



2026 Community Needs Assessment and 2026-2028 Strategic Plan

Approved by Newcap, Inc.'s Board of Directors on February 18, 2026

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Section 1: Introduction and Methodology

Overview of Agency

Newcap, Inc. is a private nonprofit formed in 1965. Newcap, Inc.'s mission for over 50 years has been to move people from poverty to opportunities and economic security, while enhancing community development. Our vision is a world of hope, inclusion, and social justice where poverty has been overcome, people are met where they dream, and all live with dignity and security.

Newcap, Inc. serves the following 10 counties: Oneida, Vilas, Forest, Florence, Marinette, Langlade, Shawano, Menominee, Oconto, and Brown. Newcap, Inc. served 15,681 clients in 8,982 households in 2025. Newcap offers programming in two areas: crisis and stability. See newcap.org for more information.

Crisis:

- Brown County Family Permanent Supportive Housing
- Brown County Youth Rapid Re-Housing
- Domestic Violence Rapid Re-Housing
- Home Energy Plus (HE+0 Heating System)
- Homeless Prevention Program
- Medical Mileage Reimbursement
- Mobility Management
- Motel Vouchers
- Permanent Supportive Housing (PSH)
- Rapid Re-Housing
- Tenant Based Rental Assistance (TBRA)

Stability:

- My Garage: A Community Project
- Steps to Success
- Telehealth Kiosks
- Weatherization Assistance Program
- Work-n-Wheels (WETAP)

Newcap, Inc. participates in WISCAP, a statewide network of 16 local Community Action Agencies and two single purpose agencies that address poverty in rural, urban, and suburban communities.

Overview of Assessment

Newcap, Inc. is required to conduct a community needs assessment (CNA) as part of the organizational standards for community action agencies. As noted in the Community Services Block Grant (CSBG) Policy and Procedures Manual for Wisconsin's CSBG Contract Agencies, the CNA must contain the following:

1. An analysis of information gathered directly from low-income individuals through methods such as surveys.
2. Both qualitative and quantitative data on the agency's service area;
3. Information gathered from community partners including community-based organizations, faith-based organizations, public sector partners, law enforcement, and educational institutions;
4. An analysis of the most recent data showing the incidence of poverty and its prevalence related to gender, age, and race/ethnicity in the agency's service area; and
5. Key findings on the causes and conditions of poverty and the needs of the communities assessed.

Methodology

Newcap's assessment included client and stakeholder surveys and secondary data analysis. Of Newcap's 10 counties, 8 counties participated: Langlade, Florence, Forest, Marinette, Oneida, Oconto,

Shawano, and Brown. While Menominee and Vilas did not participate in the surveys, Newcap did include them in the secondary data and discussion.

Newcap, Inc. developed a needs survey to learn more about poverty in our region. (See **Appendix A.**) The survey focused on the key causes and conditions of poverty: Housing Transportation, Health Care, Employment, Financial Literacy, Education / Career Training, and Support of Our Youth, Elderly, and Families.

Newcap shared the surveys with households and partners in August and September 2025 using SurveyMonkey and received 358 responses.

Newcap discussed with the Board of Directors in June 2025 in Marinette the needs assessment process and potential goals. At the September board meeting a presentation was provided to the board to review the results and provide input on the agency's strategic direction.

Finally, Newcap conducted an extensive secondary data analysis using data from the U.S. Census and other sources identified in footnotes of each section.

Newcap used the results of the assessment to create a 2026-2028 strategic plan. (See **Appendix B.**)

Board Approval and Composition

Newcap's Board of Directors approved the strategic plan and the full CNA report on February 18, 2026.

The Board of Directors as of February 2026 includes the following members: Barb Dorff, Gail Garrity-Reed, Jim Genrich, Stan Gruszynski, Tina Hudson, Sam Isted, Mary Kramer, Kim McCann, Sandy Polarek, Randy Scannell, Valerie Shaha, Tom Sieber, Peter Thillman, Toni Doren, Rachel Whitesitt.

Section 2: Community Profile

Newcap, Inc. serves Oneida, Vilas, Forest, Florence, Marinette, Langlade, Shawano, Menominee, Oconto, and Brown counties in Northeastern Wisconsin.

Population

Florence, Forest, Langlade, Menominee, and Vilas counties are primarily rural. Marinette, Oconto, Oneida, and Shawano are slightly more populous, and Brown County is primarily urban.

Table 1: Population Estimates from Census					
County	April 1, 2010	April 1, 2020	Change 2010-2020	Change 2010-2020 Percent	July 1, 2024 Estimate
Brown	248,008	268,740	20,732	8.36%	273,909
Florence	4,423	4,558	135	3.05%	4,673
Forest	9,304	9,179	-125	-1.34%	9,506
Langlade	19,977	19,491	-486	-2.43%	19,535
Marinette	41,749	41,872	123	0.29%	42,343
Menominee	4,232	4,255	23	0.54%	4,286
Oconto	37,660	38,965	1,305	3.47%	40,037
Oneida	36,004	37,845	1,841	5.11%	38,175
Shawano	41,949	40,881	-1,068	-2.55%	41,299
Vilas	21,427	23,047	1,620	7.56%	23,948
Wisconsin	5,687,000	5,893,718	206,718	3.63%	5,960,975
Source: CAP Data Hub from U.S. Census. 2020. Decennial Census. Column 5 (2024 estimate) from U.S. Census. QuickFacts.					

Poverty

The 2025 Federal Poverty Level (FPL) guidelines are \$15,650 (\$1,304/month) for an individual and \$32,150 (\$2,679/month) for a family of four.¹ As shown in Table 3, poverty decreased across the region, which may be in part to some COVID assistance programs.

Table 3: Poverty Rate Change					
County	Person in Poverty 2013	Poverty Rate 2013	Persons in Poverty 2023	Poverty Rate 2023	Change in Poverty Rate 2013-2023
Brown	29,989	12.1%	25,827	9.7%	-2.4%
Florence	601	13.5%	496	10.7%	-2.8%
Forest	1,613	18.1%	1,452	15.8%	-2.3%
Langlade	3,094	16.1%	2,595	13.6%	-2.5%
Marinette	5,778	14.3%	4,714	11.4%	-2.9%
Menominee	1,652	38.8%	1,154	27.4%	-11.4%
Oconto	3,569	9.7%	3,401	8.6%	-1.1%
Oneida	4,078	11.6%	3,076	8.2%	-3.4%
Shawano	5,799	14.2%	4,659	11.5%	-2.7%
Vilas	3,050	14.4%	2,941	12.3%	-2.1%
Wisconsin	753,709	13.5%	614,069	10.6%	-2.9%
Source: CAP Data Hub from U.S. Census Bureau. Small Area Income & Poverty Estimates. 2023.					

¹ See [Poverty Guidelines](#) | ASPE.

Notable Demographic Characteristics and Trends of Poverty

Table 4 shows the poverty rate for each county in Newcap's region in the last 12 months available.

	Wisconsin	Brown	Florence	Forest	Langlade	Marinette	Menominee	Oconto	Oneida	Shawano	Vilas
Population for whom poverty status is determined	609,003 (10.6%)	23,900 (9.1%)	334 (7.3%)	1,400 (15.2%)	2,583 (13.5%)	4,007 (9.8%)	917 (21.7%)	3,197 (8.2%)	3,213 (8.5%)	4,478 (11.1%)	2,587 (11.1%)
Age											
Under 18 years	163,268 (13.0%)	6,478 (10.6%)	53 (7.5%)	406 (22.8%)	481 (13.4%)	767 (10.0%)	430 (33.7%)	632 (8.4%)	483 (7.7%)	1,146 (13.8%)	723 (19.5%)
18 to 64 years	356,641 (10.3%)	13,912 (8.7%)	170 (6.7%)	759 (14.7%)	1,656 (15.5%)	2,297 (9.9%)	415 (18.6%)	1,736 (7.6%)	1,998 (9.6%)	2,254 (9.8%)	1,334 (10.9%)
65 years and over	89,094 (8.6%)	3,510 (8.1%)	111 (8.3%)	235 (10.4%)	446 (9.2%)	943 (9.2%)	72 (10.1%)	829 (9.5%)	732 (6.9%)	1,078 (12.1%)	530 (7.1%)
Sex											
Male	275,297 (9.6%)	10,746 (8.2%)	154 (6.6%)	646 (13.7%)	1,138 (11.7%)	1,857 (8.9%)	427 (20.5%)	1,596 (7.9%)	1,487 (7.8%)	1,934 (9.6%)	1,404 (11.6%)
Female	333,706 (11.6%)	13,154 (9.9%)	180 (8.0%)	754 (16.8%)	1,445 (15.4%)	2,150 (10.7%)	490 (23.0%)	1,601 (8.5%)	1,726 (9.3%)	2,544 (12.7%)	1,183 (10.5%)
Race											
White Alone	396,496 (8.5%)	13,888 (6.6%)	304 (7.0%)	901 (12.6%)	2,317 (13.2%)	3,572 (9.3%)	49 (8.7%)	2,717 (7.4%)	2,929 (8.3%)	3,311 (9.6%)	1,646 (8.2%)
Black or African American	94,469 (27.4%)	1,298 (23.2%)	0 (0.0%)	3 (8.3%)	9 (13.4%)	77 (38.5%)	1 (3.6%)	2 (7.7%)	2 (1.5%)	59 (29.9%)	19 (35.2%)
American Indian or Alaskan Native	9,490 (23.1%)	1,153 (23.2%)	0 (0.0%)	274 (26.5%)	9 (6.8%)	78 (67.2%)	857 (24.6%)	162 (31.0%)	41 (14.8%)	431 (17.8%)	724 (36.6%)
Asian	23,113 (14.0%)	1,315 (14.5%)	0 (0.0%)	0 (0.0%)	5 (18.5%)	5 (2.6%)	0 (0.0%)	33 (23.6%)	0 (0.0%)	6 (2.3%)	9 (9.9%)
Native Hawaiian or other Pacific Islander	329 (15.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (5.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Some Other Race	25,191 (18.5%)	1,741 (16.0%)	0 (0.0%)	78 (44.1%)	0 (0.0%)	61 (20.1%)	0 (0.0%)	75 (36.8%)	61 (37.7%)	118 (29.5%)	20 (14.7%)
Two or More Races	59,915 (15.9%)	4,505 (18.7%)	30 (21.1%)	144 (19.2%)	243 (19.7%)	212 (13.0%)	10 (8.0%)	208 (13.0%)	180 (12.3%)	553 (20.9%)	169 (14.9%)
Ethnicity											
Hispanic/Latino (any race)	80,811 (18.0%)	4,970 (18.3%)	0 (0.0%)	88 (45.1%)	57 (12.0%)	199 (16.5%)	21 (9.8%)	259 (29.4%)	138 (22.6%)	153 (11.7%)	162 (32.1%)
White alone, not Hispanic/Latino	374,942 (8.2%)	13,292 (6.5%)	304 (7.0%)	895 (12.5%)	2,286 (13.0%)	3,562 (9.3%)	49 (8.9%)	2,703 (7.4%)	2,918 (8.3%)	3,286 (9.6%)	1,614 (8.1%)
Nativity	Wisconsin	Brown	Florence	Forest	Langlade	Marinette	Menominee	Oconto	Oneida	Shawano	Vilas
Native	10.4%	8.4%	-	-	-	-	-	-	-	-	-
Foreign-born	14.7%	20.9%	-	-	-	-	-	-	-	-	-
Naturalized Citizen	10.2%	12.0%	-	-	-	-	-	-	-	-	-
Disability											
Households with any disability	18.8%	19.7%	-	-	-	-	-	-	-	-	-
Households with no disability	9.5%	7.6%	-	-	-	-	-	-	-	-	-

Source: U.S. Census Bureau, 2024 American Community Survey 5-Year Estimates, Table S1701 for age, sex, race, and ethnicity and S1703 for national origin and disability. The last items did not include any data likely due to population size.

Section 3: Key Findings and Recommendations

The area's population remains relatively stable and generally reflects statewide patterns; however, its growth rate is approximately half that of the national average. Notably, both the younger-adult and older-adult cohorts are increasing in proportion, while the middle-aged cohort is declining. This demographic shift carries far-reaching implications for workforce composition, service demand, and the targeting of community programs.

While the United States as a whole has experienced only modest growth in the 25-34 age group over the past decade, the Newcap service area has seen a slightly higher increase of about 5% in this cohort.

Unlike the national trends, which also shows substantial growth in the 50+ population as the baby-boomer generation ages—Wisconsin and the Newcap area have experienced particularly pronounced increases in the older adult cohorts. Growth has been concentrated in the 60–69 age group, especially among those 65–69 (up approximately +3,100 people, or +27%) and in the early-senior 60–64 group (up approximately +2,200 people, or +16%).

In terms of race and ethnicity, the area remains predominantly White and non-Hispanic, but its racial and ethnic composition is becoming more diverse. In the Newcap service area, there has been steady growth by the Hispanic/Latino population grew by approximately 20–25%, the Asian population by about 25–30%, and individuals identifying as two or more races increased by more than 40%.

In several of our most rural service areas Florence, Forest, Langlade, Marinette, and Menominee counties the share of working-age adults (ages 18–64) with a disability range from 15% to nearly 25%, compared to the national average of approximately 11%. This represents a prevalence that is 35% to 55% higher than the U.S. rate, and in the case of Menominee County, more than double. In terms of diabetes, the counties that Newcap services are consistent with the rest of the state and nation. However, Menominee County is a stark outlier, with an estimated 16.0% adult prevalence, exceeding the national average and highlighting a significantly elevated local disease burden.

While Wisconsin faces multiple mental health challenges. Two in particular emerge as especially acute in the Newcap service area; the youth mental health crisis, evidenced by rising rates of depression, self-harm, and suicidal ideation among students, and the insufficient access to care, driven by provider shortages, treatment gaps, and inadequate crisis response infrastructure. Compounding this are co-occurring substance use disorders and the growing burden of emergency mental health detentions. Suicide rates in rural counties are consistently higher than in urban counties as of 2019–2021. Counties in or near our service area—such as Langlade—have suicide rates significantly exceeding the statewide average of ~14.4 per 100,000. According to Wisconsin's Department of Health, among youth, the burden of mental health distress is rising. 59% of high school students reported that they had experienced at least one mental health challenge in the past year. These metrics underscore the urgent need for expanded mental health services, especially in rural parts of our region where there is insufficient access to care.

Across the nation, the share of adults without a high school diploma has declined over time. Within the Newcap's service area, this trend is even more pronounced—97% of those surveyed have attained at least a high school education. However, educational attainment has not translated into sufficient economic opportunity. According to Newcap's survey data, approximately 27% of respondents report being underemployed or not fully employed.

Newcap reviewed the survey results and secondary data and recommended the following seven strategic goals:

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

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

Strategic Goal 3: Safe, affordable, equitable housing is available for the diverse need of low-income residents of communities served by Newcap (Community)

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

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

Strategic Goal 6: Continue continuous quality improvement program in the pursuit of agency excellence and ultimately be recognized by the National Community Action Partnership as an Agency of Excellence by 2028 (Agency)

Strategic Goal 7: Maintain and increase access to safe, equitable, affordable, quality health care services. (Family)

Section 4: Childcare

The first strategic goal is that quality affordable childcare will be available to residents of communities served by Newcap. Newcap chose this goal based on the results of the survey and secondary data. This is a community level goal.

Data Points on Prevalence and Causes of Issue:

- On the needs survey, respondents included childcare among barriers to employment in the area.
- Many areas of Wisconsin, including 70% of rural areas, are considered childcare deserts.²
- 94% of Wisconsin families cannot afford childcare for an infant. A family with an infant and a 4-year-old would spend more than 1/3 of their annual income to afford childcare.³

Households with young children often need access to affordable and quality childcare in order to access employment opportunities.

Newcap provides the following services and funding related to childcare:

- QUEST (Quality Jobs, Equity, Strategy, and Training) – Training & Technical Assistance for existing childcare centers and to help create new businesses
- Rural Business Development Grant – Low-interest loans to businesses
- Rural microentrepreneur Assistance Program – Low-interest loans to businesses
- Skills Enhancement program – training for employees
- Jobs and Business Development Program- training for entrepreneurs

² See [Access & Affordability | Raising Wisconsin](#) and [U.S. Child Care Deserts](#).

³ See [Access & Affordability | Raising Wisconsin](#).

Section 5: Employment and Economic Security

The second strategic goal is that more Newcap clients have access to training to become better employed and increase economic security. Newcap chose this goal based on the results of the survey and secondary data. This is a family level goal.

Data Points on Prevalence and Causes of Issue:

- When asked to rate access to employment opportunities in their county from 1-10, survey respondents gave an average rating of 5.5.
- When asked about the primary barriers to employment in their area, survey respondents gave a variety of response such as transportation, disability, low pay, distance/travel, limited positions/opportunities in the area, age, housing, lack of broadband, homelessness, lack of degree or education/training, criminal backgrounds or felonies, childcare, benefits cliff, motivation, drug tests, mental health issues, legal status, language barriers, and other.
- When asked about how they felt about their current financial situation, only 25% of survey respondents responded that they were comfortable & stable. Of the remaining 75%, 31.5% responded manageable with occasional difficulties, 33.7% responded strained and challenging, and 9.2% responded unmanageable.
- When asked if they were aware of local support services for income assistance, 47.3% responded yes.
- As of December 2025, Newcap's region experienced an average 3.0% unemployment rate.⁴ This is an increase of 0.1% from December 2024.

Households need access to employment and services to increase economic security.

Newcap, Inc. provides the following services and funding to address employment and economic security for people with low incomes:

- Steps to Success
- Quality Jobs, Equity, Strategy, and Training (QUEST) – Training & Technical Assistance for existing childcare centers and to help create new businesses
- Skills Enhancement program – training for employees
- Nursing Skills – training for nursing roles
- Wisconsin Fast Forward – Community Health Workers (CHW)

⁴ Community Action Partnership Data Hub. Report data from February 2026.

Section 6: Housing

The third strategic goal is to ensure safe, affordable, and equitable housing is available for the diverse needs of low-income residents of communities served by Newcap. Newcap chose this goal based on the results of the survey and secondary data. This is a community level goal.

Data Points on Prevalence and Causes of Issue:

- When asked to describe the availability and affordability of housing in their community, only 1.6% responded that there were many places to rent and to buy with affordable prices, 24.8% felt there were few places to rent and not affordable, and 15.9% responded that they need more houses to rent at affordable rates compared to wages.
- When asked if they had faced any challenges in securing or maintaining stable housing, 41.6% of respondents responded yes.
- When asked if they were aware of local support services for housing, 48.9% responded yes.
- 20.7% of households in Newcap's region (42,706 total) pay 30% or more of total household income on housing, which is considered cost-burdened.⁵
- 8.7% of households in Newcap's region (18,002 total) pay 50% or more of total household income on housing, which is considered severely burdened.

Households with low incomes need access to housing this is safe and affordable.

Newcap provides the following services and funding to address housing for people with low incomes:

- Asthma Safe Homes
- Rapid Re-Housing
- Motel Vouchers
- Street Outreach
- Emergency Shelter (Center for Advocating, Believing, and Achieving and Center for Youth)
- Transitional Living Program for Youth
- Emergency furnace, replacement and repair
- Construction of single-family homes for household at less than 80% county median income
- Keeping Families Together
- Lead Safe Home program
- Coordinated entry services
- Permanent supportive housing (PSH) for individuals and families
- Recovery vouchers
- Safe and Stable housing
- Tenant Based Rental Assistance (TBRA)
- Water conservation projects
- Weatherization Assistance Program
- Rural decentralized water systems
- Affordable housing development
- Owned Affordable housing units
- Home Energy Plus (HE+) Heating System
- Homeless Prevention Program

⁵ Community Action Partnership Data Hub

Section 7: Mental Health and Alcohol and Drug Abuse

The fourth strategic goal is to provide mental health and alcohol and other drug abuse (AODA) assistance for Newcap clients. Newcap chose this goal based on the results of the survey and secondary data. This is a community level goal.

Data Points on Prevalence and Causes of Issue:

- Mental Health and drug tests were mentioned as barriers to employment in the area.
- When asked about the most significant health challenges faced by their community, some mentioned mental health and alcohol and drug abuse or addiction among other issues.
- The number of mental health providers varies greater across the counties, from 1 in Florence, 21 in Forest and Menominee, 25 in Langlade, 26 in Vilas, 28 in Oconto, 65 in Shawano, 92 in Marinette, 134 in Oneida, and 816 in Brown County. The rate per 100,000 population varies from 21.9 in Florence to 493.5 in Menominee County.⁶
- The prevalence of Mental Health & Substance Abuse across Newcap's region is 12,709 (32%).
- Within Newcap's region, 15.4% of adults 18 and older reported poor mental health in the past month (2023).
- Within Newcap's region, there was a crude death rate of 54.3 per every 100,000 total population (deaths of despair), with the highest in Menominee County (270.5).

Households with low incomes need access to mental health and drug abuse assistance.

Newcap provides the following services and funding to address mental health and alcohol and drug abuse issues for people with low incomes:

- Recovery vouchers
- In-house mental health/AODA counselor
- Special projects in suicide prevention
- Suicide prevention tele-health mental health access

⁶ Community Action Partnership Data Hub

Section 8: Transportation

The fifth strategic goal is to provide safe, affordable transportation to residents of communities served by Newcap. Newcap chose this goal based on the results of the survey and secondary data. This is a community level goal.

Data Points on Prevalence and Causes of Issue:

- When asked how accessible public transportation is in their area, 41.24% of survey respondents responded challenging.
- Transportation was mentioned as a barrier to employment in the area.
- When asked what improvements are needed to better serve the transportation needs of residents, survey respondents mentioned buses, bus passes or vouchers, taxis, more hours, days of operation, and stops, marketing of services, more coverage, timeliness, cost of services, drivers for Medicaid, auto expenses/payments, mobility management, accessibility, options for employment, seniors, and people with disabilities, and other items.
- 4.7% of households in Newcap's region have no motor vehicle.⁷
- Access to public buses varies across the region. The Brown County Transit System provides fixed route bus system in Brown County. The Menominee Department of Transit Services provides transportation in Menominee, Langlade, and Oconto counties. Northwood Transit Connects provides bus service in Oneida and Vilas counties.

Households need access to affordable and accessible transportation to employment, grocery stores, healthcare, childcare, and so forth.

Newcap provides the following programs for transportation for people with low incomes:

- Work-n-Wheels (WETAP)
- My Garage – Repair Program
- Mobility Management

⁷ Community Action Partnership Data Hub

Section 9: Healthcare

The seventh strategic goal is to maintain and increase access to safe, equitable, affordable, quality health care services. Newcap chose this goal based on the results of the survey and secondary data. This is a family level goal.

Data Points on Prevalence and Causes of Issue:

- When asked about the most significant health challenges faced by their community, some mentioned health issues like diabetes, obesity, and cancer, lack of health care facilities and providers, cost of care, quality of care, poverty, housing and homelessness, health insurance, doctors/dentists that accept Medicare and Medicaid, distance and transportation to services, food access, pollution and air and water quality, dental issues, addiction, wait times, age, social isolation, depression, and access among other issues.
- When asked how accessible medical and mental health services are in their area, only 15% responded highly accessible. For the remaining responses, 33.9% responded generally accessible, 29.7% responded limited access, 14.0% responded very limited access, and 7.3% responded varies widely.
- Only 42% of respondents felt there were adequate amounts of recreational facilities for both adults and children.
- When asked if they were aware of local support services for food security, 75.4% responded yes.
- 7.1% of adults age 18-64 in Newcap's region do not have health insurance.⁸
- 4.0% of children age 0-18 in Newcap's region do not have health insurance.
- Access to primary care providers varies greater across the counties from 0 facilities in Vilas and Florence; 1 facility in Forest, Langlade, and Menominee; 3 facilities in Shawano; 4 facilities in Oneida; 8 facilities in Oconto; 19 facilities in Marinette; and 44 facilities in Brown.
- The rate of primary care providers per 100,000 population varies from 26.03 in Vilas to 258.5 in Menominee County.
- The rate of dental care providers per 100,000 population varies from 21.9 in Florence to 188 in Menominee County.
- Most counties have at least one Federally Qualified Health Centers, with the exception of Florence and Shawano Counties.

Households need health care that is affordable, accessible, and high quality.

Newcap provides the following program to address access to health care services people with low incomes:

- Advancing Equity in adolescent health (Teen pregnancy prevention)
- Asthma safe education
- Title X sliding fee scale (reproductive health & family planning)
- Title V (Maternal & Child Health Services Block Grant)
- STD testing and prevention
- Telehealth Kiosks

⁸ Community Action Partnership Data Hub

Section 10: Conclusion

This community needs assessment helps Newcap, Inc. understand the causes and conditions of poverty in 10 counties in Northeastern Wisconsin. Newcap, Inc. will use the information to guide our work in the region. Newcap will pursue the strategic goals in the 2026-2028 strategic plan and report out to the board of directors and community.

Appendix A: Needs Survey Questions and Responses

Newcap staff developed the following survey questions.

1. What is your age group?
2. What is your employment status?
3. How many people live in your household?
4. What is your highest level of education?
5. How would you rate your access to employment opportunities in your county?
6. What are the primary barriers to employment in your area?
7. How secure do you feel about your current financial situation?
8. What are the most significant health challenges faced by your community?
9. How accessible are medical and mental health services in your area?
10. Are there adequate recreational facilities and programs for both adults and children?
11. How would you describe the availability and affordability of housing in your community?
12. Have you faced any challenges in securing or maintaining stable housing?
13. How effective do you find the educational resources and schools in your county?
14. What is the most critical educational needs currently unaddressed?
15. Are you aware of local support services available for income assistance, food security, or housing?
16. How well are the above mentioned services meeting the needs of the community?
17. How accessible is public transportation in your area?
18. What improvements are needed to better serve the transportation needs of residents?
19. How safe do you feel in your community?
20. Are there environmental issues that you believe need addressing?
21. If you answered 'Yes' to the above question, please tell us what issues you believe need addressing.
22. How would you rate the level of community involvement and volunteerism in your area?
23. What are the top priorities you believe elected officials should focus on to improvement community well-being?

See the full responses to the questions at this link: https://www.surveymonkey.com/results/SM-mLyMicUknSqakssQvoz73w_3D_3D/

Appendix B: 2026-2028 Strategic Plan

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

1. **Strategy:** More funds for childcare start up and expansion building on the current
Tactics:
 - Micro Loan Program
 - Rural Microentrepreneur Assistance Program (RMAP)
 - Rural Business Development Grant (RBDG)
 - Research Community Development Block Grant (CDBG) funds
 - Investigate being USDA intermediary re-lending for construction/remodeling
 - Become SBA microlender
 - Become CDFI to open door to additional funding opportunities
 - When CDFI become SBA Navigator
2. **Strategy:** Provide business start-up education to new providers and expansions
Tactics:
 - Quality Jobs, Equity, Strategy and Training (QUEST) – extended into 2026
 - Jobs and Business Development (JBD)
 - Apply for WEDC cooperative planning grant
 - Connect with regional efforts – Green Bay Chamber, Shawano SCEPI, Marinette group
 - Training for teachers
 - Intercede to not lose sites
 - Work with sites to coordinate with schools to get transportation for sites that provide before & after school care
3. **Strategy:** Provide coaching, training and 1:1 technical support to Newcap clients including women & minority owned businesses
Tactics:
 - Quality Jobs, Equity, Strategy and Training (QUEST)
 - Jobs and Business Development (JBD)
4. **Strategy:** Newcap act as a facilitator to educate and empower employers and communities to provide daycare.
Tactics:
 - Work with communities to locate and activate new sites
 - Childcare co-op to help fund childcare vouchers / center, etc
5. **Strategy: Transportation**
Tactics:
 - Newcap transport our clients & children to childcare
 - Linkage to item 2, strategy 9
6. **Strategy: Childcare at housing site(s)- (Linkage to Strategic Goal 3, Strategy #3)**

Services/Fundings currently available at Newcap to support strategies and tactics:

- QUEST (Quality Jobs, Equity, Strategy, and Training) – Training & Technical Assistance for existing childcare centers and to help create new businesses.
- Rural Business Development Grant – Low-interest loans to businesses
- Rural microentrepreneur Assistance Program – Low-interest loans to businesses – we are in process with our contract to get this
- Skills Enhancement program – training for employees
- Jobs and Business Development Program- training for entrepreneurs

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

1. **Strategy: Connecting Newcap clients with training programs**

Tactics

- Create closed referral system in empowOR for external partners
- Continue to build out internal referrals
- 2. **Strategy: Encourage employers to hire lower skilled workers and provide on the job training**
 - Tactics**
 - Create partnerships to begin conversations
 - Establish Whole Family Guiding Coalitions CHW workgroups (WFGC)
 - Do pilot
 - Secure funding
- 3. **Strategy: Bi-lingual Certified Nurse Assistant training**
 - Tactics**
 - Partner with healthcare sites
 - Obtain funding
 - Establish training sites and schedule
- 4. **Strategy: Increase capacity of Newcap clients to obtain middle skill employment**
 - Tactics**
 - Partner with tech colleges for micro-credentialing
 - Outreach for current clients to assess status and gaps
- 5. **Strategy: Activate Community training center in Shawano**
- 6. **Strategy: Create new short-term pathways to higher degrees in CHW.**
 - Obtain funding from Wisconsin United Way
 - Work with NWTC/NCTC to create a pathway
- 7. **Strategy: Help clients increase social capital (Ascend WF building block)**
 - Obtain mentors

Services/Fundings currently available at Newcap to support strategies and tactics:

- Quality Jobs, Equity, Strategy, and Training (QUEST) – Training & Technical Assistance for existing childcare centers and to help create new businesses.
- Skills Enhancement program – training for employees
- Nursing Skills – training for nursing roles
- Wisconsin Fast Forward – Community Health Workers (CHW)

Strategic Goal 3: Safe, affordable, equitable housing is available for the diverse need of low-income residents of communities served by Newcap (Community)

1. Strategy: Create equitable housing in communities

Tactics

- Oconto Falls: Former Middle School Site
- Green Bay locations –
 - a. Tank Elementary School
 - b. Elmore Elementary School
 - c. Keller Elementary School
- Gillett - Woodland Nursing Home
- Marinette
- 2. **Strategy: Create a small/tiny/first home community where Newcap services are available**
- 3. **Strategy: Develop more supportive housing**
 - Tactics:**
 - Corporation for Supportive Housing & WHEDA project
 - COC competition next round
- 4. **Strategy Improve existing housing stock**
 - Tactics:**
 - Decentralized water

- Lead safe homes
- Asthma safe homes
- Healthy homes
- Use some of Home/HHR contract for “aging in place” mini-pilot
- 5. Strategy Increase capacity in short term housing in the community**
- 6. Strategy Additional rental assistance not tied to specific populations**

Services/Fundings currently available at Newcap to support strategies and tactics:

- Asthma Safe Homes
- Rapid Re-Housing
- Motel Vouchers
- Street Outreach
- Emergency Shelter (Center for Advocating, Believing, and Achieving and Center for Youth)
- Transitional Living Program for Youth
- Emergency furnace, replacement and repair
- Construction of single-family homes for household at less than 80% county median income
- Keeping Families Together
- Lead Safe Home program
- Coordinated entry services
- Youth mobile outreach support team vehicle (MOST)
- Permanent supportive housing for individuals and families
- Recovery vouchers
- Safe and Stable housing
- Tenant Based Rental Assistance (TBRA)
- Water conservation projects
- Weatherization
- Rural decentralized water systems
- Affordable housing development
- Owned Affordable housing units
- CDBG CV Prevention program

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

- 1. Strategy: Expand number of options for accessing mental health and AODA services such as tele-mental health**
Tactics:
 - Recovery vouchers with stabilization after exit
 - Services/housing for families of those in recovery sites
- 2. Strategy: Expand the number of providers of mental health and AODA services**
Tactics:
 - Hire Mental Health staff
 - Health Resources and Services Administration (HRSA) grant to pay for staff training-
- 3. Strategy: Expand resources to cover the cost of mental health and AODA services**
Tactics:
 - Advocacy
 - Recovery voucher
 - Received year 3 contract
 - Work with DHS to get portion of Opioid settlement funding
 - Regularly participate in MH/AODA campaigns to increase visibility
 - Marketing
 - Working with community events

Services/Fundings currently available at Newcap to support strategies and tactics:

- Recovery vouchers
- In-house mental health/AODA counselor
- Special projects in suicide prevention
- Suicide prevention tele-health mental health access

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

1. Strategy: Create Newcap transit program

Tactics:

- Need volunteer drivers

2. Strategy: Help employers organize transportation on an ongoing basis

Tactics:

- Combining two coalitions into one then create a Newcap Transit Program.
 - Invite Northeast Wisconsin Transportation Committee (NEWTC) representative to attend/be part of task force

4. Strategy: Require loan program participants to provide transportation to others (part of grant)

- Create Tracking system
- Create Follow up system
- Develop Incentives

Services/Fundings currently available at Newcap to support strategies and tactics:

- Work n Wheels
- My Garage – Repair Program
- Newcap Vans

Strategic Goal 6: Continue continuous quality improvement program in the pursuit of agency excellence and ultimately be recognized by the National Community Action Partnership as an Agency of Excellence by 2028 (AGENCY)

1. Strategy: Continue transition of agency to a Whole Family/Whole Home approach and Community Health Worker service delivery model

Tactics:

- Fully integrate clinics and Energy Services for internal referrals
- Pilot fee-for-service model with asthma safe
- Discharge planning with CHW as part of team
- 1915i beginning in 2025
- CHW payment model

2. Strategy: Implement full cycle of ROMA agency wide

Tactics:

- Do logic models & theory of change for each funding source
- Project briefs

Strategic Goal 7: Maintain and increase access to safe, equitable, affordable, quality health care services. (FAMILY)

1. Strategy: Provide training in health education topics

Tactics:

- Asthma safe homes: referrals from community health care providers
 - Connect with systems who gave letters of support from
 - Marketing outreach

- Advancing Equity in adolescent health (Teen pregnancy prevention)
 - Engage with child welfare system and northern counties
- 2. **Strategy: Deploy the MOST vehicle with clinic personnel on-board when possible**
Tactics:
 - Coordinate with Youth Advisory Board (YAB) and Newcap's Youth Action Committee (YAC)
 - Youth shelters
 - Division of Health Services
 - School systems
 - Continue looking for sites where homeless youth are found
- 3. **Strategy: Increase number of tele-health sites**
Tactics:
 - Finish setting up patient kiosks - 5 (have equipment already)
 - Seeking funding for additional satellite sites
- 4. **Strategy: Outreach to community for patients**
Tactics:
 - As part of FindHelp increase call for services
- 5. **Strategy: Increase of insurance panels that list Newcap as a service provider**
- 6. **Strategy: Implement work of Upward Mobility team's Community Health Workers plan.**
Tactics:
 - Using FindHelp, become Trusted Partner with health systems for referrals
- 7. **Strategy: Deploy a mobile clinic (additional to MOST)**

Services/Fundings currently available at Newcap to support strategies and tactics:

- Advancing Equity in adolescent health (Teen pregnancy prevention)
- Asthma safe education
- Title X sliding fee scale (reproductive health & family planning)
- Title V (Maternal & Child Health Services Block Grant)
- STD testing and prevention