



**STRATEGIC PLAN
2023–2028**

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Approved and Adopted May 2023

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Overview

Vision

Empowered Individuals, Strong Families, Thriving Communities

Mission

Northern Kentucky Community Action Commission promotes, educates, advocates, and provides equitable services to elevate the quality of life for the people we serve.

Northern Kentucky Community Action Commission (NKCAC) executes on its mission with a three-tiered approach focused on whole person, whole family, and whole community. Resources and services meet clients' immediate challenges (supportive: "basic, temporary assistance to give families comfort, safety, dignity and security as they transition out of poverty") and longer-term goals (developmental: "helping families gain the skills, abilities, and hope necessary to become economically independent"). Initiative areas include food and nutrition assistance, preventing homelessness, career training, children's education, and stable housing.

As a voice of Northern Kentucky families, NKCAC uses an ongoing Community Needs Assessment Questionnaire to inform its interventions.

Values

Empathy

We meet every customer with openness and understanding of their situation and challenges.

Dignity

We respect every human being and believe in their innate strength and will to face their challenges.

Independence

We help each customer define and achieve their own long-term self-reliance.

Accountability

We hold ourselves and our customers accountable for life-changing outcomes.

For more information, visit nkcac.org.

Goals, Objectives, and Strategies

To achieve its mission, NKCAC will pursue these goals, objectives, and strategies.¹

Goal 1 – this is both a community and an agency goal

NKCAC participates in a thriving regional ecosystem of service providers because of effective internal operations and strategic external collaboration.

Objective 1: Increase the effectiveness of internal and external collaboration and coordination.

Strategy 1.1: Institutionalize routine information sharing and cross-training across roles and programs/departments.

Strategy 1.2: Implement a data system to promote shared understanding of the NKCAC client population.

Strategy 1.3: Assess and seize on opportunities to lead and convene within the region's service ecosystem, as well as opportunities to follow and support others.

Select Progress Indicators

- Number of internal referrals
- Successful data migration and staff training on new system
- Number of projects/initiatives led by NKCAC

Goal 2 – this is an individual goal, a family goal and a community goal

Community members in Northern Kentucky thrive in safe and affordable housing.

Objective 2: Increase the availability of safe and affordable housing.

Strategy 2.1: Implement advocacy and issue-education campaigns around affordable housing.

Strategy 2.2: Integrate resources and education around housing safety/quality and affordability into all programs.

Strategy 2.3: Evaluate the feasibility of increasing NKCAC's affordable-housing footprint.

Select Progress Indicators

- Number of housing-focused community forums
- Engagement of local officials
- Number of housing-based partnerships

¹ A **goal** is the future state if our plan is fulfilled. An **objective** is a condition we are trying to change to realize the future state. A **strategy/initiative** includes the activities we will undertake to change a condition.

Goal 3 – this is an agency goal

NKCAC’s income portfolio supports diverse, responsive programs and robust operational capacity.

Objective 3: Increase funding flexibility through a diversified income portfolio.

Strategy 3.1: Enhance local and state relationships for increased funding.

Strategy 3.2: Find alternative funding sources that align with our mission.

Strategy 3.3: Expand the fundraising and development staff.

Select Progress Indicators

- Engagement of local and state officials and decision makers
- Staffing and systems to support expanded fundraising and development activities

Goal 4 – this is an agency goal

NKCAC sustains a desirable workplace with high rates of employee retention and satisfaction.

Objective 4: Increase employee retention by strengthening NKCAC as a desirable workplace.

Strategy 4.1: Genuinely, transparently involve staff in defining “a desirable workplace.”

Strategy 4.2: Enhance pay and benefits in line with local markets for comparable agencies and activities.

Select Progress Indicators

- Staff-retention rate
- Average staff tenure
- Staff satisfaction

Appendix: Overview of Strategic Planning

Planning Process

NKCAC engaged Advantage Consulting, LLC (Atlanta, GA) to facilitate and produce a five-year strategic plan. Their primary partner in strategic planning was a strategic planning task team of select staff members. This team supplied project leadership and coordination to inform and guide activities, including project kick-off, review of data findings, preparation for the planning retreat, and three implementation-planning sessions. In addition, this team collaborated by e-mail to develop various products, like surveys, preliminary reports, and the final strategic plan.

The planning process was data-driven, relying on the insights of core stakeholders like clients and consumers, staff and Board members, nonprofit partners, public officials, and funders. Strategic planning was done in tandem with the agency's annual Community Assessment process, and its findings and recommendations further shaped the identification of strategic priorities. With much of the data being qualitative, thematic analyses were conducted to surface trends, offering clarity on what matters to make decisions and move forward.

The process consisted of four main phases:

1 | Conduct Data Collection and Analysis. *August 2022–March 2023.*

Define data-collection priorities, targets, and timeline/milestones to inform the development of the strategic plan. Identify key stakeholders to be invited to participate in surveys, and craft outreach strategy. Develop, refine, and distribute stakeholder surveys. Read various reports and internal documents to get a full understanding of the agency. Prepare reporting/presentation summary and materials. Engage key stakeholders on survey findings through focus groups and individual interviews. Review and reflect on research findings with the task team.

2 | Engage in Strategic Planning Retreat. *March 2023.*

Review findings from Data Collection and Analysis phase, including surveys, focus groups, and interviews. Draft and prioritize strategic goals, objectives, and initiatives.

3 | Develop Action Plans. *April–May 2023.*

Draft and confirm key action steps, resource requirements, responsible parties, and timelines for prioritized initiatives.

4 | Produce the Final Strategic Plan. *May 2023.*

Develop five-year strategic plan with goals, objectives, initiatives, and performance indicators, and present it to NKCAC leadership and Board for approval.

Strategic Planning Task Team

- Rhonda Chisenhall, Vice President of Community Development
- Jamir Davis, Vice President of Family Services
- Chadwick Duncan, Director of Community Services – Operations
- Tara Johnson, Head Start Center Manager
- Kareen Simpson, Director of Fatherhood
- Melissa Willis, Systems Director
- Laurie Wolsing, Vice President for Children Services

Acknowledgements

Northern Kentucky Community Action would like to thank the hundreds of parents/caregivers and families, community members, service providers and partners, civic and faith leaders, staff and Board members, and others who gave their time and thoughts to the Community Assessment and strategic-planning process. Your insights gave the task team its drive and these priorities their meaning.

Funding for this project was provided in part by the Office of Head Start. Head Start is Federally funded by the Department of Health and Human Services to provide pre-school services to low-income children ages 3 and 4 and/or children with disabilities. All services are provided free of charge. 1305.5(a-c)

Funding for this project was provided in part by the United States Department of Health and Human Services Administration for Children and Families, Grant 90ZJ0049-01-00. Its content is solely the responsibility of NKCAC and does not necessarily represent the official views of the United States Department of Health and Human Services, Administration for Children and Families. These services are available to all eligible persons, regardless of race, gender, age, disability, or religion.

Funding was provided in part under a contract with the Cabinet for Health and Family Services with funds from the Community Services Block Grant of the US Department of Health and Human Services.

Head Start is federally funded by the Department of Health and Human Services to provide preschool services to low income children ages 3 and 4 and/or children with disabilities. All services are provided free of charge. 1305.5 (a-c)

Funding was provided in part by grants awarded by the US Dept. of Labor's Education and Training Administration and the Corporation for National and Community Service's Ameri-Corps Program.

Funding was provided in part by a grant from AmeriCorps Seniors RSVP Program and Foster Grandparent Program.

Funding was provided in part by a subgrant through the National Council on Aging with funding provided by the United States Department of Labor.

Appendix II Landscape Data

Demographic data was obtained from the American Community Survey conducted by the US Census Bureau for the 2017–2021 period via SparkMap (<https://sparkmap.org/report/>), unless otherwise noted.

Geographic boundaries, size, counties, and distinguishing characteristics

Northern Kentucky Community Action Commission (NKCAC) serves eight counties: Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton. In total, the service area ranges more than 1,600 square miles. These counties lie in the northeastern part of the state, just south of the city of Cincinnati across the Ohio River. The farther south the region gets, the more rural and therefore less densely populated the counties become.

Population and related trends

Northern Kentucky has a population of 466,091. The eight counties' population range is wide, with Boone and Kenton on one end (134,599 and 168,264, respectively) and five counties — Carroll, Gallatin, Owen, Pendleton, and Grant, in ascending order — with populations less than 25,000 each. (Campbell County is third in the region, with a population of 93,023.)

Since 2010, the United States overall has seen a population growth rate of 7.13 percent. Northern Kentucky has a change of 6.82 percent, nearly on par with the national average and twice the rate of Kentucky as a whole. Boone (14.44 percent) and Kenton (5.85 percent) grew the most. The other six counties saw growth of four percent or less, including two — Carroll and Pendleton — that lost population.

Racial and ethnic composition

The majority of the population of Northern Kentucky is White, making up about 90 percent of the region. Every county's share of White residents is at least 88 percent, with Pendleton at the top end with White residents comprising about 95 percent. A little more than three percent of the region's population identifies as Black. Kenton has the highest share of Black residents (4.5 percent); in three counties — Grant, Pendleton, and Owen — Black residents are less than one percent of the population.

The region's Hispanic population is 3.45 percent. Counties with Hispanic shares above average are Carroll (6.77 percent), Gallatin (5.22 percent), Boone (4.41 percent), and Kenton (3.52 percent). Owen has the smallest Hispanic population by numbers (45) and percentage (0.40 percent) in the region.

Gender distribution

Gender distribution in both the United States and Kentucky is about 50.5 percent female and 49.5 percent male. Roughly, the trend holds for Northern Kentucky (only about a third of a percentage point lower for female and higher for male) but varies among the eight

counties. Interestingly, in half the counties — Carroll, Gallatin, Pendleton, and Owen — at least 51 percent of the population is male, whereas the female population exceeds 51 percent in only one county — Grant. The four counties with more male than female residents are also the four smallest counties by population.

Age distribution

Nearly one-quarter of the region's population is under 18 years old. Adults aged 18 to 64 years are 61 percent of the population, with 25–34 years old the largest single age band. Almost 15 percent of the region is 65 years or older.

Grant County's share of residents under 18 years old is the highest in the region (27.43 percent), followed by Carroll (26.45 percent) and Boone (26.19 percent). Owen County's share of residents aged 65 years or more is 18.79 percent, with more than one-third of the county's population aged 55 years or more, representing the highest share of older adults in the region. Pendleton County's population aged 55 years or more is 31.57 percent of its population, followed by Campbell County at 29.97 percent.

Household composition

In all eight counties, married heads of household represent the largest share of household types. For the region, nearly 50 percent of all households have married heads of households. Single-parent households are 16.42 percent of households, with more than two-thirds of those headed by females.

Median income level

The median household income in Northern Kentucky is \$70,388.40, nearly \$15,000 higher than the median in Kentucky and about \$1,300 higher than the US median. Only Boone County's median (\$87,034) is higher than the regional average, though five counties (Boone, plus Campbell, Grant, Kenton, and Pendleton) have medians higher than the state's.

Owen County's median household income is the region's lowest, at \$27,383, though its share of cost-burdened households (households where housing costs are 30 percent or more of the total household income) is the lowest in the region, at 18.89 percent, speaking to the low cost of living in the county. Pendleton (27.40 percent), Campbell (26.15 percent), Carroll (also 26.15 percent), and Kenton (23.18 percent) have the highest shares of cost-burdened households. All other counties' shares are lower than the region's average of 22.78 percent.

Principle sources of income and major employers

The Cincinnati Business Courier gathered data on Northern Kentucky's largest employers. As of July 2021, the five largest employers in Northern Kentucky region were identified as St. Elizabeth Healthcare, Amazon.com LLC, Fidelity Investments, Kroger Co., and Boone County School District — employing an estimated 27,869 people combined. The key industries in the region are supply chain management, advanced

manufacturing, life sciences, and information technology. In the region overall, there are more than 8,500 total employer establishments.

Residents (including children) living in households with lower incomes

About 11 percent of residents in Northern Kentucky live in households with incomes at or below the federal poverty level, five percentage points lower than Kentucky's rate and nearly two percentage points lower than the US rate. The poverty rate for children under 18 years old in Northern Kentucky is more than five points higher — 16.11 percent — than the rate for the total population; this is still below the rates of both Kentucky (21.44 percent) and the United States (17.05 percent).

Looking at NKCAC's priority population, the region's rate of residents living in households with incomes at or below 200 percent of the federal poverty level is 24.67 percent, more than 10 points lower than Kentucky's and more than four points lower than the US rate.

Boone County has the region's lowest share of residents in households at or below 200 percent of the federal poverty level, at 16.67 percent. The highest rate is Carroll County's — at 43.32 percent, more than seven points higher than the next counties (Owen and Gallatin, both slightly above 36 percent). Unsurprisingly, Boone has the region's lowest poverty rate for children under 18 years old, too, at 8.57 percent. Again, Carroll has the highest rate here (36.60 percent), though followed by Grant (24.69 percent) and Pendleton (23.55 percent). These three counties fall above Kentucky's rate (21.44 percent); an additional two counties — Grant (17.68 percent) and Kenton (17.42 percent) — fall above the US rate (17.05 percent). In addition to Boone, the other counties below both the state and the US rates are Campbell (12.55 percent) and Owen (16.34 percent).

Appendix III: Customer Satisfaction Survey

From November 22, 2022, to February 3, 2023, NKCAC conducted a satisfaction survey of its clients, receiving 288 responses. Nearly 44 percent of respondents reported receiving services in Owen County, followed by about 17 percent in Pendleton and 15 percent in Gallatin.

More than 90 percent of respondents agreed or strongly agreed that staff corresponded with them at or near the time of their appointment. Almost 80 percent reported that they did not have an appointment but were served in a timely manner or provided the opportunity to make an appointment in a timely manner.

More than 98 percent reported that all staff/representatives of NKCAC were courteous, respectful, and sensitive to the respondent's situation, and about the same high rate reported their presented need being met. Almost 97 percent of respondents were satisfied with the assistance they received.