



**Northwest
Community
Action
Partnership**

Helping People. Changing Lives.

2026-2030 NCAP Strategic Plan

HEAD START
EARLY HEAD START
COMMUNITY SERVICES
WEATHERIZATION
DIAPER BANK

Engaging communities to alleviate poverty.



Notes from the CEO



As part of our 2026–2030 strategic planning process, we engaged both our Board of Directors and our Leadership Team in a structured survey designed to assess organizational strengths, emerging challenges, and long-range priorities. These surveys were intentionally crafted to capture broad perspectives across governance and program leadership, ensuring that our strategic plan is grounded in both oversight-level insight and operational reality. Participation was strong, and the responses reflect a deep commitment to NCAP’s mission and the communities we serve.

What emerged from these surveys is both encouraging and motivating. Board and staff alike expressed deep confidence in NCAP’s mission, pride in our team, and appreciation for our resilience in difficult times. They also surfaced meaningful concerns—particularly around funding instability, staffing capacity, and the escalating needs of the communities we serve while simultaneously battling decreases in available resources. Most importantly, they offered bold ideas and a shared vision for a future defined by innovation, partnership, and expanded impact. As you read this report, I hope you see an organization with both the courage and the capacity to grow, evolve, and lead in service to our region.

With appreciation and optimism, Brooke Smith
Chief Executive Officer
Northwest Community Action Partnership

Mission and Vision Evaluation:

With thoughtful consideration, and input from both the NCAP board and leadership team, it was determined that our mission statement should remain the same while our vision statement should be expanded to include more robust language on resilience and systemic change. Below are our final Mission and Vision Statements moving forward:

MISSION: Helping people, changing lives and engaging communities to alleviate poverty.

VISION: We envision a thriving community that works together to empower people through knowledge, opportunity, and resources—engaging individuals, families, and partners to build long-term resilience and drive meaningful, systemic change that improves quality of life for all.

Strategic Plan Development

PURPOSE

This summary highlights key insights from both the NCAP Board of Directors and Leadership Team as part of the strategic planning process. The information below reflects shared strengths, challenges, and priority areas that will guide NCAP's 2026–2030 Strategic Plan.

KEY STRENGTHS

- Strong, stable leadership with high trust in the CEO and management team
- Dedicated, passionate, mission-driven staff committed to service and innovation
- Resilience in navigating funding instability, government shutdowns, and rising community need
- High-quality programs such as Weatherization, Head Start, and targeted community services
- Positive organizational culture centered on teamwork, support, and accountability
- Strong community reputation and relationships

KEY CHALLENGES

- Funding volatility and uncertainty in federal and state processes
- Staffing shortages, recruitment barriers, and burnout risk
- Increasing community needs in housing, food security, childcare, and mental health
- Technology and infrastructure gaps that limit efficiency and scalability
- Internal communication and cross-department coordination needing strengthening
- Head Start enrollment challenges and shifting demographic patterns

MISSION & STRATEGIC ALIGNMENT



Board members and leadership overwhelmingly affirmed that the mission remains relevant and compelling.



There is strong desire to expand mental health supports, increase service access in rural areas, and build deeper, more strategic community partnerships.

STRATEGIC PRIORITIES

Future Outlook & Bold Ideas

Future Vision Themes – 5 Year Outlook:

Board and Leadership envision NCAP becoming:

- **More innovative** and flexible to meet emerging community needs
- **Better resourced** through diversified funding models and partnerships
- **More efficient**, using updated systems, data, and technology that are being implemented at an increased rate agency wide
- **A leader** in housing stability, nutritional support, and family services
- **A strong employer** with clear leadership development and succession planning pathways in all areas

Bold Ideas Proposed:

Board and leadership participants offered the following bold ideas for NCAP's future direction:

- Essentials/hygiene items added to Extra Helpings food pantries for unhoused individuals
- Community garden / greenhouse project for food access & education
- Expanded mobile outreach services through Extra Helpings On The Go!
- Establish a CDA Internship Program, in collaboration with local high schools, to cultivate a trained pipeline of future teaching staff
- Development of a new and improved website
- Expansion of Head Start collaborations to new communities in our service area
- Expand Head Start community relations through a back to school fair in Alliance



STRATEGIC PRIORITIES

Emerging Trends & Key Takeaways

Emerging Trends:

- **Strengthen workforce** capacity and leadership development
- **Invest in technology**, data systems, and internal communication tools
- **Expand responsive services:** housing, childcare, transportation, mental health
- **Enhance outreach**, recruitment, and community presence
- **Diversify revenue streams** and pursue innovative funding models
- **Strengthen** cross-program integration and organizational coherence

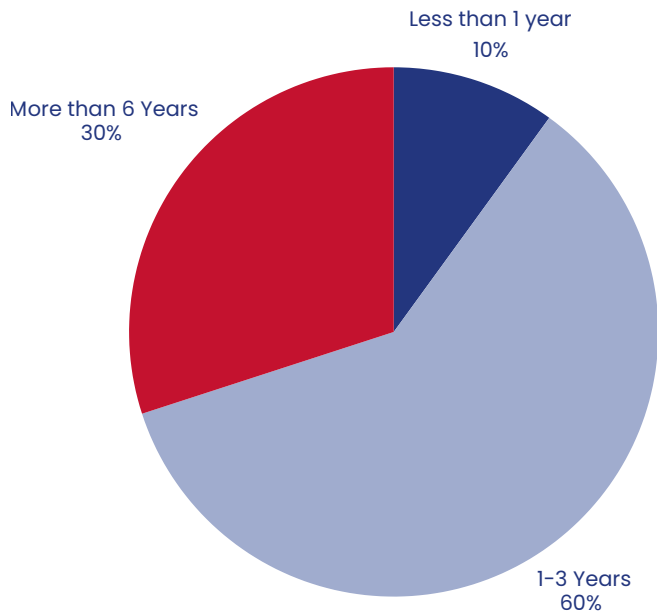
Key Takeaways:

Across both surveys, respondents expressed:

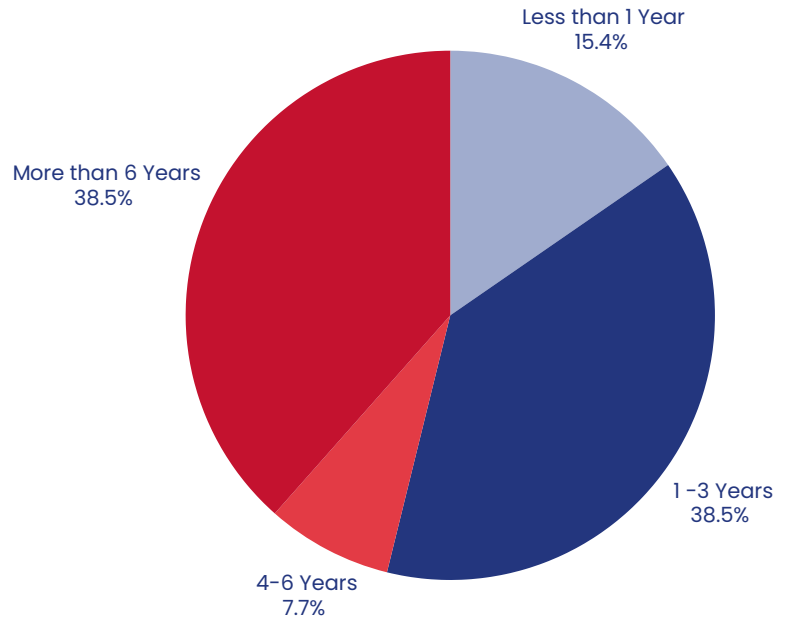
- Strong confidence in NCAP's mission, leadership and staff.
- A belief that while significant challenges lie ahead - particularly funding instability and expanding community needs, NCAP is well positioned for growth, innovation and deeper community impact over the next 5 years.
- Significant improvements in internal communication across programs were noted, along with a heightened sense of employee morale despite external challenges. These trends indicate that the team is well-positioned to achieve substantial progress over the next five years

General Survey Data:

Length of service among
NCAP board members:



Length of service among
NCAP Leadership Team



100%

agree that the organizations
values are clearly defined and
consistently demonstrated

100%

agree that the programs
mission and vision align with
community needs

100%

agree that NCAP staff and
Programs are aligned with the
mission and vision