal:

Increase total number of NECAC partnerships from 67 to 73 by 9/30/27.

### Annual Performance Goals:

9/30/25: 69 total NECAC partnerships

9/30/26: 71 total NECAC partnerships

9/30/27: 73 total NECAC partnerships

### Action Steps:

- Participate in community development organizations (start 4/30/25, 2 per year).
- Support a civic organization (e.g., 4H, Scouting) (one organization annually).
- Offer skills training for businesses (one training annually).



# Strengthen Financial Health

## OUTCOME ONE: Increase cash.

### Performance Goal:

Increase unrestricted revenue by \$700k by 9/30/27.

### Annual Performance Goals:

9/30/25: \$200k increase of unrestricted revenue

9/30/26: \$200k increase of unrestricted revenue

9/30/27: \$300k increase of unrestricted revenue

### Action Steps:

- Examine and implement (if feasible) for-profit enterprise (by 9/30/25).
- Examine and implement (if feasible) private fundraising activities for donations (by 9/30 annually).
- Charge new apartments for services (on-going).

## OUTCOME TWO: Improve financial health of programs.

### Performance Goal:

100% of programs will have a net positive cashflow by 9/30/27.

### Annual Performance Goals:

9/30/25: 80% of programs have a net positive cashflow

9/30/26: 87% of programs have a net positive cashflow

9/30/27: 100% of programs have a net positive cashflow

### Action Steps:

- Develop and implement criteria by committees for keeping current programs/starting new programs (by 12/31/24).
- Create program-specific plans to net positive cash flow (start 3/31/25, on-going quarterly).
- Evaluate and develop program-specific plans to increase efficiencies (start 3/31/25, on-going quarterly).

