



# Kent County Community Action

## Strategic Plan 2021-2025



*We appreciate the opportunity to work with  
Kent County Community Action  
on the development of this Strategic Plan,  
and gratefully acknowledge the following individuals  
for their dedication, insight, and contributions  
during this challenging year:*

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**City Commissioners:**

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## Table of Contents

|   |           |
|---|-----------|
| <b>Background .....</b>                         | <b>1</b>  |
| <b>Governance .....</b>                         | <b>1</b>  |
| <b>Strategic Planning.....</b>                  | <b>3</b>  |
| <b>Mission, Vision and Values.....</b>          | <b>8</b>  |
| <b>Assessment of Potential .....</b>            | <b>14</b> |
| <b>Goals and Goal Measures .....</b>            | <b>17</b> |
| <b>Tactics.....</b>                             | <b>18</b> |
| <b>Organizational Standards Compliance.....</b> | <b>23</b> |
| <b>Appendices .....</b>                         | <b>26</b> |

## Background

Kent County Community Action (KCCA) serves as a cornerstone for reducing poverty and supporting community development in Kent County, Michigan. KCCA is Kent County's designated Community Action Agency that began its work in 1966 as authorized by the federal Economic Opportunity Act of 1964. KCCA's highly trained and dedicated staff combined with community partnerships provide vital life-saving services, resources, education, and advocacy to improve the quality of life for all Kent County residents.

Prior to becoming part of Kent County government in 2017, KCCA operated under the name Area Community Services Employment and Training Council (ACSET). When KCCA became a department within Kent County, it expanded resources by braiding Community Action and Community Development programs to holistically address Kent County's most pressing needs.

KCCA's position within Kent County as a public Community Action Agency supports the achievement of the national goals of Community Action:

- 1) Individuals and families with low incomes are stable and achieve economic security.
- 2) Communities where people with low incomes live are healthy and offer economic opportunity.
- 3) People with low incomes are engaged and active in building opportunity in communities.

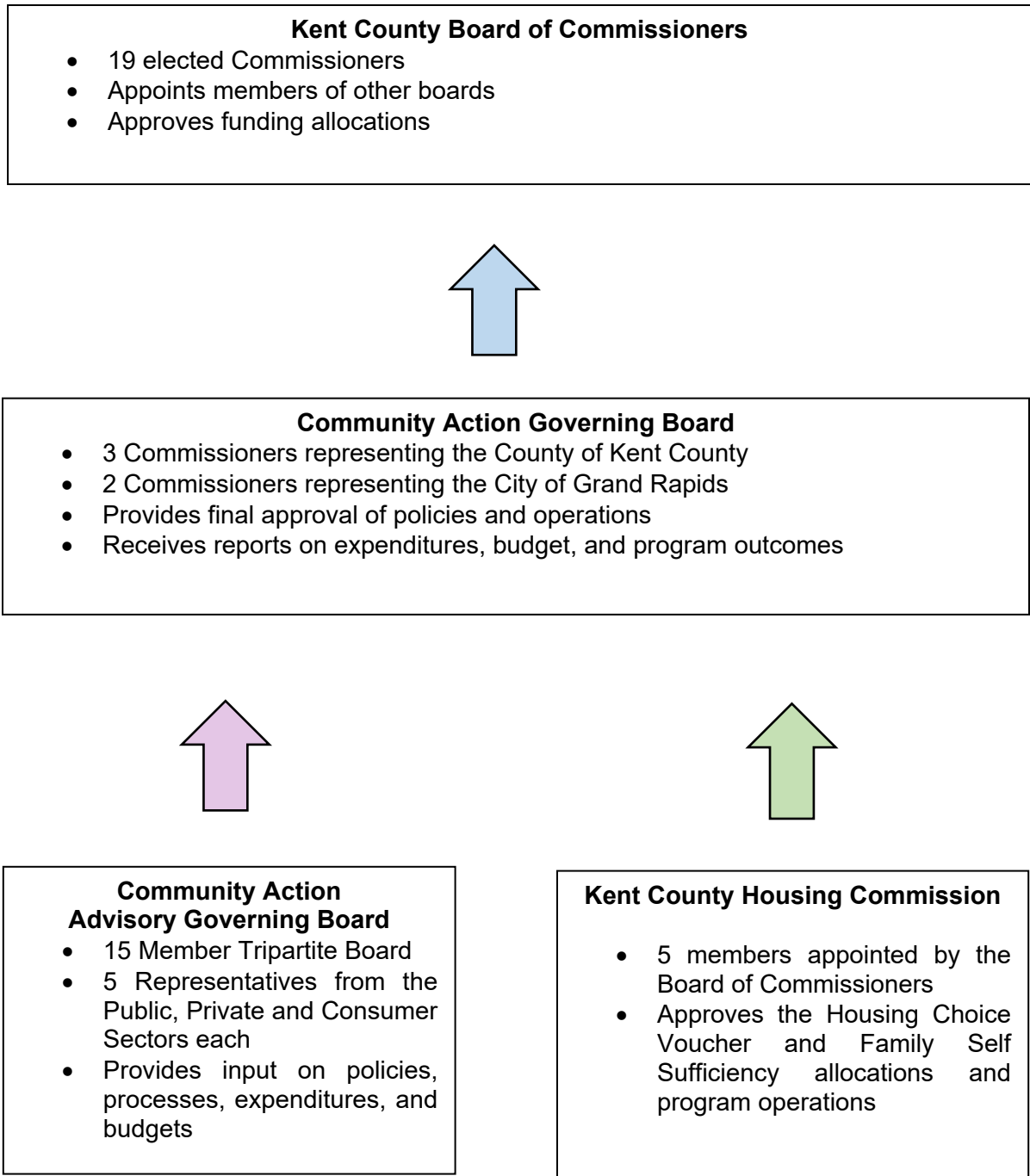
As a key public-facing department within Kent County, KCCA supports the County's vision of an inclusive community that offers economic opportunity to all residents. Simultaneously, KCCA embraces the National Promise of Community Action, which affirms that:

*Community Action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.*

## Governance

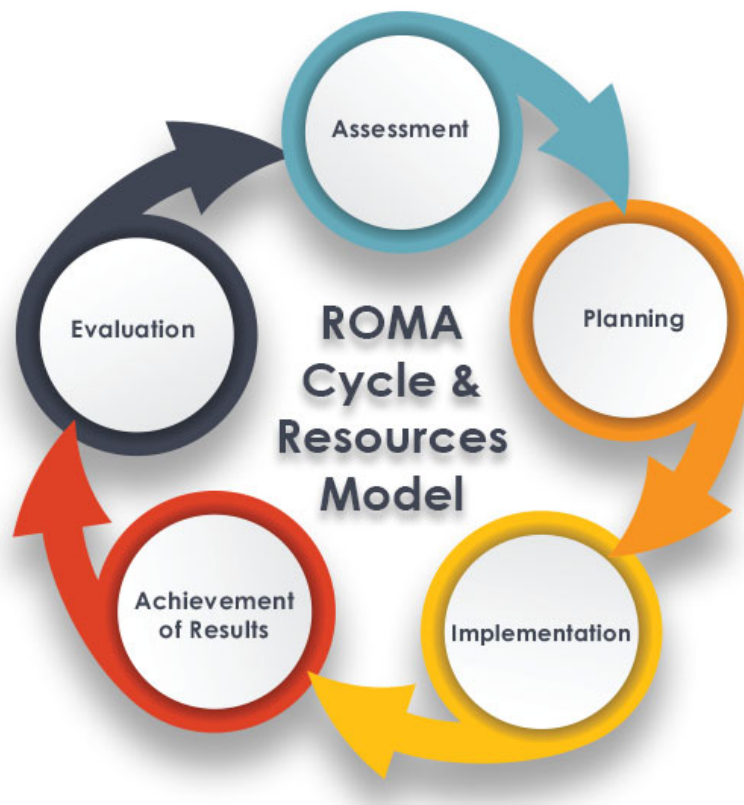
Because it is a public Community Action Agency, KCCA reports to four different boards for its operations. KCCA governance begins with the KCCA Advisory Governing Board. The Advisory Governing Board is a tripartite board that is comprised of representatives from the public, private, and consumer sectors. This board oversees all department activities and provides guidance on programmatic policies and procedures that relate to operations. The KCCA Governing Board authorizes programmatic and financial policies

and procedures. This board consists of three Kent County commissioners and two City of Grand Rapids commissioners. The Kent County Housing Commission presides over KCCA's Housing Choice Voucher Program (formerly known as the Section 8 program). Finally, the Kent County Board of Commissioners approves KCCA's budgets as part of overall county spending and resource allocation.



## Strategic Planning

KCCA embraces strategic planning as a best practice to focus its mission, vision, programs, and services to meet the needs of Kent County residents. As a Community Action Agency, KCCA uses the Results Oriented Management and Accountability (ROMA) framework to ensure that conditions in the community promote economic stability and opportunity for individuals and families. The ROMA framework requires regular, robust community needs assessment and strategic planning.



The ROMA Cycle is a graphic representation of IM 49 created for "Planning for Results" © 2006, B. Mooney and J. Jakopic, National ROMA Training Project, Association of Nationally Certified ROMA Trainers, with funding from the US Department of Health and Human Services –Office of Community Services.

In 2019 KCCA embarked upon a comprehensive Community Needs Assessment. This assessment laid the foundation for KCCA's strategic planning process that began in August 2020. KCCA engaged Schilling Consulting Services, Inc. in partnership with Kate White & Associates to lead the 2021-2025 Strategic Planning Process.

## KCCA Strategic Planning Task Force

Representatives from KCCA's Advisory Governing Board and several KCCA staff participated in a highly focused task force to conduct strategic planning in concert with Schilling Consulting Services, Inc. and Kate White & Associates.

### Board Members

Carol Glanville  
Kendrick Heinlein  
Wende Randall  
Jessica White-Hattinger

### Staff Members

Rachel Ahee  
Susan Cervantes  
Noelia Garcia  
Brenna Kotchka  
Rachel Kunnath  
Jennifer Smith  
Lewis Strom

## Strategic Planning and Improvement Framework

Jeff Schilling, MS, used a proprietary strategic planning and improvement framework crafted from over twenty years of experience in guiding organizations to their desired future state. Joined by Kate White, a Certified Community Action Professional (CCAP), KCCA engaged its governing boards and staff in a robust planning process that will support its updated mission, vision, and goals for the next 3 to 5 years.

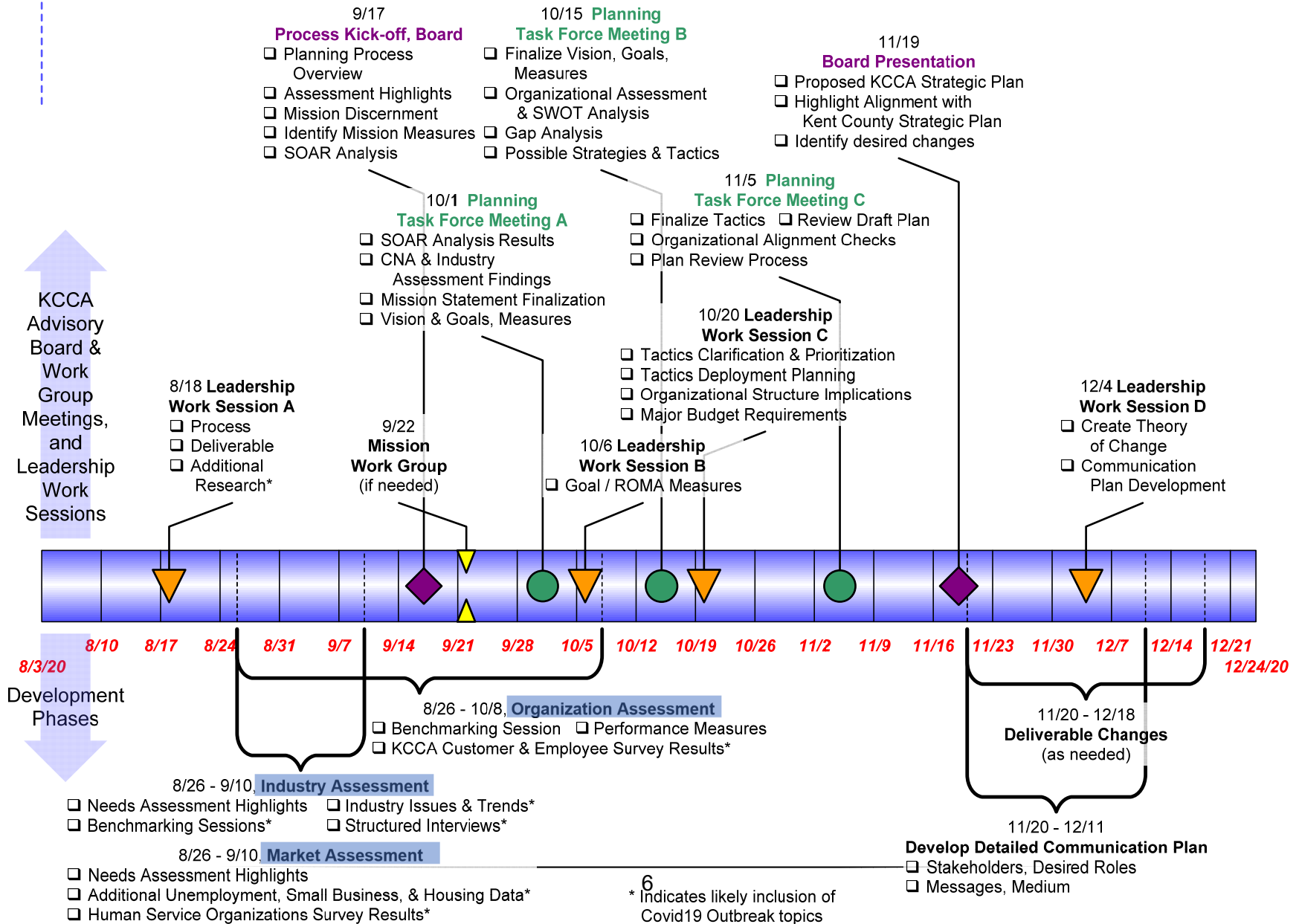
The Schilling Consulting Strategic Planning and Improvement Framework© expands upon data from KCCA's 2019 Community Needs Assessment with industry, market, and organizational assessments. These assessments form the foundation for KCCA's strategic goals and the development of strategies to achieve these carefully crafted goals. The planning process also provided space to review and update KCCA's mission, vision, and values. The strong participation and engagement by the KCCA Advisory Governing Board and KCCA staff with Schilling & White resulted in an achievable and focused strategic plan for 2021-2025.

## Planning Process Summary

- **Industry, Market, and Organizational Assessments:** An assessment of KCCA's current state from a variety of perspectives, as well as a thorough review and analysis of both quantitative and qualitative information was completed to support the development of the desired future state for KCCA. The comprehensive 2019 Community Needs Assessment was heavily leveraged and augmented with updated and topical data, interviews with industry leaders, and geographic mapping of KCCA customers against poverty estimates across the County.
- **KCCA Advisory Governing Board (Governance) Involvement:** In a "Kick-off" meeting, the Advisory Governing Board reviewed some of the assessment data, examined implications for the current mission statement, and used a Strengths, Opportunities, Aspirations and Results (SOAR) analysis to begin the development of five-year goals. The process concluded with the completed draft plan presented to the Advisory Governing Board for review and approval.
- **Planning Task Force Meetings:** A task force comprised of both Advisory Governing Board and Leadership Team members met three times to:
  - 1) Review industry and market assessment findings and continue the development of a desired future state as expressed through four goals and associated measures.
  - 2) Review organizational assessment findings and complete a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the current organizational state. They then contrasted future and current conditions through a Gap Analysis. Using a facilitated exercise, they developed a list of possible strategies and tactics, and finished by prioritized work to be done.
  - 3) Reviewed refined goals, goal measures, and tactics, and identified a recommended Plan review process.
- **KCCA Leadership Work Sessions:** Concurrent with the Planning Task Force meetings, a small group of KCCA Leadership met in four sessions (A, B, C1 and C2) to refine goals, goal measures, and tactics and to prioritize and distribute tactics over the first three years of the Plan. The Leadership Team also worked to set up and prepare for reporting on the goal measures. Several additional work sessions were held to complete these tasks and to formulate a new vision statement for KCCA. KCCA staff were included in the planning processes and assisted with identification of tasks and formulating KCCA's vision and values.
- **Communication Plan:** The KCCA Leadership Team met following Advisory Governing Board review of the Plan to develop a Communication Plan for the new Strategic Plan.



# KCCA 2021-2025 Strategic Plan Development Process - Timeline



## Mission

We strive to assist Kent County individuals, families, and communities to achieve lasting economic security and move out of poverty

- Developing Community.
- Expanding Opportunity.
- Improving Lives.

## Community Action (National) Assessment

- Focus on Social Determinants of Poverty
- Incorporate case management / Whole Family / Trauma Informed Care best practices
- Increase nimbleness, ability to pivot
- Lead social justice / racial equity efforts
- Expand and strengthen community partnerships
- Collect, utilize, disseminate data
- Respond to changing needs of older adults
- Expand focus to include ALICE, living wage
- Incorporate Human Services Value Curve framework
- Diversify funding

## Kent County Market Assessment

- ❑ Lack of affordable housing and daily transportation are major issues\*
- ❑ Poverty is much more prevalent among minorities and those with low education attainment\*
- ❑ COVID-19 has had a disparate impact on those in poverty
- ❑ Housing, racial justice, and employment are top priorities of KCCA staff
- ❑ Staff and community partners support leadership of racial equity efforts by KCCA

\* 2019 Community Needs Assessment

## Goals for 2021 - 2025

1. KCCA is recognized as the leader in fighting poverty.
2. KCCA ensures that services are equitable and accessible throughout all of Kent County.
3. Through operational excellence and strong community partnerships, KCCA responds creatively and effectively to new and changing needs.
4. KCCA provides person-centered, comprehensive, and holistic services to customers.



## Organizational Assessment

- Strengths: Leadership, continuity, stewardship, customer focus
- Weaknesses: Funding constraints, inadequate staffing
- Opportunities: Engage in partnerships to address Social Determinants of Health. Leverage funding for more intensive client intervention.
- Threats: Changing / aging population, changing government priorities, digital divide, lack of living wages and affordable housing



## 2021 - 2025 Strategic Planning and Improvement Framework

### 2021-2025 Strategies

(Tactics in Separate Document)

- A. Optimize data management, reporting, and use
- B. Improve organization expertise, adaptability, and opportunity for advancement
- C. Increase internal and community collaboration
- D. Increase and expand funding
- E. Achieve greater community awareness of KCCA
- F. Provide comprehensive and equitable client services

## Mission, Vision, and Values

Using the results of the market and industry assessments conducted by Schilling & White, KCCA updated its mission, vision, and values, set strategic goals, and created measures to confirm goal attainment

## Industry Assessment Highlights

Schilling & White’s industry assessment highlights were provided to complement the KCCA 2019 Community Needs Assessment and as a reference for additional strategic decision making and program design. Results are reported in a list format for easy reading and brevity. Models and theories identified by interviewees are included for reference. Structured interviews were conducted with representatives from:

- The National Community Action Partnership (CAP)
- Michigan Community Action (MCA)
- Community Economic Development Association of Michigan (CEDAM)
- The Small Business Association of Michigan (SBAM)

Common themes and trends identified by Schilling & White are distilled below.

| Themes  | CEDAM | MCA | CAP | SBAM |
|---|-------|-----|-----|------|
| 1. 3-5 year vision but 1-2 year work plans  | X     |     | X   | X    |
| 2. Importance of Social Determinants of Health  | X     | X   | X   | X    |
| 3. Worst economic impacts may not show up for 2 years   | X     |     | X   | X    |
| 4. Nimbleness, flexibility, be able to pivot  | X     | X   | X   | X    |
| 5. No one really knows the future, high uncertainty—November elections and census = big influencers | X     | X   | X   | X    |
| 6. Orgs in social justice/racial equity space best positioned to make an impact                     | X     | X   | X   | X    |
| 7. Importance of advocacy for customers/stakeholders (state, federal, local)                        | X     | X   | X   | X    |
| 8. Community partnership, new partnerships, no silos  | X     | X   | X   | X    |
| 9. Importance of data to improve service delivery, report outcomes, and plan                        | X     |     | X   | X    |

## Industry Trends

Schilling & White summarized industry trends and provided references to support KCCA's implementation of the Strategic Plan.

- Advocacy (State, Local, and Federal)
- Whole Family Approach
- Diversifying funding base
- Addressing racial equity
- Partnership with other organizations to address Social Determinants of Health
- Focus on affordable housing
- Ensure economic stability (Asset Limited Income Constrained Employed--ALICE)

## Industry Issues

The industry issues identified will impact KCCA as they implement the Strategic Plan. Additional charts and references are provided for context in Appendix B.

- COVID-19 impact on client/community need
- Racial equity
- Social Determinants of Poverty
  - Housing
  - Whole Family Approach / need for case management
  - Employment / living wage
  - Transportation
  - Social Determinants of Health
- Older adult needs / service shift
- Trauma-informed care / services

## Predominant Themes

Schilling & White augmented the 2019 Community Needs Assessments with 2020 data and additional community indicators to enhance the Advisory Governing Board and Task Force members' understanding of the environment in Kent County. Interviews with industry and market leaders and supplemental surveys with KCCA staff, KCCA clients, and Kent County service organizations were conducted to identify trends, themes, and perspectives that shaped planning. Additional summaries of these activities are available in Appendix A.

This process prepared KCCA to answer the key question: ***How well does KCCA’s mission align with developments in Community Action at the national level (Market) and in our industry?***

| Industry Assessment Themes   | Market Assessment Themes*  |
|--|--|
| <ul style="list-style-type: none"> <li>▶ Nimbleness, flexibility, be able to pivot</li> <li>▶ Advocacy (State, Local, and Federal)</li> <li>▶ Diversifying funding base</li> <li>▶ Addressing racial equity</li> <li>▶ Ensuring economic stability (ALICE)</li> <li>▶ Social Determinants of Poverty &amp; Health → case management → Whole Family Focus               <ul style="list-style-type: none"> <li>• Affordable housing</li> <li>• Employment / living wage</li> <li>• Transportation</li> <li>• Affordable childcare</li> </ul> </li> <li>▶ Partnering with other organizations to address social determinants</li> <li>▶ Older adult needs / service mix</li> <li>▶ Trauma-informed care / services</li> <li>▶ Human Services Value Curve</li> <li>▶ Accountability → data</li> </ul> | <ul style="list-style-type: none"> <li>▶ Food security</li> <li>▶ Housing</li> <li>▶ Transportation</li> <li>▶ Income/poverty/financial stability or mobility</li> <li>▶ Support services/service modalities</li> <li>▶ Education</li> <li>▶ Employment</li> <li>▶ Health &amp; health care</li> </ul> <p style="font-size: small; margin-top: 20px;">*Areas that KCCA identified in its Community Needs Assessment as areas of importance for moving individuals and families out of poverty.</p> |

## Mission Statement

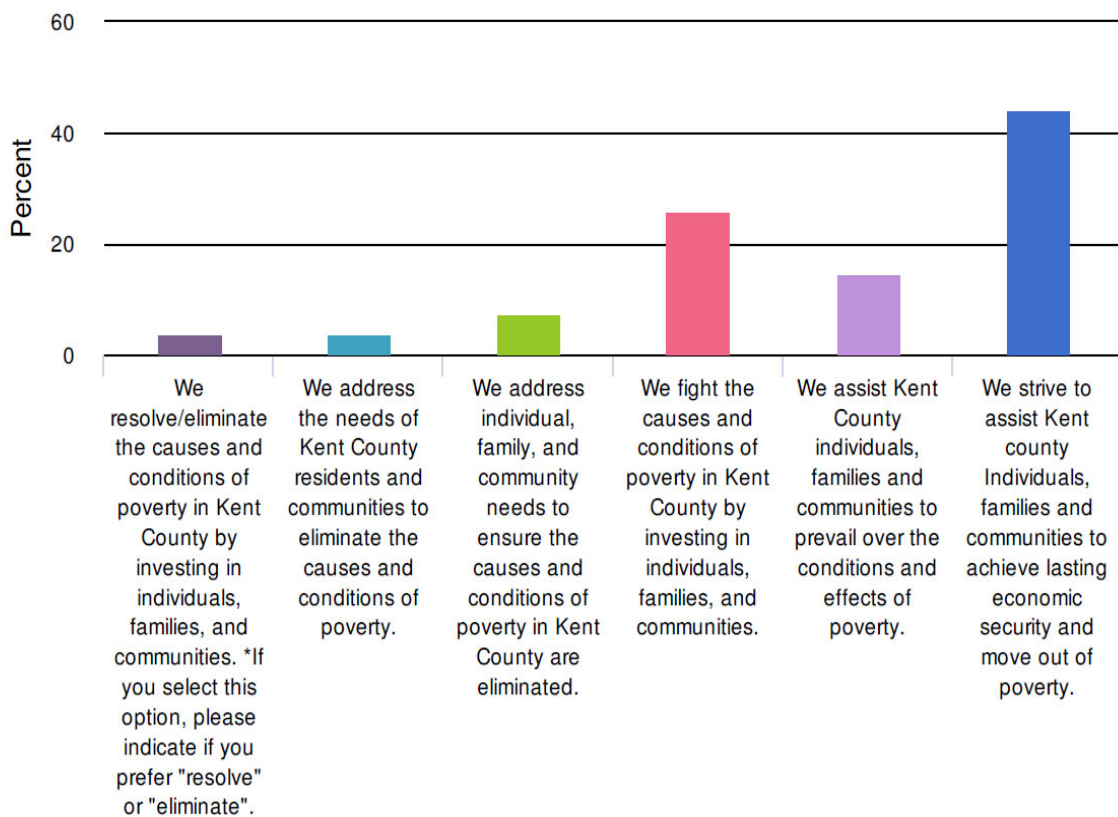
Developed prior to the transition from ACSET to Kent County Community Action, KCCA operated under this mission statement from 2015-2020:

*KCCA works to eliminate the causes and circumstances of poverty by investing in individuals and families with low incomes. Through dedicated staff and community partnerships, we provide services, resources, education, and advocacy to improve the quality of life for all residents of Kent County.*

Tagline: *Developing Communities. Expanding Opportunity. Improving Lives.*

During the Strategic Planning process, KCCA determined that the mission and vision statements of the organization should be revised. The KCCA Leadership Team proposed six iterations of mission statements for consideration. The Governing Board, the Advisory Governing Board and KCCA staff were given an opportunity to cast their vote for the mission statement of their choice. The following graph displays the results of the selection:

### 1. Which of the following mission statements do you feel best represents KCCA?



| KCCA Mission Statement  |  |
|---|--|
| <p><b>About Mission Statements:</b></p> <ul style="list-style-type: none"> <li>• <i>A statement of the organization's purpose for being. What are we here to do?</i></li> <li>• <i>The goal is to be concise and relatable to the public</i></li> </ul>   |  |
| <p><b>Previous Mission Statement:</b></p> <p>We work to eliminate the causes and circumstances of poverty by investing in individuals and families with low incomes. Through dedicated staff and community partnerships we provide services, resources, education, and advocacy to improve the quality of life for all residents of Kent County.</p> <ul style="list-style-type: none"> <li>• Developing Communities</li> <li>• Expanding Opportunity</li> <li>• Improving Lives</li> </ul> | <p><b>Proposed Mission Statement:</b></p> <p>We strive to assist Kent County individuals, families, and communities to achieve lasting economic security and move out of poverty.</p> <ul style="list-style-type: none"> <li>• Developing Community</li> <li>• Expanding Opportunity</li> <li>• Improving Lives</li> </ul> |

A hallmark of Schilling & White’s work is the alignment of individual Community Action Agencies’ goals with the National Community Action mission statement.

The mission of the National Community Action Partnership is “To ensure the causes and conditions of poverty are effectively addressed and to strengthen, promote, represent, and serve the Community Action Network.”

**Community Action National Goals**



**KCCA Proposed Mission Statement**

1. **Individuals** and **families** with low incomes are stable and achieve **economic security**.
2. **Communities** where people with low incomes live, are healthy and have economic **opportunity**.
3. People with low incomes are engaged and active in building opportunities in communities.

We strive to assist Kent County **individuals, families, and communities** to achieve lasting **economic security** and move out of poverty.

Tag Line

- Developing **Community**.
- Expanding **Opportunity**.
- Improving Lives.

## Vision Statement

KCCA discussed Kent County’s vision statement along with the purpose of the Community Action movement and developed a new vision statement for the organization. Staff were given an opportunity to assist in developing and revising the vision statement via a survey. The revised vision statement received the most votes with the support of 40% of staff. The vision statement builds on the strengths and resources of KCCA and imagines a new desired future state.

| <b>KCCA Vision</b>   |   |
|--|---|
| <b>About Vision Statements:</b> <ul style="list-style-type: none"> <li><i>A declaration of what an organization wants to achieve or become in the future</i></li> </ul>  |   |
| <p style="text-align: center;"><b>Previous Vision Statement:</b></p> <p>ACSET CAA’s vision is to address poverty, locally and nationally, by providing need-based programs, being system-oriented to affect change and leading in community advocacy and partner collaborations.</p> | <p style="text-align: center;"><b>Revised Vision Statement:</b></p> <p style="text-align: center;">KCCA unifies the county to eliminate poverty and build inclusive and equitable communities for individuals and families to live, work, and play.</p> <p style="text-align: center;">(Chosen by 40% of respondents)</p> |

### Kent County Vision Statement

Kent County is where individuals and families choose to live, work, and play because we are a forward-looking, intentional, and inclusive community that serves as the economic engine of West Michigan.



### KCCA Vision Statement

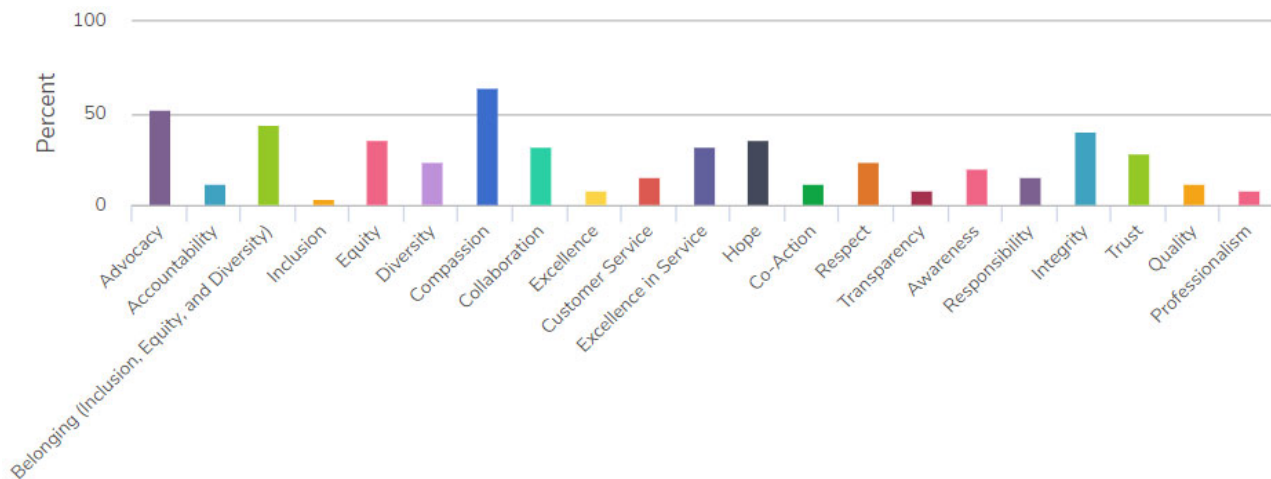
KCCA unifies the County to eliminate poverty and build inclusive and equitable communities for individuals and families to live, work, and play.



## Values

Working with Schilling & White and KCCA staff, the organization’s values were also updated and refined. A survey tool gathered staff feedback and the results are included below.

| KCCA Values   |  |
|---|--|
| <b>About Values:</b> <ul style="list-style-type: none"> <li>• <i>The fundamental beliefs of an organization</i></li> <li>• <i>Helps orgs determine if they are on the right path / fulfilling their goals by creating an unwavering guide.</i></li> </ul> |  |
| <b>Former Values:</b> <ul style="list-style-type: none"> <li>➤ Accountability</li> <li>➤ Awareness</li> <li>➤ Advocacy</li> <li>➤ Integrity</li> <li>➤ Respect</li> <li>➤ Transparency</li> </ul>   | <b>Revised Values:</b> <ul style="list-style-type: none"> <li>➤ <b>Compassion</b> – 63%</li> <li>➤ <b>Advocacy</b> – 54%</li> <li>➤ <b>Belonging</b> (Diversity, Inclusion, Equity) -- 46%</li> <li>➤ <b>Integrity</b> – 42%</li> <li>➤ <b>Hope</b> – 38%</li> <li>➤ <b>Collaboration</b> – 30%</li> </ul> |



## Assessing KCCA’s Potential

Schilling & White guided the KCCA Strategic Planning Taskforce through a review of industry and market indicators, updated community data, including information on the COVID-19 Pandemic, followed by an organizational assessment that detailed funding, major programs, client demographics, distribution of clients served throughout the county, and organizational resources. This information was augmented with surveys of key stakeholders including KCCA staff, KCCA clients, and Kent County service organizations. Assessment information is summarized in the Appendices A & B. With a clear understanding of the environment in which KCCA operates, Schilling & White facilitated

a SOAR Analysis and a SWOT Analysis to prepare for the creation of strategic goals, goal measurements, and tactics.

**SOAR Analysis**

A SOAR Analysis explores an organization’s **Strengths, Opportunities, Aspirations and Results (SOAR)**. For KCCA’s planning process, the SOAR Analysis was completed by the KCCA Advisory Governing Board and slightly modified by the Strategic Planning Task Force. The results of the SOAR analysis provided the foundation for goal development.

|  |  |
|--|--|
| <p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Susan and her team – highly capable organization (2)</li> <li>2. Long history in, and knowledge of, the community</li> <li>3. Forward thinking</li> <li>4. Stewardship of resources</li> <li>5. Adaptability, flexibility</li> <li>6. Historical and institutional knowledge backing up leadership</li> <li>7. Strong customer focus</li> <li>8. Strong community partner</li> </ol> | <p><b>Aspirations</b></p> <ol style="list-style-type: none"> <li>1. Able to respond to <u>evolving</u> community needs</li> <li>2. More awareness in rural areas (with population movement)</li> <li>3. Expanded partnership with “no wrong door” of entry</li> <li>4. No longer the “best kept secret”; broader awareness of our mission and success; assure that Seniors are more aware</li> <li>5. Wrap-around the customer</li> <li>6. One-stop shop</li> </ol>  |
| <p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. KCCA educating other agencies on their own best practices while adopting best practices of other organizations</li> <li>2. Improving communication and visibility</li> <li>3. Leverage funds</li> <li>4. Be data driven</li> <li>5. Adjust to trends in customer service, service delivery</li> <li>6. Advocacy, leadership regarding racial disparities and poverty</li> </ol>  | <p><b>Results</b></p> <ol style="list-style-type: none"> <li>1. Decrease in the incidences of crisis</li> <li>2. Be better known in community; measure awareness across various customer and market sectors</li> <li>3. Use of various media that are preferred by various customer groups (anything that is preferred, from newsletters to social media)</li> <li>4. Community Action is thought of as a noun not just a verb (communicate the actions and successes)</li> <li>5. Sustainable and equitable practices proven by data</li> </ol> |

## SWOT Analysis

A SWOT Analysis was conducted by the Strategic Planning Task Force. A SWOT Analysis explores the Strengths, Weaknesses, Opportunities, and Threats an organization should anticipate in planning. The results of the SWOT analysis were compared with the goals in a Gap Analysis that led to the development of potential strategies and tactics.

|  |  |
|--|--|
| <p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Susan and her team – highly capable organization (2)</li> <li>2. Long history in, and knowledge of, the community</li> <li>3. Forward thinking</li> <li>4. Stewardship of resources</li> <li>5. Adaptability, flexibility</li> <li>6. Historical and institutional knowledge backing up leadership</li> <li>7. Strong customer focus</li> <li>8. Strong community partner</li> </ol> | <p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Funding constraints (federal, state, county)/regulation</li> <li>2. Capacity constraints (people to do the work)—approval to add staff</li> <li>3. Residual resistance to transition</li> <li>4. Skill building/training</li> <li>5. Retain historical knowledge/pass on the history/instill the passion</li> <li>6. Succession planning/ hiring skills for the future to build capacity</li> </ol>   |
| <p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. KCCA educating other agencies on their own best practices while adopting best practices of other organizations</li> <li>2. Improving communication and visibility</li> <li>3. Leverage funds</li> <li>4. Be data driven</li> <li>5. Adjust to trends in customer service, service delivery</li> <li>6. Advocacy, leadership regarding racial disparities and poverty</li> </ol>  | <p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. COVID-19</li> <li>2. Turbulent political environment</li> <li>3. Social unrest/racial equity protests/militias</li> <li>4. Digital divide/unequitable access to technology</li> <li>5. Changing priorities at federal, state, and county level</li> <li>6. Population shifts and language issues</li> <li>7. Economic downturn/increasing poverty rate/increased unemployment</li> <li>8. Housing development in GR and Kent county/gentrification/increased cost to live in city</li> <li>9. Low /not living wages &amp; cost of affordable/accessible housing</li> </ol> |

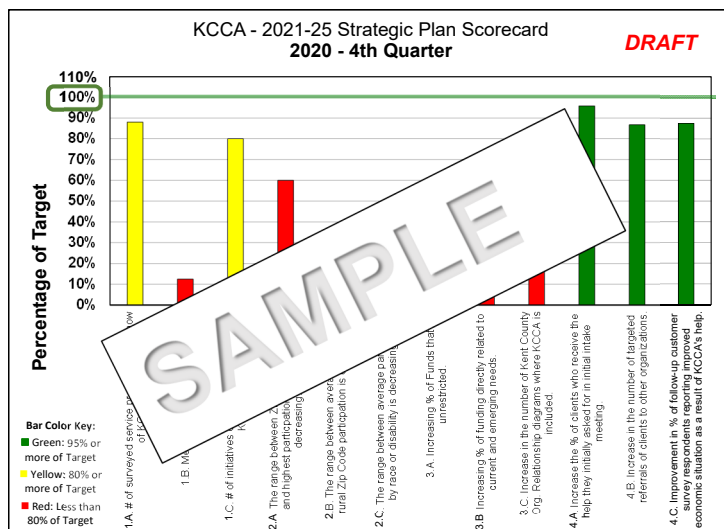
## Goals and Goal Measures

The KCCA Strategic Planning Task Force developed goals and measures with input and support of Schilling & White. KCCA's goals for 2021-2025 are identified and the associated measures are highlighted below.

| Goal  | Measure   |
|---|---|
| <p><b>1. KCCA is recognized as the leader in fighting poverty.</b><br/>[Who?]</p>   | <p>1.A. ↑ # of Service providers who know KCCA<br/>1.B. ↑ Media metrics/measure media (track)<br/>1.C. ↑ Increase the # initiatives convened or facilitated by KCCA</p>   |
| <p><b>2. KCCA ensures that services are equitable and accessible throughout all of Kent County.</b> [Where?]</p>  | <p>2.A. = Ensure services are proportionate to the poverty level in each zip code.<br/>2.B. ↑ Increase presence in under-served areas of the county based on rate of poverty.<br/>2.C. ↓ Narrow the service gap, ensuring that the volume of services provided correlates with the percentage of people experiencing poverty within racial minority groups.</p> |
| <p><b>3. Through operational excellence and community partnerships, KCCA responds creatively and effectively to new or changing needs.</b><br/>[How?]</p> | <p>3.A. ↑ in % of funds that are unrestricted<br/>3.B. ↑ % of funding directly related to current needs (with impact analysis, compared to CNA)<br/>3.C. ↑ the number of Kent County Relationship Diagrams where KCCA is included.</p>  |
| <p><b>4. KCCA eliminates poverty by providing person-centered, comprehensive, and holistic services to customers.</b><br/>[What?]</p>                     | <p>4.A. ↑ the % of clients who receive multiple services from KCCA.<br/>4.B. ↑ the # of targeted referrals of clients to other organizations.<br/>4.C. ↑ in % of customers surveyed who strongly agree with select question(s) (e.g. customers that report improved economic situation as a result of KCCA's help)</p>  |

## Goal Measures Dashboard (SAMPLE)

To track the planned goal measures, KCCA will use a dashboard template provided by Schilling Consulting. This template documents progress made toward goal attainment and empowers governing boards to visualize KCCA's accomplishments.



## Tactics

In Meeting B, the Strategic Planning Task Force used Brainstorming and Affinity to identify potential strategies and tactics that would help achieve the goals. The tactics were refined by leadership who also used a Goal / Tactic Alignment Matrix to evaluate both key tactics and to determine if any goal needed additional tactical development.

Scores in each category were combined into a prioritization score for each tactic. Engaging Advisory Governing Board Members and staff in tactics aligned to goals encourages commitment to the goals and the completion of tactics.

The Tactics and Goal Alignment is the visual representation of the assessment conducted during Strategic Planning to determine the organization's readiness to implement the tactics outlined in the Strategic Plan. KCCA leadership and the Strategic Planning Task Force Members evaluated the tactics using a scale that assessed importance to the organization, urgency of the activities, and readiness of the staff and Advisory Governing Board to implement the recommended tactics. This assessment process helped prioritize and schedule the initiation of the tactics.

The representative tables of the process are provided on the next three pages.

## Kent County Community Action: 2021 - 2025 Strategic Plan Tool for Assessing Relevance of Tactics to Strategic Plan Goals

| KCCA Goals, 2021-2025 →                                       |  | 1. KCCA is recognized as the leader in fighting poverty. | 2. KCCA ensures that services are equitable and accessible throughout all of Kent County. | 3. Through operational excellence and strong community partnerships, KCCA responds creatively and effectively to new or changing needs. | 4. KCCA provides person-centered, comprehensive, and holistic services to customers. | Cumulative Relationship Score (across) |   |
|---|--|--|---|---|--|--|---|
| Relationship Score:<br>3 = Strong, 2 = Moderate, 1 = Indirect |  |  |   |   |  |  |   |
| Tactic # and Description ↓                                    |  |  |   |   |  |  |   |
| A   | Optimize Data Management, Reporting and Use  |  |   |   |  |  |   |
| A1  | Develop data management plan to ensure compliance with all data tracking and reporting requirements              | 1  |   | 3   |  | 4                                      |   |
| A2  | Implement data dashboard (monitor and report out)  | 2  |   | 2   |  | 4                                      |   |
| A3  | Designate lead staff position responsible for data use and reporting   | 2  |   | 2   |  | 4                                      |   |
| A4  | Standardize data collection procedures   |  |   | 3   |  | 3                                      |   |
| A5  | Create (implement) key performance indicators  | 2  | 1   | 3   |  | 6                                      |   |
| A6  | Report client progress to applicable funders and stakeholders  | 2  |   | 2   |  | 4                                      |   |
| B   | Improve Staff Expertise, Adaptability, and Opportunity for Advancement   |  |   |   |  | 0                                      |   |
| B1  | Create a comprehensive employee development plan   | 2  |   | 3   | 3  | 8                                      | ↑ |
| B2  | Publicize training opportunities and education benefits  | 3  | 1   | 2   | 1  | 7                                      | ↑ |
| B3  | Initiate cross training for likely scenarios and organizational efficiency                                       | 2  | 2   | 3   | 2  | 9                                      | ↑ |
| B4  | Develop and implement a mentoring plan   | 2  |   | 3   | 2  | 7                                      |   |
| B5  | Update KCCA Succession Plan  | 2  |   | 3   |  | 5                                      |   |
| C   | Board Development  |  |   |   |  | 0                                      |   |
| C1  | Revise KCCA Board training and orientation to cultivate partnerships   | 1  |   | 3   |  | 4                                      |   |
| D   | Increase Internal and Community Collaboration  |  |   |   |  | 0                                      |   |
| D1  | Create internal collaboration plan (Other county depts?)   | 1  | 1   | 3   | 2  | 7                                      |   |
| D2  | Explore adoption of Matrix Management and develop new relationships  |  |   |   |  | 0                                      |   |
| D3  | Create community engagement plan   | 3  | 2   | 3   | 1  | 9                                      | ↑ |
| D4  | Look for funding partnerships with other units of government   | 1  | 1   | 2   |  | 4                                      |   |
| D5  | Work with county to review County Resource Maps; add KCCA where appropriate                                      | 3  | 1   | 2   |  | 6                                      |   |
| E   | Increase and Expand Funding  |  |   |   |  | 0                                      |   |
| E1  | Review KCCA current funding and programs   | 1  | 2   | 3   | 1  | 7                                      |   |
| E2  | Consider redirecting resources, use existing funding in new ways, request flexibility to use funding differently | 2  | 2   | 3   | 2  | 9                                      | ↑ |
| E3  | Create KCCA (fund)development plan   |  |   | 2   |  | 2                                      |   |
| F   | Achieve Greater Community Awareness of KCCA  |  |   |   |  | 0                                      |   |
| F1  | Create annual external communication plan  | 3  | 1   | 3   |  | 7                                      |   |
| F2  | Create KCCA Brand  | 3  |   | 3   |  | 6                                      |   |
| G   | Provide Comprehensive and Equitable Client Services  |  |   |   |  | 0                                      |   |
| G1  | Ongoing evaluation of client services  |  | 3   | 2   | 3  | 8                                      | ↑ |
| G2  | Evaluate and improve client accessibility  | 1  | 3   | 3   | 3  | 10                                     | ↑ |
| G3  | Plan to overcome barriers for hard to serve populations  | 2  | 3   | 3   | 3  | 11                                     | ↑ |
|   | 19   |  |   |   |  | 0                                      |   |
|   |  |  |   |   |  | 0                                      |   |
| <b>Total Weighted Goal Score</b>                              |  | <b>41</b>  | <b>23</b>   | <b>64</b>   | <b>23</b>  | <b>151</b>                             |   |

NOTE: Shading indicates highest cumulative relationship scores (key tactics impacting multiple goals).

## Alignment

| <b>Kent County Community Action - 2021-2025 Strategic Plan: Tactics Prioritization Scoring Tool, October, 2020</b> |                 |   |                      |                |                |                |                |                       |                |                |                |                |                         |                |                |                |                |
|--|-----------------|---|----------------------|----------------|----------------|----------------|----------------|-----------------------|----------------|----------------|----------------|----------------|-------------------------|----------------|----------------|----------------|----------------|
| <b>Scoring Key</b>   |                 | <b>Impact Key: 3 = Critical Success Factor, 2 = Significant contribution towards Goals, 1 = Some, but limited contribution toward Goals (See Goals Sheet)</b>       |                      |                |                |                |                |                       |                |                |                |                |                         |                |                |                |                |
|  |                 | <b>Urgency Key: 3 = Serious implications within 6 mos, 2 = Some flexibility, but sooner rather than later, 1 = Could be undertaken any time in 5 yr plan period</b> |                      |                |                |                |                |                       |                |                |                |                |                         |                |                |                |                |
|  |                 | <b>Readiness Key: 3 = Could initiate now or within 30 days, 2 = Would require 3 - 12 months preparation, 1 = Optimal timing is 1 or more years away</b>             |                      |                |                |                |                |                       |                |                |                |                |                         |                |                |                |                |
| <b>Strategy</b>  | <b>Tactic #</b> | <b>Tactic Names</b>   | <b>Impact Rating</b> |                |                |                |                | <b>Urgency Rating</b> |                |                |                |                | <b>Readiness Rating</b> |                |                |                |                |
|  |                 |   | <b>Rater 1</b>       | <b>Rater 2</b> | <b>Rater 3</b> | <b>Rater 4</b> | <b>Rater 5</b> | <b>Rater 1</b>        | <b>Rater 2</b> | <b>Rater 3</b> | <b>Rater 4</b> | <b>Rater 5</b> | <b>Rater 1</b>          | <b>Rater 2</b> | <b>Rater 3</b> | <b>Rater 4</b> | <b>Rater 5</b> |
| Strat A: Optimize Data Management, Reporting, and Use  | 1               | Develop data management plan to ensure compliance with all data tracking and reporting requirements   | 3                    | 2              | 3              | 3              | 2              | 2                     | 2              | 2              | 2              | 3              | 3                       | 2              | 2              | 3              | 2              |
|  | 2               | Implement data dashboards   | 2                    | 1              | 1              | 2              | 1              | 2                     | 2              | 1              | 2              | 1              | 2                       | 2              | 1              | 3              | 1              |
|  | 3               | Designate lead staff position responsible for data use and reporting  | 3                    | 2              | 2              | 3              | 3              | 3                     | 2              | 2              | 2              | 3              | 3                       | 2              | 3              | 3              | 2              |
|  | 4               | Standardize data collection procedures  | 3                    | 2              | 2              | 2              | 3              | 3                     | 3              | 2              | 2              | 3              | 2                       | 2              | 2              | 2              | 1              |
|  | 5               | Create key performance indicators   | 3                    | 3              | 3              | 3              | 3              | 3                     | 3              | 2              | 2              | 3              | 2                       | 2              | 3              | 3              | 1              |
|  | 6               | Report client progress to applicable funders and stakeholders   | 2                    | 2              | 2              | 2              | 2              | 2                     | 2              | 2              | 2              | 2              | 2                       | 2              | 2              | 2              | 3              |
| Strat B: Improve Organization Expertise, Adaptability, and Opportunity for Advancement                             | 7               | Create a comprehensive employee development plan  | 3                    | 2              | 3              | 2              | 3              | 2                     | 2              | 2              | 2              | 2              | 2                       | 2              | 2              | 2              | 2              |
|  | 8               | Publicize training opportunities and education benefits   | 2                    | 1              | 1              | 2              | 2              | 1                     | 2              | 2              | 2              | 1              | 2                       | 2              | 1              | 3              | 2              |
|  | 9               | Initiate cross-training for likely scenarios and organizational efficiency  | 2                    | 2              | 2              | 3              | 3              | 2                     | 2              | 2              | 2              | 3              | 2                       | 2              | 2              | 2              | 2              |
|  | 10              | Develop and implement a Mentoring program   | 2                    | 1              | 1              | 2              | 2              | 2                     | 2              | 2              | 2              | 1              | 2                       | 2              | 1              | 2              | 1              |
|  | 11              | Update KCCA Succession Plan   | 3                    | 2              | 1              | 3              | 3              | 2                     | 2              | 2              | 2              | 3              | 2                       | 2              | 2              | 2              | 2              |
| Strat C: Increase internal and community collaboration   | 12              | Revise KCCA Board training and orientation to cultivate partnerships  | 2                    | 1              | 2              | 3              | 3              | 2                     | 2              | 2              | 2              | 2              | 2                       | 2              | 2              | 3              | 2              |
|  | 13              | Create internal collaboration plan  | 2                    | 1              | 3              | 3              | 2              | 2                     | 2              | 2              | 2              | 2              | 2                       | 2              | 3              | 3              | 1              |
|  | 14              | Explore adoption of Matrix Management within KCCA and develop new relationships   |                      | 2              | 1              | 1              | 3              |                       | 2              | 1              | 1              | 2              |                         | 2              | 1              | 3              | 1              |
|  | 15              | Look for funding in partnership with other units of government  | 2                    | 2              | 2              | 3              | 2              | 1                     | 2              | 2              | 2              | 1              | 2                       | 2              | 2              | 2              | 2              |
| Strat D: Increase and Expand Funding   | 16              | Review KCCA current funding and programs  | 2                    | 1              | 2              | 3              | 3              | 3                     | 2              | 2              | 3              | 2              | 3                       | 2              | 3              | 3              | 3              |
|  | 17              | Consider redirecting resources, using available funding in new ways, request flexibility to use funding differently   | 2                    | 3              | 2              | 3              | 2              | 2                     | 2              | 2              | 3              | 2              | 2                       | 2              | 2              | 3              | 3              |
|  | 18              | Create KCCA development plan  | 2                    | 2              | 2              | 2              | 3              | 2                     | 2              | 2              | 2              | 3              | 2                       | 2              | 2              | 2              | 2              |
| Strat E: Achieve Greater Community Awareness of KCCA   | 19              | Create annual external communication plan   | 3                    | 3              | 3              | 2              | 3              | 3                     | 2              | 3              | 2              | 3              | 3                       | 2              | 2              | 2              | 2              |
|  | 20              | Create KCCA Brand (logo, tagline, collateral)   | 2                    | 1              | 2              | 2              | 3              | 3                     | 2              | 1              | 2              | 3              | 3                       | 2              | 2              | 2              | 2              |
|  | 21              | Work with county to review County Resource Maps; add KCCA where appropriate   | 3                    | 2              | 2              | 2              | 3              | 3                     | 2              | 2              | 2              | 3              | 3                       | 2              | 3              | 2              | 3              |
| Strat F: Provide Comprehensive and Equitable Client Services   | 22              | Ongoing evaluation of client services   | 3                    | 2              | 3              | 3              | 3              | 3                     | 2              | 2              | 2              | 2              | 3                       | 2              | 2              | 3              | 2              |
|  | 23              | Evaluate and improve client accessibility   | 3                    | 3              | 3              | 3              | 2              | 3                     | 2              | 2              | 3              | 2              | 3                       | 2              | 3              | 3              | 2              |
|  | 24              | Plan to overcome barriers for hard to serve populations   | 3                    | 3              | 3              | 3              | 2              | 3                     | 2              | 2              | 3              | 2              | 2                       | 2              | 2              | 3              | 2              |

**Tactics Timeline:** The prioritization scores in the Tactics Timeline informed scheduling of the tactics over the first three years of the Strategic Plan. This prioritization is illustrated in the following Tactics Timeline.

| Kent County Community Action - 2021-2025 Strategic Plan |          |  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
|---|----------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|
| Tactics Table - DRAFT, November, 2020                   |          |  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strategy  | Tactic # | Tactic Names   | Qtr 1             | Qtr 2             | Qtr 3             | Qtr 4             | Qtr 5             | Qtr 6             | Qtr 7             | Qtr 8             | Qtr 9             | Qtr 10            | Qtr 11            | Qtr 12            | Qtr 13            | Qtr 14            | Qtr 15            | Qtr 16            | Qtr 17            | Qtr 18            | Qtr 19            | Qtr 20            |  |
|   |          |  | (Jan - Mar, 2021) | (Apr - Jun, 2021) | (Jul - Sep, 2021) | (Oct - Dec, 2021) | (Jan - Mar, 2022) | (Apr - Jun, 2022) | (Jul - Sep, 2022) | (Oct - Dec, 2022) | (Jan - Mar, 2023) | (Apr - Jun, 2023) | (Jul - Sep, 2023) | (Oct - Dec, 2023) | (Jan - Mar, 2024) | (Apr - Jun, 2024) | (Jul - Sep, 2024) | (Oct - Dec, 2024) | (Jan - Mar, 2025) | (Apr - Jun, 2025) | (Jul - Sep, 2025) | (Oct - Dec, 2025) |  |
| Strat A: Data Management                                | 1        | Develop data management plan.                                      |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat A: Data Management                                | 2        | Implement data dashboards.   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat A: Data Management                                | 3        | Designate lead staff position responsible for data use, reporting. |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat A: Data Management                                | 4        | Standardize data collection procedures.                            |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat A: Data Management                                | 5        | Create or identify key performance indicators.                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat A: Data Management                                | 6        | Report client progress to applicable funders and stakeholders.     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat B: Staff Development                              | 7        | Create a comprehensive employee development plan.                  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat B: Staff Development                              | 8        | Publicize training opportunities and education benefits.           |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat B: Staff Development                              | 9        | Initiate cross-training for likely scenarios, org. efficiency.     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat B: Staff Development                              | 10       | Develop and implement a Mentoring program.                         |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat B: Staff Development                              | 11       | Update KCCA Succession Plan.                                       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat B: Staff Development                              | 12       | Develop specific staff education RE: comprehensive services.       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat C: Board Development                              | 13       | Revise KCCA Board training, orientation to cultivate partnerships. |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat D: Internal Collaboration                         | 14       | Create internal (with other KC Departments) collaboration plan.    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat D: Internal Collaboration                         | 15       | Seek funding in partnership with other units of government.        |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat E: Funding  | 16       | Review KCCA current funding and programs.                          |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat E: Funding  | 17       | Request flexibility from funders to redirect funds if needed.      |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat E: Funding  | 18       | Create KCCA Fund Development Plan.                                 |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat F: Community Awareness                            | 19       | Create external Communication Plan (media presence, etc).          |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat F: Community Awareness                            | 20       | Create KCCA Brand (logo, tagline, collateral).                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat F: Community Awareness                            | 21       | Work with county to review, update County Resource Maps.           |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat F: Community Awareness                            | 22       | Create community engagement plan.                                  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat G: Services Design & Access                       | 23       | Ongoing evaluation of client services.                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat G: Services Design & Access                       | 24       | Evaluate and improve client accessibility.                         |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat G: Services Design & Access                       | 25       | Plan to overcome barriers for hard to serve populations.           |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat G: Services Design & Access                       | 26       | Further stratify clients served by income level address gaps.      |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat G: Services Design & Access                       | 27       | Obtain more customer knowledge in "underserved" areas.             |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |
| Strat G: Services Design & Access                       | 28       | Align needs in underserved areas with funding, services.           |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |



## Broader Organization Implications of Tactics

Schilling & White analyzed KCCA's goals and tactics in the context of the market, the Community Action industry, and Kent County—the community and Kent County as a unit of government. KCCA leadership and governance should consider the following factors as they implement the Strategic Plan.

**Goal Focus, Tactical Flexibility:** The initial list of tactics reflects the work the Task Force and Leadership believed to be needed at the time the Plan was developed. The realities of a dynamic market will lead to some tactics being withdrawn and others being added because of changing priorities.

**Balance over First Three Years:** It is acknowledged that a five-year Strategic Plan has a long timeframe. The initial tactics reflect the current environment and trends as they are known at the present time and are more relevant and easier to position over the first three years. As time goes on, the need to add tactics to reflect changes in environment and needs (see above point) will be more likely. This will result in the addition of new tactics occurring more in the last two years of the Plan.

**Tactics in Plan Reviews:** The progress being made regarding tactics should be included in periodic Strategic Plan reviews. Governance should focus on whether tactics are being implemented in a timely manner and if they are having the intended impact. Leadership is responsible for tactic implementation, progress reports to the boards, and for suggesting possible new tactics to add to the Plan. Governance *and* Leadership should also work together as needed in plan reviews to problem solve when tactics are delayed, stalled, or not achieving intended results.

**Evolution in Services Offered:** As KCCA implements the 2021-2025 Strategic Plan, the department will build new capacity and refocus some of its programs to achieve the goal of holistic, person centered, and comprehensive client services. Training and professional development may require more staff time to coordinate and staff time to conduct training, and staff may need to dedicate more time to training and professional development to build their skills in technology and client supports. Structurally, KCCA may change its mix of services and how services are accessed and delivered. Special attention will be paid to ensure that services are accessible to clients with barriers including transportation, broadband, and availability during traditional office hours. Targeted referrals, deeper engagement with families using a two-generation approach, and bundled services are initial priorities. KCCA may decide to offer more comprehensive services to fewer clients to move away from serving as a “band-aid” or a limited intervention for a larger group of people.

**Increased Communication Efforts:** KCCA aspires to be a leader in the field of poverty prevention, community development, and economic opportunity. To broaden community awareness, confidence, and engagement, KCCA plans to increase its internal and external communication efforts. Consistent, engaging, and intentional communication about programs, solutions to poverty, and volunteer opportunities can build community

partnerships, increase resources, and attract clients who can benefit from its services. Communication efforts reinforce KCCA’s vision of a welcoming and inclusive community. Additional staff capacity or consulting services should be explored to tell KCCA’s story and keep stakeholders abreast of their efforts to reduce poverty in the county.

**Data and Analytics:** To grow KCCA’s client base, community support, and staff skills, an investment in data and analytics is a critical building block. Additional resources to collect, report, and analyze data is necessary to make data driven decisions and to report to stakeholders about progress and client accomplishments. An internal data champion to lead data efforts and an expert dedicated to providing consistent data and analysis to quantify, qualify and report changes in client outcomes, resource utilization and community awareness are key to KCCA’s evolution as a leader in Kent County and in the Community Action Network.

## Community Action Organizational Standards Compliance

As a public Community Action Agency, KCCA is required to meet Organizational Standards promulgated by the US Department of Health and Human Services through the Administration for Children and Families. KCCA’s 2021-2025 Strategic Plan and the planning process aids in meeting the Organizational Standards, as described in the following charts.

The charts below demonstrate compliance with the required Organizational Standards. The first column lists the Organizational Standard number, the second column is the language of the Standard, the final column is the action that confirms that KCCA met the Standard.

| <b>CATEGORY SIX: Strategic Planning</b> |  |  |
|---|--|--|
| Standard 6.1                            | The department has a strategic plan, or comparable planning document, in place that has been reviewed and accepted by the tripartite board/advisory body within the past 5 years. If the department does not have a plan, the tripartite board/advisory body will develop the plan | <input checked="" type="checkbox"/> Last Plan approved by Advisory Governing Board in January 2015   |
| Standard 6.2                            | The approved strategic plan, or comparable planning document, addresses <u>reduction of poverty, revitalization of low-income communities, and/or empowerment of people</u> with low incomes to become more self-sufficient.   | <input checked="" type="checkbox"/> Mission (reduction of poverty)<br><input checked="" type="checkbox"/> Goal 1 (reduction of poverty)<br><input checked="" type="checkbox"/> Goal 3, 4 (empowerment) |

|              |  |  |
|--------------|--|--|
| Standard 6.3 | The approved strategic plan, or comparable planning document, contains family, agency, <b>and/or</b> community goals.  | <input checked="" type="checkbox"/> Family: Mission, Goal 4<br><input checked="" type="checkbox"/> Agency: Mission, Goal 1, 3<br><input checked="" type="checkbox"/> Community: Mission, Goal 2, 3         |
| Standard 6.4 | Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process, or comparable planning process. | <input checked="" type="checkbox"/> 2019 Community Needs Assessment<br><input checked="" type="checkbox"/> 2020 Additional Customer Survey<br><input checked="" type="checkbox"/> Task Force meetings A, B |
| Standard 6.5 | The tripartite board/advisory body has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.                                  | Advisory Governing Board Updates / Annual Reports  |

**CATEGORY ONE: Consumer Input and Involvement**

|              |   |  |
|--------------|---|--|
| Standard 1.2 | The department analyzes information collected directly from low-income individuals as part of the community assessment. | <input checked="" type="checkbox"/> 2019 Community Needs Assessment<br><input checked="" type="checkbox"/> 2020 Additional Customer Survey |
|--------------|---|--|

**CATEGORY TWO: Community Engagement**

|              |   |  |
|--------------|---|--|
| Standard 2.2 | The department utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. | <input checked="" type="checkbox"/> 2019 Community Needs Assessment<br><input checked="" type="checkbox"/> 2020 Additional Community Service Organization Survey |
|--------------|---|--|

**CATEGORY THREE: Community Assessment**

|              |   |  |
|--------------|---|--|
| Standard 3.1 | The department conducted a community assessment and issued a report within the past 3 years.  | <input checked="" type="checkbox"/> 2019 Community Needs Assessment<br><input checked="" type="checkbox"/> 2019 Michigan ALICE Report<br><input checked="" type="checkbox"/> 2020 Updates on various 2019 CNA data, including Unemployment, COVID-19, Racial Equity, and Housing |
| Standard 3.2 | As part of the community assessment, the department collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s). |  |
| Standard 3.3 | The department collects and analyzes both qualitative and quantitative data on its  |  |

|              |   |   |
|--------------|---|---|
|              | geographic service area(s) in the community assessment.   | <input checked="" type="checkbox"/> 2020 Maps of Clients Served, by Zip Code, with Poverty Estimates    |
| Standard 3.4 | The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed. | <input checked="" type="checkbox"/> 2020 Additional Customer and Community Service organization Surveys |
| Standard 3.5 | The tripartite board/advisory body formally accepts the completed community assessment.   | <input checked="" type="checkbox"/> December, 2019 Advisory Governing Board Meeting                     |

| <b>CATEGORY FOUR: Organizational Leadership</b> |   |   |
|---|---|---|
| Standard 4.1                                    | The tripartite board/advisory body has reviewed the department's mission statement within the past 5 years and assured that:<br>1. The mission addresses poverty; and<br>2. The CSGB programs and services are in alignment with the mission.   | <input checked="" type="checkbox"/> As part of 2021-25 Strategic Plan development and approval process  |
| Standard 4.3                                    | The department's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system ( <b>assessment, planning, implementation, achievement of results, and evaluation</b> ). In addition, the department documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation. | <input checked="" type="checkbox"/> 2021-2025 Strategic Plan Development included: <ul style="list-style-type: none"> <li>• Industry, Market, and Organizational Assessments</li> <li>• Overall Plan Development, including Goals and Goal Measures</li> <li>• Tactical Plan</li> <li>• Recommended Plan Review Process and Schedule</li> </ul> |

## KCCA Strategic Planning Appendices

Appendix A—Market and Industry Assessments

Appendix B— Industry Practices

Appendix C—Organizational Assessment

Appendix D--References

## Appendix A

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### Market (Kent County) Assessment Highlights

Schilling & White built upon KCCA's 2019 Community Needs Assessment and summarized key takeaways to aid Advisory Governing Board Members and Leadership in focusing on the results of that important work. The combined data created the picture of KCCA's market and service area. Understanding and documenting Kent County's specific conditions and resources allowed KCCA to imagine their desired future state and to design responsive programs and services to fulfil their proposed mission to: *assist Kent County individuals, families, and communities to achieve lasting economic security and move out of poverty.*

### 2019 Community Needs Assessment Summary Chart

The elimination of poverty requires a multi-sector approach. The Community Needs Assessment explored common metrics that effect the ability of individuals, families, and communities to thrive.

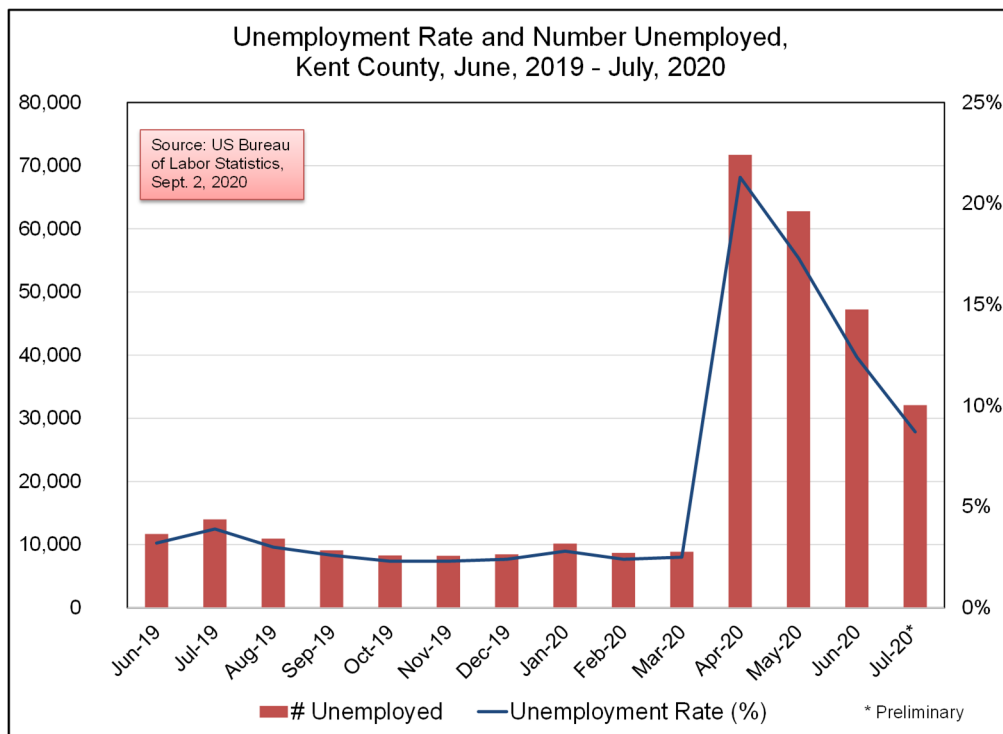
| Area of Findings  | Key Findings   |
|---|--|
| Community Profile   | Aging population. Many more households with disabled member(s) than rest of County.  |
| Unemployment  | Uneven employment across races. Rate skyrocketed with COVID-19.  |
| Health & Health Care                                      | 37% of those surveyed reported trouble accessing healthcare services.  |
| Food Security   | % experiencing food insecurity was rising before COVID-19.   |
| Housing   | Among survey respondents, housing was the most frequently cited way that KCCA could help with poverty.   |
| Transportation  | 32% of surveyed reported daily problems.   |
| Low Wages / Financial Stability / Contributors to Poverty | 52+% of those surveyed have incomes below federal poverty level. While poverty rates in the county decreased 4.5% from 2013 to 2017, rates for women, children, Black, Hispanic, multiracial, and those with low educational attainment remain high. |

## Strategic Planning Updated Data

Data updated by Schilling & White in 2020 on key areas such as employment, the poverty rate, and community health begin here and includes data on the COVID-19 pandemic.

### Unemployment Update

Many KCCA customers face unemployment, have a disability, or are of retirement age. The local unemployment rate affects the ability of KCCA customers to find employment that would allow them to earn enough money to be economically secure.



### Housing Assessment 2020

Many of KCCA's customers are at risk of losing their housing or have no stable place to live. The availability of housing in the county is important for planning and program development. Currently there is a shortage of housing both for homeownership and rentals. The County of Kent Administration has made affordable housing a priority and has put together a task force to address the issue.

Highlights:  
Grand Rapids/Kent County, Michigan Housing Needs Assessment

*Prepared For:*  
Grand Rapids Area Chamber of Commerce  
*Prepared By:* Bowen National Research  
Pickerington, Ohio  
*Effective Date:*  
May 29, 2020

| <b>Group</b>                              | <b>Household Type (% AMHI)</b>        | <b>Income Range</b>  |
|---|---------------------------------------|----------------------|
| 1   | Extremely Low-Income (< 30% AMHI)     | <\$24,000            |
| 2   | Very Low-Income (31%-50% of AMHI)     | \$24,001 to \$40,000 |
| 3   | Low-Income (51% to 80% of AMHI)       | \$40,001 to \$64,000 |
| 4   | Moderate-Income (81% to 120% of AMHI) | \$64,001 to \$96,000 |
| 5   | High-Income (Above 120% AMHI)         | \$96,0001+           |
| NOTE: AMHI – Area Median Household Income |                                       |                      |

| <b>Housing Gap Estimates (2020-2025)</b> |                        |                                     |          |          |          |          |
|--|------------------------|-------------------------------------|----------|----------|----------|----------|
|  |                        | <b>HH Type / Income Range Group</b> |          |          |          |          |
|  |                        | <b>1</b>                            | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| <b>Rental</b>                            | Primary Service Area   | 1,031                               | 895      | 966      | 1,469    | 979      |
|  | Secondary Service Area | 266                                 | 938      | 924      | 1,001    | 452      |
|  | Downtown Service Area  | 656                                 | 360      | 391      | 476      | 416      |
| <b>Own</b>                               | Primary Service Area   | 254                                 | 346      | 949      | 1,569    | 430      |
|  | Secondary Service Area | 0                                   | 1,793    | 1,608    | 3,870    | 2,489    |
|  | Downtown Service Area  | 0                                   | 143      | 208      | 162      | 100      |

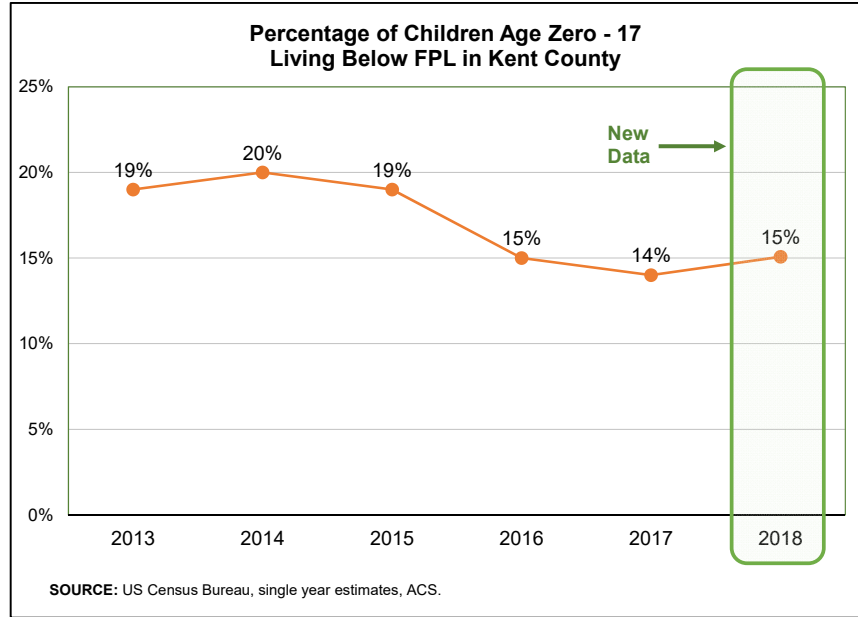


## Latest Poverty & Demographics

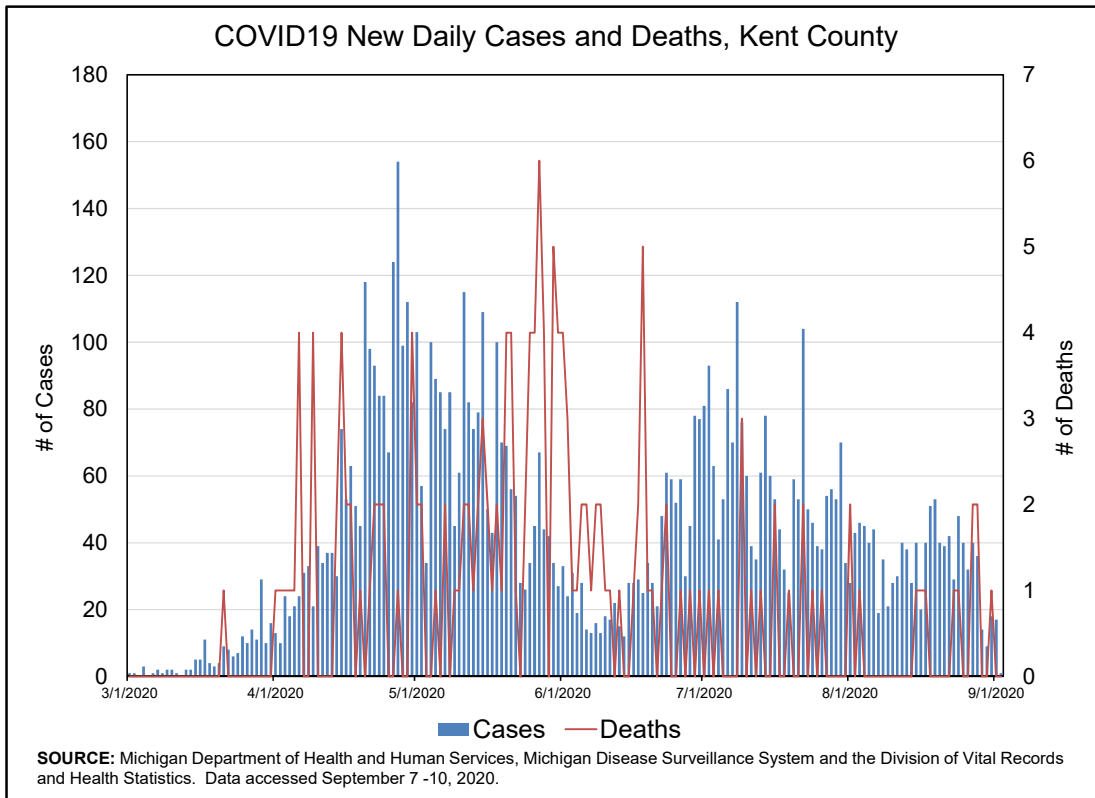
KCCA works to eliminate poverty. The poverty rate is important for planning.

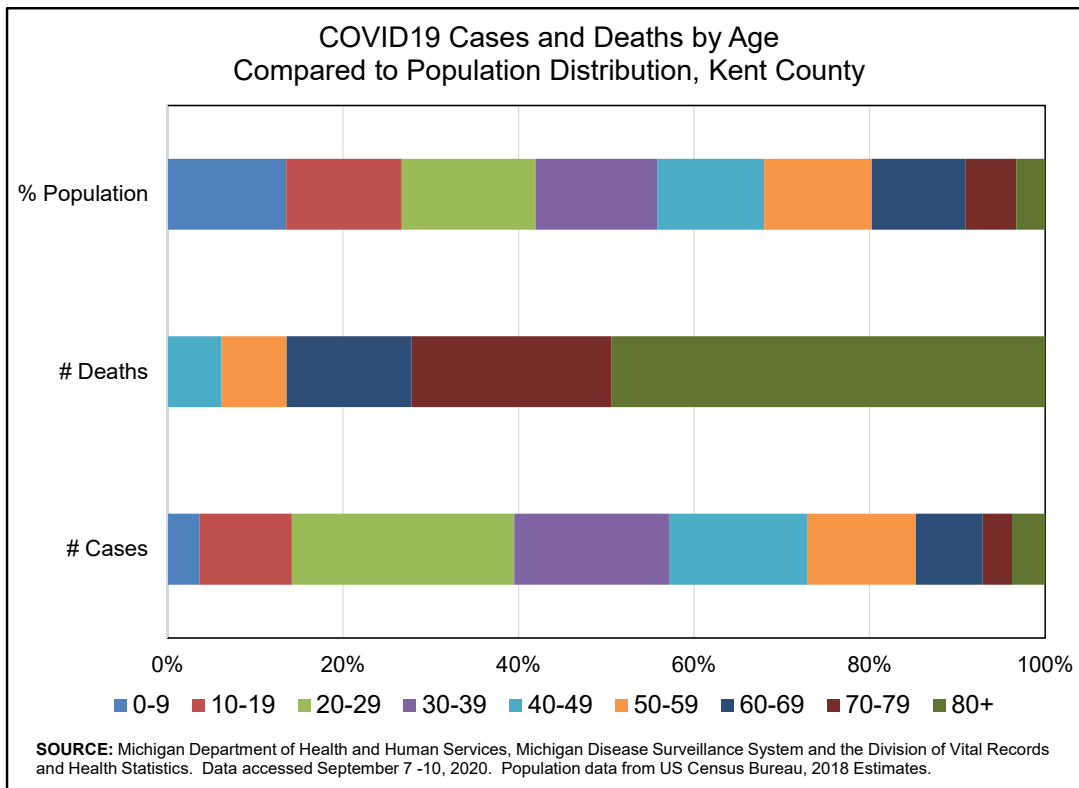
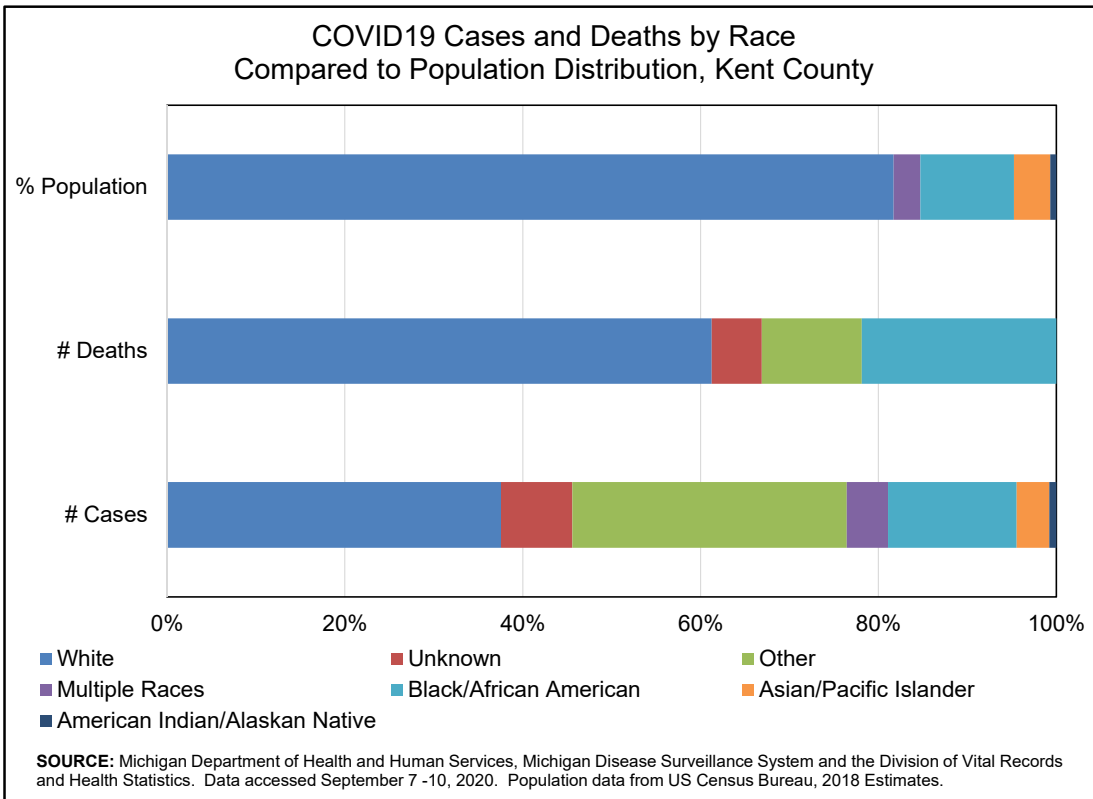
| <b>Poverty Rate Change by Selected Demographic Characteristics<br/>at Less Than 100 Percent of the FPL, Kent County</b> |             |             |  |             |
|---|-------------|-------------|--|-------------|
|   | <b>2013</b> | <b>2017</b> | <b>Percentage<br/>Change from<br/>2013 to 2017</b> | <b>2018</b> |
| Kent County   | 14.7%       | 10.2%       | -4.5%  | 11.3%       |
| <b>Gender</b>   |             |             |  |             |
| Male  | 13.4%       | 9.4%        | -4.0%  | 9.8%        |
| Female  | 15.9%       | 11.0%       | -4.9%  | 12.6%       |
| <b>Age</b>  |             |             |  |             |
| Under 18  | 18.2%       | 14.3%       | -3.9%  | 15.1%       |
| 18–64   | 14.6%       | 9.5%        | -5.1%  | 10.4%       |
| 65 and older  | 8.0%        | 5.9%        | -2.1%  | 8.5%        |
| <b>Race and Ethnicity</b>   |             |             |  |             |
| White   | 11.3%       | 8.1%        | -3.2%  | 9.0%        |
| Black or African American   | 35.7%       | 22.1%       | -13.6%   | 26.8%       |
| Hispanic/Latino   | 32.6%       | 20.0%       | -12.6%   | 20.2%       |
| <b>Household Type</b>   |             |             |  |             |
| Family household  | 12.0%       | 8.3%        | -3.7%  | 9.3%        |
| Single female-headed  | 34.8%       | 27.7%       | -7.1%  | 28.1%       |
| <b>Educational Attainment</b>   |             |             |  |             |
| Less than high school   | 30.9%       | 21.0%       | -9.9%  | 24.0%       |
| High-school graduate  | 15.7%       | 9.7%        | -6.0%  | 11.8%       |
| Some college or associates  | 10.8%       | 7.8%        | -3.0%  | 9.9%        |
| Bachelor's or higher  | 3.7%        | 3.0%        | -0.7%  | 3.3%        |

## Children in Poverty



## COVID-19 Cases & Deaths





## New Development in the Kent County Market

These items could impact KCCA's Strategic Plan and its future programs and services.

- Michigan Statewide Carpenter and Millwright Skilled Training Center, Wayland
- Dramatic distrust in media
- Racial justice protests
- Increased importance of data and outcomes
- Water quality, including PFAS

## Industry Assessment Highlights

### Stakeholder Interviews – Small Business Association of Michigan (SBAM)

- Organizations face intense uncertainty; increase use of digital communication
- SBAM plans on serving as a trusted, nonpartisan voice for information
  - There is a distrust of media, limited access to info for minority communities
- High probability of catastrophic small business failures
  - Small business failure likely to be worse among Blacks, Hispanics, and Asians
  - SBAM is anticipating unemployment and worsening health outcomes
  - SBAM sees opportunities for partnering with Health Systems on Social Determinants of Health and Transportation
  - SBAM understands that healthy people with transportation make good employees; business owners in poor health cannot thrive.
- SBAM is being pulled into racial equity space
- SBAM's data needs are increasing and more important
- SBAM encourages KCCA to coordinate with Kent County Chamber and Kent County Small Business Development Center
  - Bad time for silos/isolation

### Stakeholder Interviews – National Community Action Partnership (CAP)

- “Human Services Values Curve” important to sustain funding and systems change beyond COVID-19 (data important)
- It is key for KCCA to be engaged on Racial Equity—big opportunities for public CAAs to be leaders due to access to county govt and elected officials
- Social determinants of health are important

- CAAs can play a role in COVID-19 vaccines, housing, access to health care
- Advocacy at local, state and federal level critical for Racial Equity as well as resources (housing, health, aging services)
- Collective impact/convening stakeholders important for CAAs to be involved in
- Gaps in services for aging—congregate aging services under funded, limited availability
- The Whole Family approach is here to stay

### Stakeholder Interviews – Michigan Community Action (MCA)

- MCA is Communicating more frequently
- Advocacy and data important
- Racial disparities highlighted due to COVID-19/CAAs have important role
- Social determinants of health are important
- Self-care for CAAs / staff remain important
- Trauma-Informed service delivery (certification) important
- CAAs must adapt and change/no silos
- Community partnership important and can be strengthened around urgent community needs
- New revenue streams possible
- Future uncertain

### Stakeholder Interviews – Community Economic Dev. Assoc. of Michigan (CEDAM)

- Future is uncertain; CEDAM is planning for short term only right now; more data needed for decision making
- Funding problems for organizations may not show up for two years—then COVID-19 fatigue may set in—it may be hard to get funding
- With no significant housing policy changes in the last 8 years, now may be time for housing policy changes that don't cost money
- Advocacy is playing a greater role in CEDAM's work—more issues (broadband, etc.)
- CEDAM concerned about state budget cuts in near future
- CEDAM is focused on self-care for organizations
- CEDAM concerned about climate change—people living in low-income neighborhoods face hotter temperatures, harsher weather; dwellings not healthy
- Racial equality is a growing body of work; those that are already in the space have an advantage and are needed to take leadership roles

## APPENDIX B Industry Practices

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Schilling & White summarized industry best practices from interviews and research and provided references to support KCCA's implementation of the Strategic Plan.

### Industry Best Practices

- Whole Family Approach
- Trauma-Informed Care
- Engagement with Racial Equity
- Human Services Value Curve
- Organizational Standards, ROMA, and National Performance Indicators

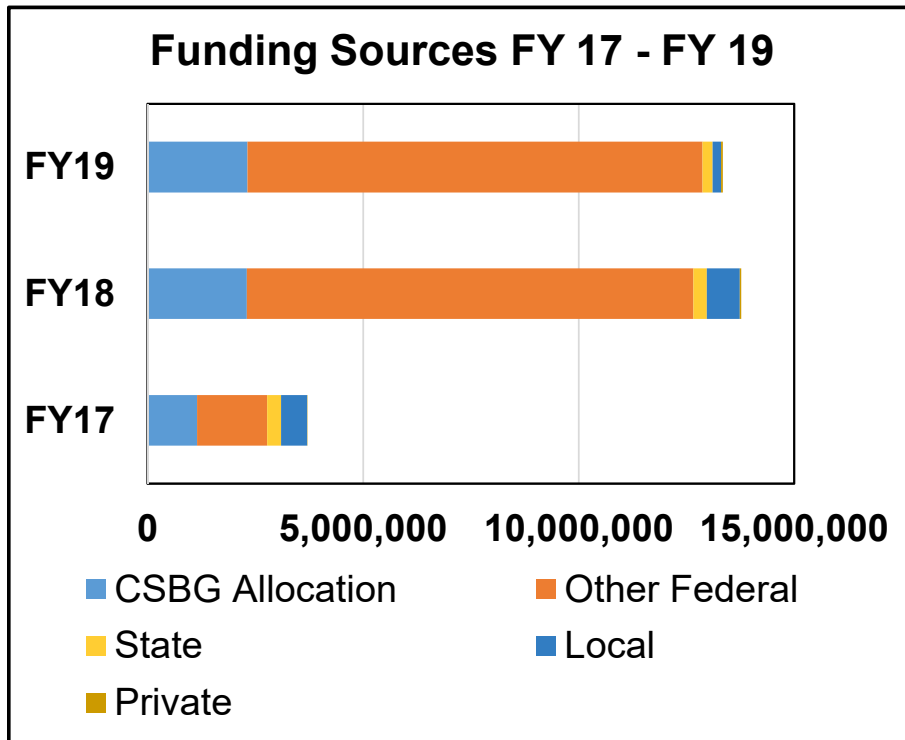
## APPENDIX C Organizational Assessment

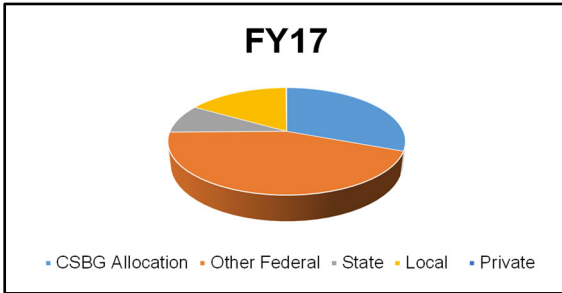
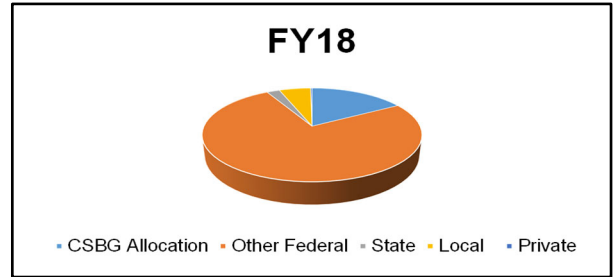
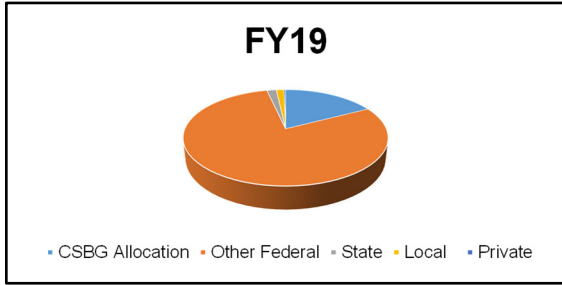
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Schilling & White conducted an organizational assessment to understand the strengths and opportunities for KCCA to grow and adapt to the current environment and to understand the needs of their clients. A variety of surveys and meetings were conducted to compile data that provided KCCA staff and the Advisory Governing Board background information for decision-making.

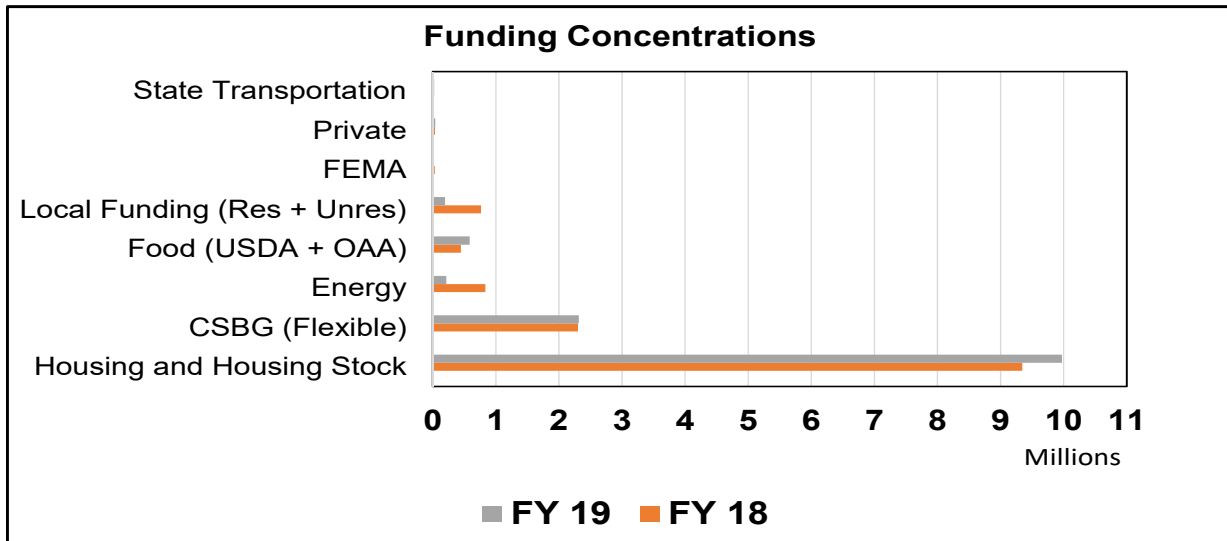
### Organizational (KCCA) Assessment Highlights

The following charts describe the major funding sources for KCCA.





## Housing, Weatherization, Food Two Year Trend Analysis





## 2020 Supplemental Surveys

The Schilling & White Organizational Assessment included a supplemental survey of Kent County service and educational organizations. Schilling & White also surveyed KCCA clients to include self-reported customer satisfaction and customer need data. The results of the surveys are provided and informed the KCCA planning and gap analysis. A survey of employees was conducted to gauge employee priorities and needs for professional development. The results of these surveys follow.

### Supplemental Service Organization Survey

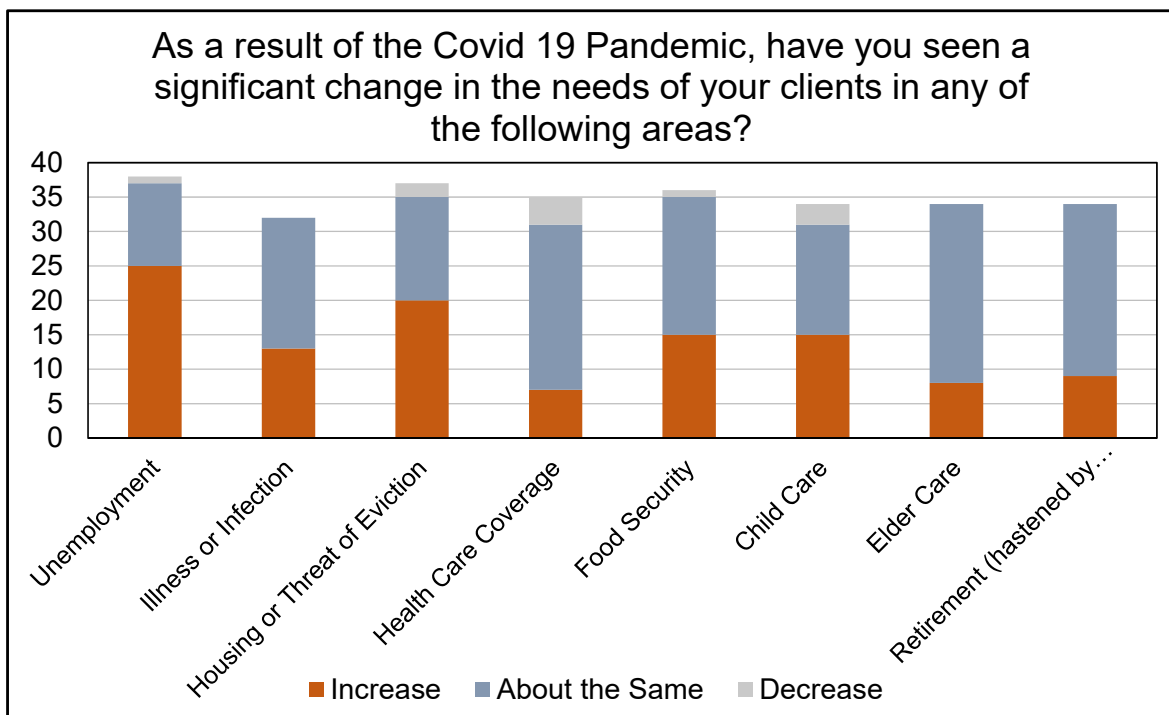
**Objective:** Obtain updated information about their short-term plans and available resources in Kent County since the Community Needs Assessment (Fall, 2019).

**Methodology:** Online

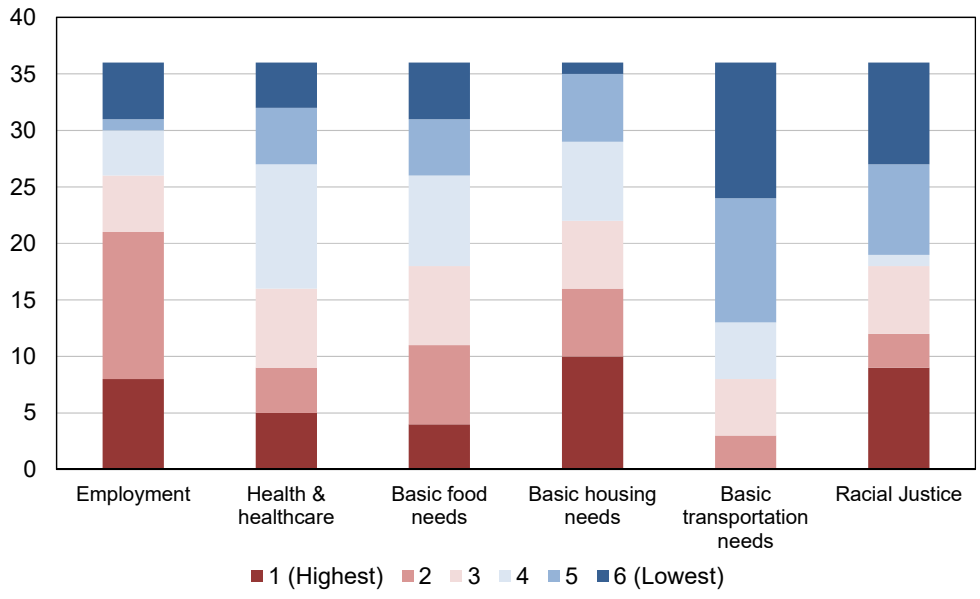
- Participation Rate: 18% (38 of 211).
- Fielding Period: September 9 – 25, 2020.

**Findings:**

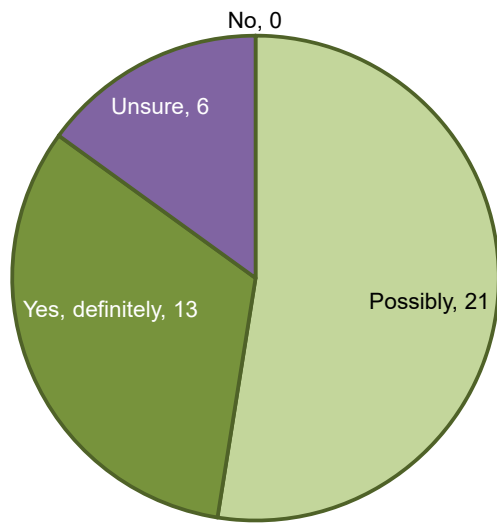
- Room to educate community organizations about KCCA mission and programs
- Opportunities to partner

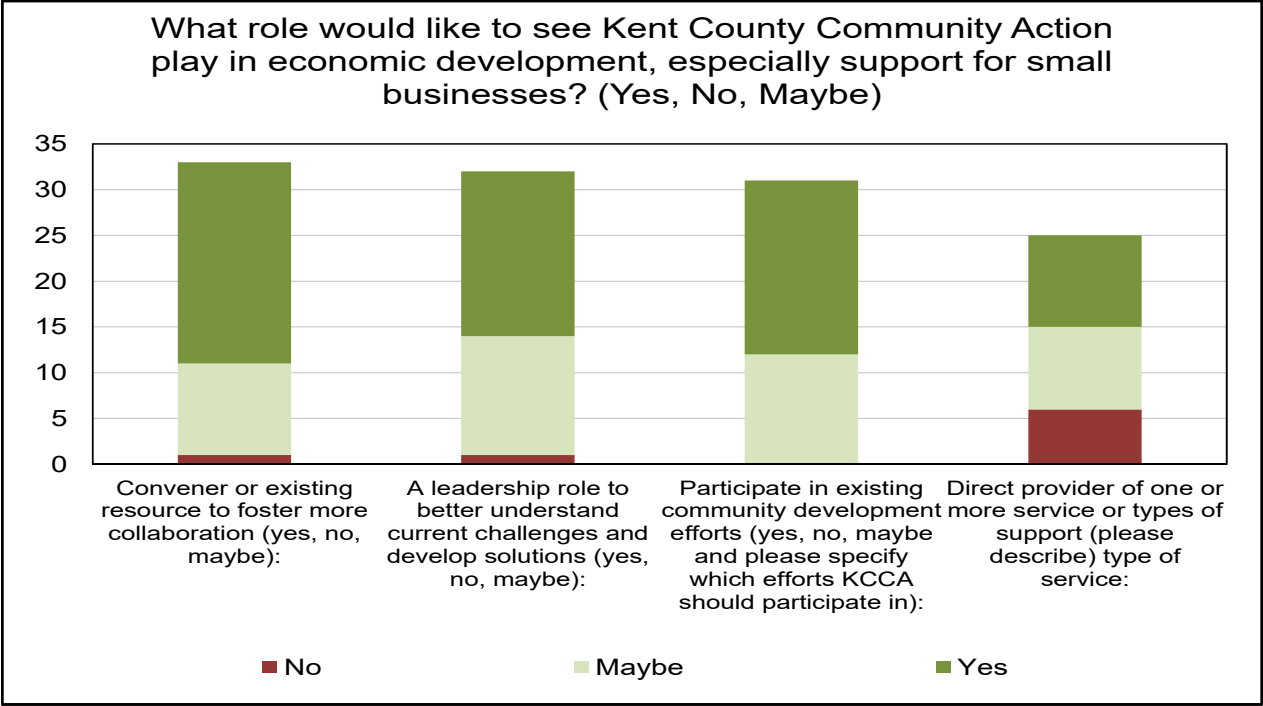


Please rank the service areas for Kent County Community Action (KCCA) to focus on during the next five years. (1 = Highest, 6 = Lowest).



Do you think Kent County Community Action Could provide leadership and assistance in addressing Racial Justice concerns in Kent County?





**What strengths or core capabilities do you believe Kent County Community Action brings to human services partnerships? Comments:**

- Unsure (9)
- Leadership / Leadership ideas (2)
- Unfamiliar with KCCA / Capabilities (5)
- Connecting / Networking / Relationships (6)
- Connecting to Specific Resources (3)
  - Advocacy and mobilization
  - Capacity to assist so many that our small agency cannot hope to serve.
  - I don't know a ton about your work but collaboration and reducing duplication of work always makes for better partnerships!
  - Developing Communities
  - The ability to make some changes
  - Determination, Dedication and Conflict Resolution. Also, team building to make the network in our Kent county more optimistic.
  - Mass communication

## 2020 Supplemental Survey – [KCCA Customers](#)

**Objective:** Obtain feedback on the impact of COVID-19 and several other issues on their needs since Fall 2019.

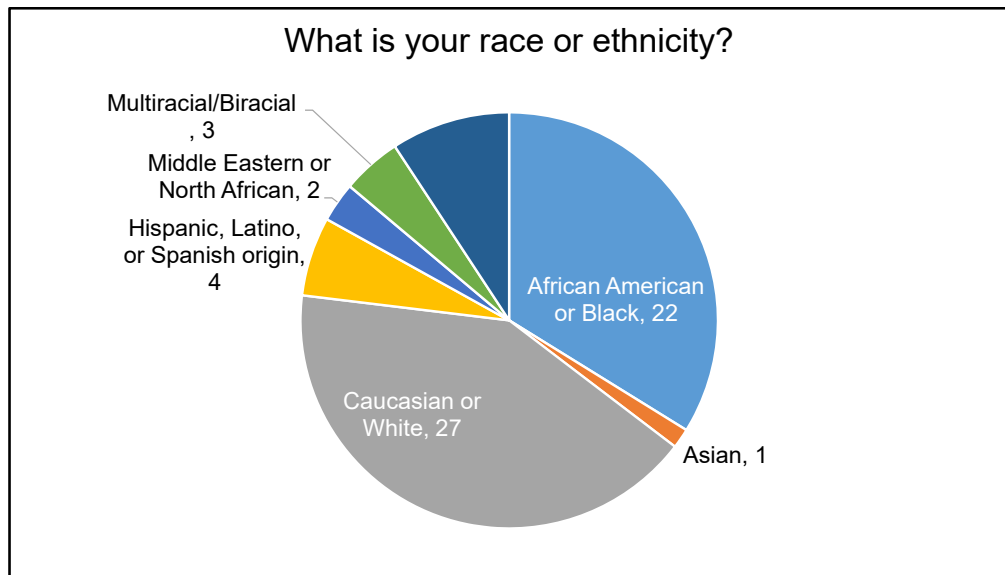
**Methodology:** Online

- Participation Rate: 71 Responses as of 9/29.
- Fielding Period: September 9 – 29, 2020.
- 

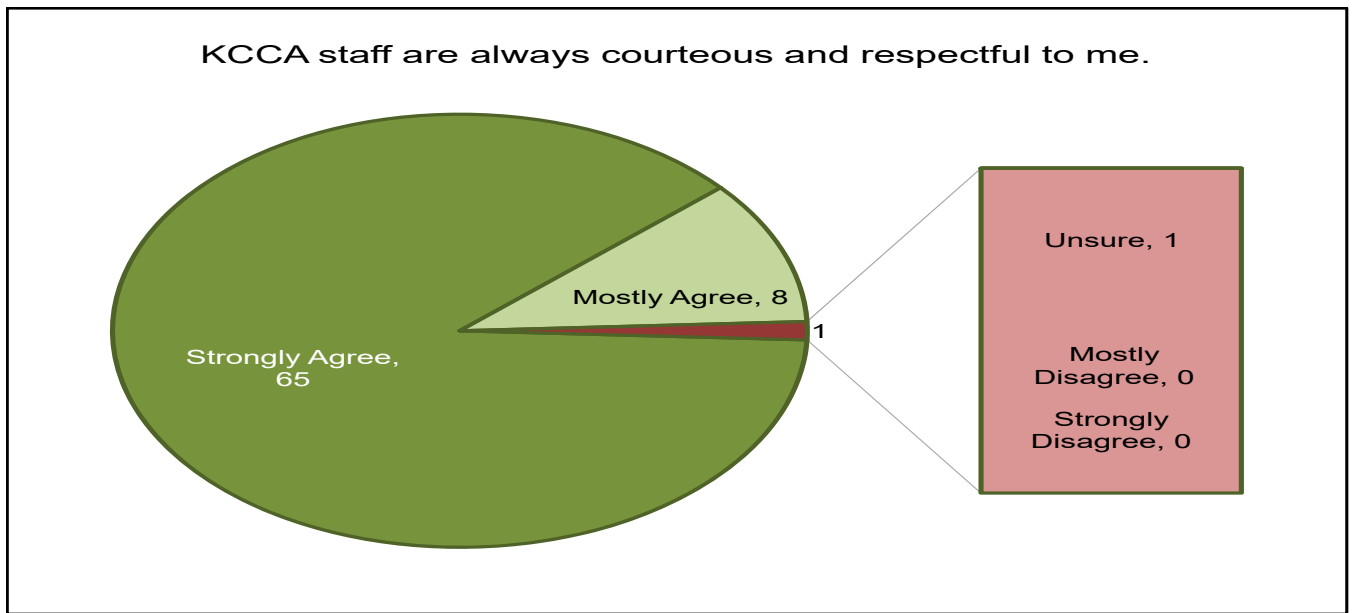
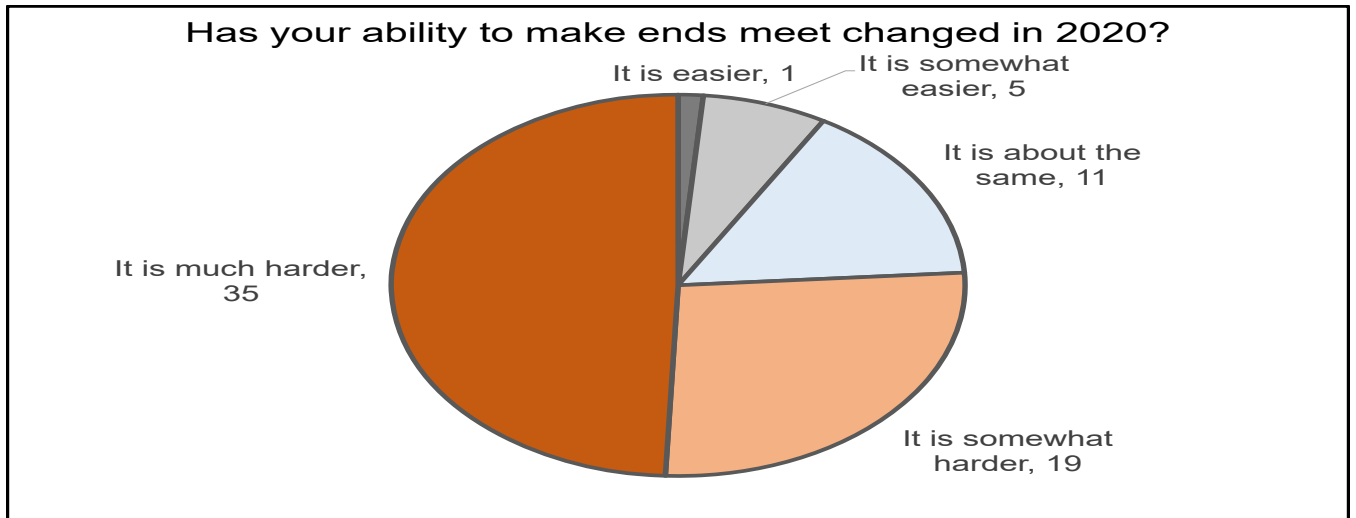
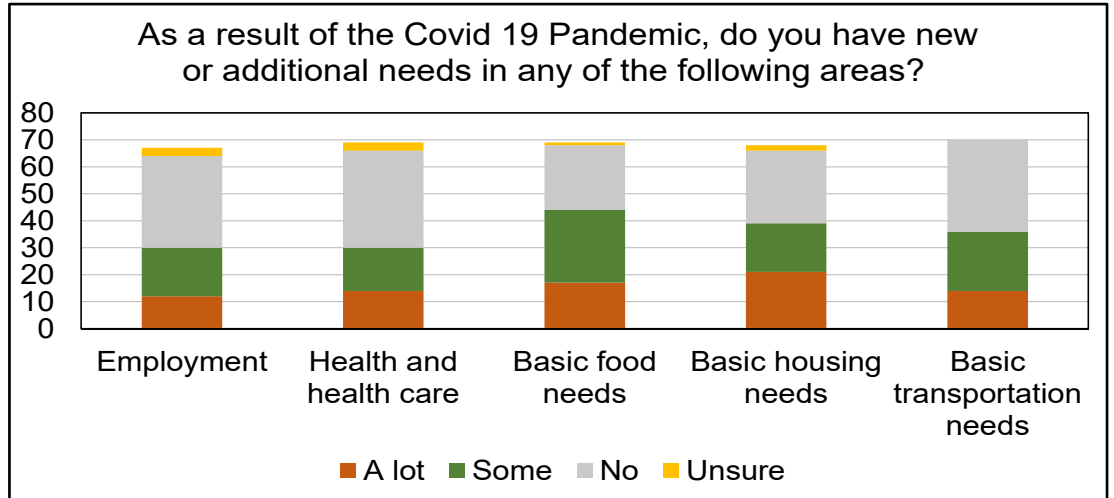
**Findings:**

- Customers finding it harder to make ends meet
- The majority of customers' health insurance hasn't changed
- More than half of respondents reported experiencing some level of racial discrimination.
- 86% of customers have experienced poverty for 2 or more years
- More than 75% of customers report that it is more difficult to make ends meet in 2020 than in the past.

*Gen Xers were the largest number of respondents with the Silent Generation the fewest, defined as those born between 1928 – 1945.*



COVID 19 resulted in new or additional needs, most commonly related to basic food needs.



## KCCA Customer / Poverty Maps

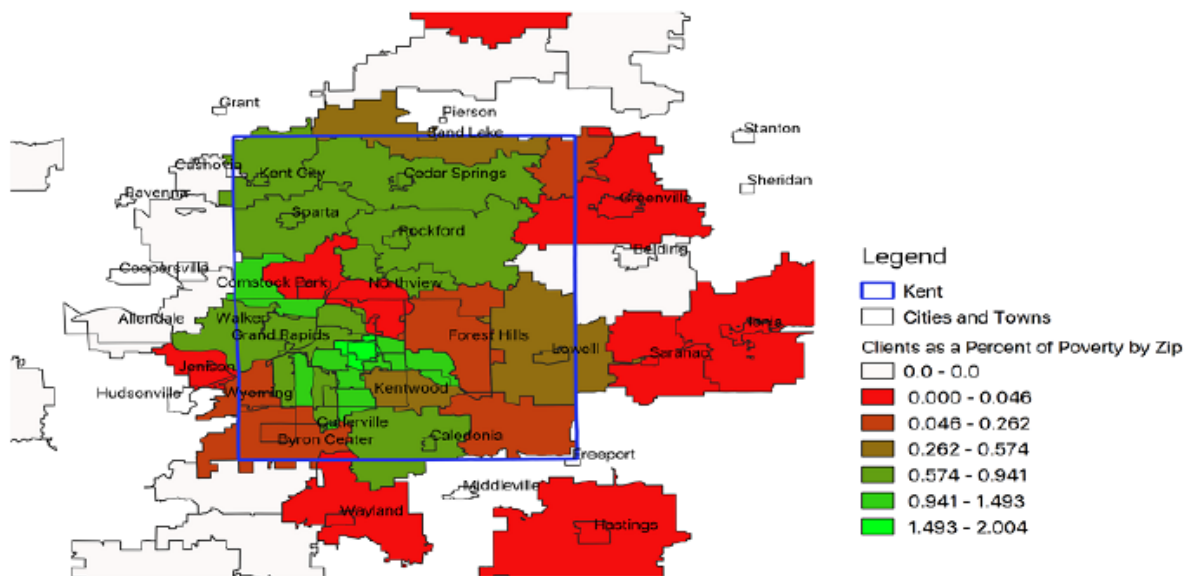
To examine how the customer base compared to estimates of the population in poverty, data on KCCA customers from the past four years (2017 – 2020) was assembled. The data included street addresses, which enabled the assignment of the customers to zip codes. The number of customers served in each Zip Code was compared to the estimated number of people in poverty in each Zip Code to develop ratios of customers to people in poverty. The results were mapped using color gradients to denote the differences in the resulting ratios. An example of one of these maps appears below. Twenty-four maps were created and can be viewed in a separate document.

The Planning Task Force and Leadership Team felt that the maps have the potential to be instrumental in helping to understand the geographic distribution of both poverty and KCCA customers served in Kent County, and recommend their continued refinement and use.

There are several limitations worth noting in this first edition of the maps. First, the KCCA customer data may not reflect the total number of KCCA customers because of the challenges in retrieving data from some of the data systems. In addition, the Census Bureau estimates of the number of people in poverty in each Zip Code are only estimates and have a larger margin of error at this smaller geographic scale. Finally, the 2020 KCCA data was obtained in late September and so does not reflect an entire year.

### Kent County Community Action Agency Service Penetration

All Clients Served in 2019 as a Percent of Low-Income Residents by Zip Code



Source: Kenty County Community Action Agency

## 2020 Supplemental Survey – [KCCA Employees](#)

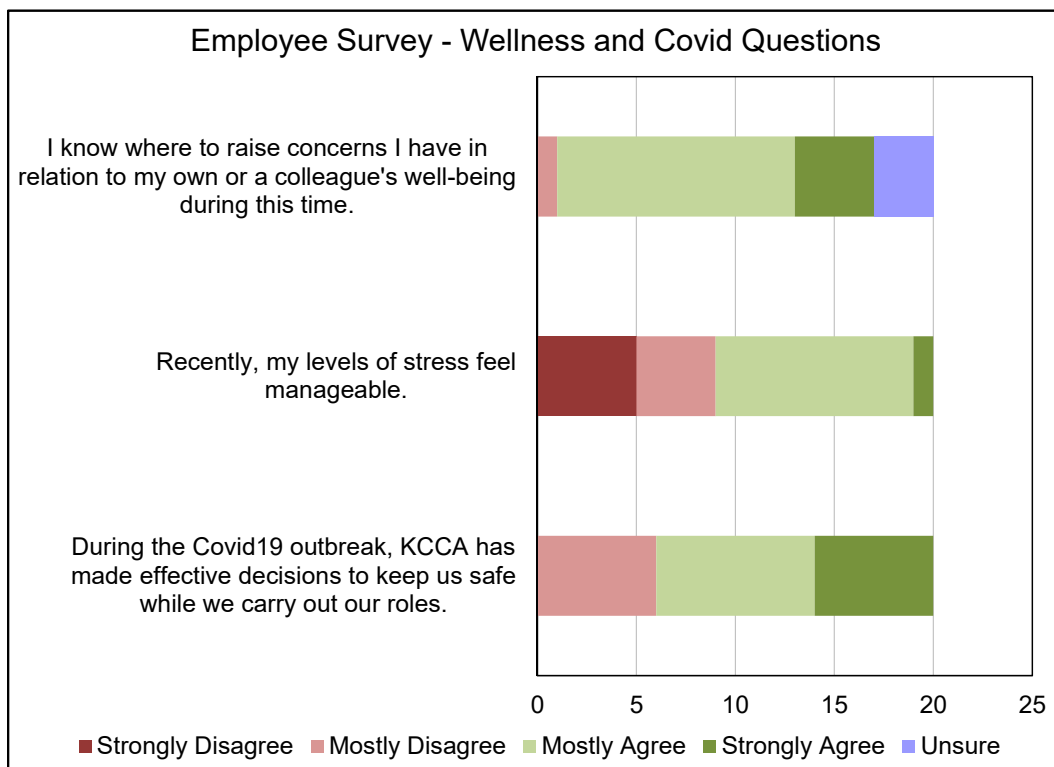
**Objective:** Obtain information about employees' needs and priorities in 2020.

**Methodology:** Online

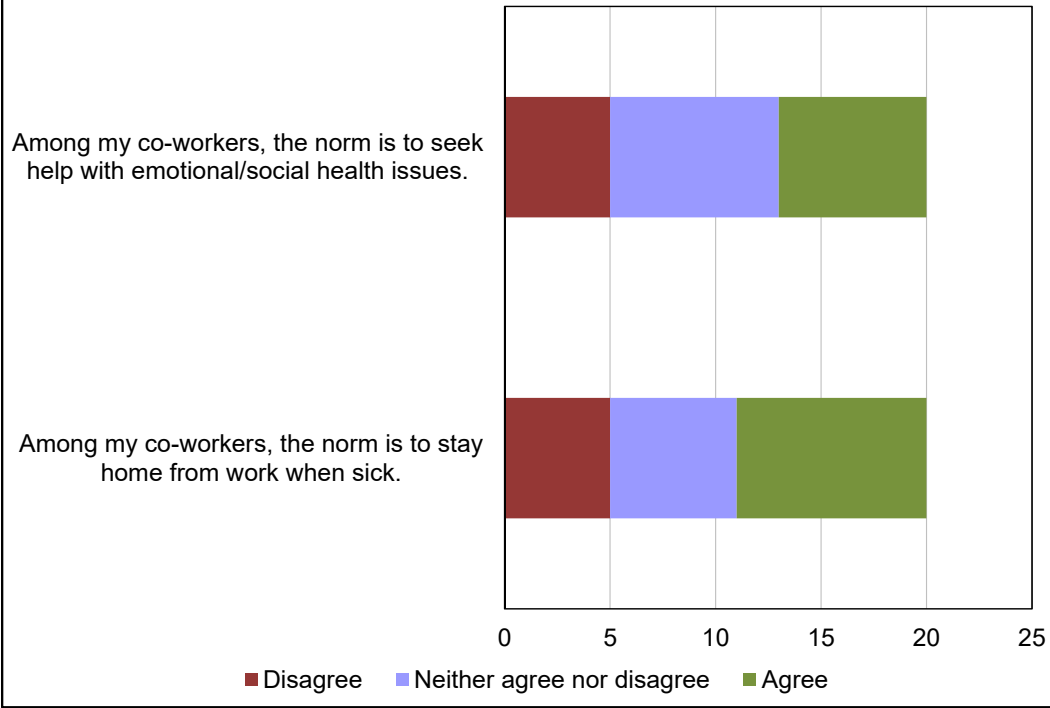
- Participation Rate: 58% (20 of 34).
- Fielding Period: September 9 – 28, 2020

**Findings:**

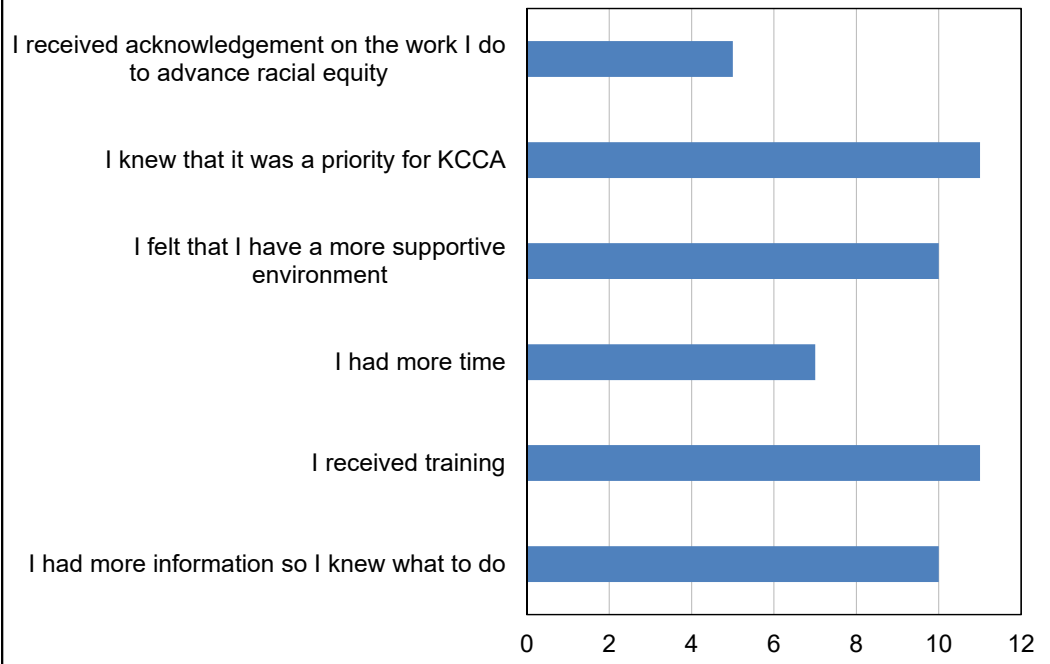
- 60% of employees agree that KCCA has a shared vision.
- Preparation to engage on racial equity could include stating it as a priority, providing staff training, setting aside time for the work, and explaining what can/should be done.
- KCCA employees experience stress related to COVID-19.
- Survey participants rated housing, social justice and employment as the most important areas for KCCA engagement.



### Employee Survey - Wellness Questions, Continued

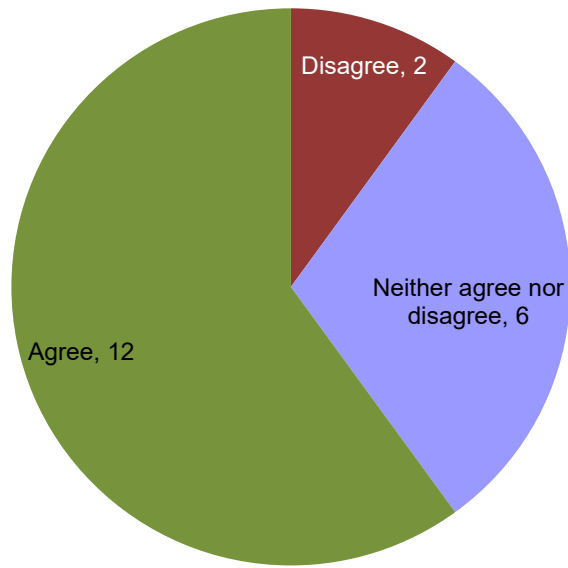


### I would become more active in advancing racial equity if...(choose all that apply)





At KCCA, we have a shared vision (we are inspired by what we are trying to accomplish as a group).



## APPENDIX D – References

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- The Human Services Values Curve [https://lnwprogram.org/sites/default/files/HSVC\\_Guide.pdf](https://lnwprogram.org/sites/default/files/HSVC_Guide.pdf)
- American Public Human Services Association—Human Services Values Curve in Government Context [https://www.aphsa.org/APHSA/Policy\\_and\\_Resources/Guidance\\_and\\_Toolkits/HSVC\\_Toolkit.aspx](https://www.aphsa.org/APHSA/Policy_and_Resources/Guidance_and_Toolkits/HSVC_Toolkit.aspx)
- Social Determinants of Health and Intersectionality in Government Context [https://www.aphsa.org/APHSA/Policy\\_and\\_Resources/Guidance\\_and\\_Toolkits/HSVC\\_Toolkit.aspx](https://www.aphsa.org/APHSA/Policy_and_Resources/Guidance_and_Toolkits/HSVC_Toolkit.aspx)
- Government Alliance on Race and Equity (GARE) <https://www.racialequityalliance.org/> Toolkit <https://www.racialequityalliance.org/tools-resources/>
- Impact of Redlining <https://www.nytimes.com/2020/08/26/climate/racist-urban-planning.html>
- Small business climate in COVID-19 <https://www.newyorkfed.org/smallbusiness>
- Generative Partnerships <https://socialinnovationsjournal.org/editions/issue-39/75-disruptive-innovations/2607-two-national-organizations-strive-to-model-generative-partnership-to-accelerate-their-shared-visions>