

KENTUCKY CONFERENCE for COMMUNITY and JUSTICE

STRATEGIC PLAN JANUARY - JUNE 2007



KENTUCKY CONFERENCE FOR COMMUNITY AND JUSTICE

STRATEGIC PLAN

For the period

**January 1, 2007 -
June 30, 2007**

Approved and Adopted by the Board of Directors November 16, 2006

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EXECUTIVE SUMMARY

This strategic plan is a “roadmap” for the remainder of 2006 and the first six months of 2007 to grow KCCJ, a small social justice organization, at a sustainable rate after going through multiple leadership transitions and an extensive reorganization since its incorporation two years ago. KCCJ will monitor its progress closely against this plan, adjusting and developing its next strategic plan for the remainder of 2007 based upon those results.

After a long, successful life as a regional office of a national organization, KCCJ has struggled considerably against the odds to survive as a new organization on its own. Organizations go through different life cycles, just like people do. Fledgling organizations often do whatever it takes just to stay alive. Leaders often need to make highly reactive, seat-of-the-pants decisions, sometimes fearing to take the time to slow down and do planning. Experience teaches to recognize the particular life cycle that an organization is going through and decide how best to respond to the types of problems faced by the organization during those life cycles.

With this strategic plan the leaders of KCCJ demonstrate they know that this is the appropriate time to start over, plan, start small, grow slow, and to use a certain amount of discipline to carry through on these plans. They know that now is the time to closely manage the organization and themselves. For organizations to survive well into the future, the leaders of organizations must have the wisdom, knowledge, and discipline to do this.

Overview

What should you know about this plan? First, it is a basic, step-by-step roadmap for a small organization that is coming out a difficult period to grow itself back slowly at a sustainable rate. Second, it focuses in equal parts on much needed internal growth (capacity building) while still being able to deliver on its mission. Third, this plan reflects the will and the vision of the people who collectively created it and who will be collectively executing it. If this organization succeeds this will be the reason why. This plan represents what the people who are willing to do the work, on behalf of others, are willing to volunteer their time and treasure for. They are excited and willing to do this work. This plan is practical, realistic, and thorough, purposefully designed to stabilize KCCJ and then help grow this organization at a rate it can sustain while making a difference.

There are eight goals, four external mission-based goals and four internal organizational goals. In furtherance of its mission KCCJ will focus on advocacy through a strong media presence provided by an active Public Voice Committee and a new strategy to “partner with” other social justice organizations, for example, the Central Kentucky Council of Peace and Justice, The Humanitarium: Center for Culture & Diversity, etc., to improve the effectiveness of each agencies through collaboration and cooperation. Internally for the organization, the key feature of this plan is to strengthen the organization through “back to basics” learning about Board governance to ensure proper organizational leadership and learning and practicing nonprofit performance management to build organizational capacity.

In practical terms, the organization has “stripped” itself down to a small, dedicated all-volunteer “working” Board with one part-time administrative employee to live within its means. KCCJ will operate without a full-time, or part-time paid executive director until

need dictates, and/or adequate funding can be secured. It will rely instead upon motivated, diverse volunteers lead by a nine-member committed Board. It has restructured itself this way with the intent to grow itself slowly and responsibly at a pace the organization can sustain, the community needs dictate, and the community can support. It will retain its previous (but reduced) office space downtown. In keeping with its mission and vision, KCCJ will conduct the Lauren K. Weinberg Humanitarian Awards Dinner in the spring of 2007. It's projected operating budget for 2007 is \$100,000, approximately a third of the revenue projected to come from the Awards Dinner, the remainder from Board members' contributions and general donations.

Vision, Mission and Strategy

KCCJ's vision is that the necessary basis for a fair, just, and equitable world is acceptance of the full and equal worth for all human beings. KCCJ's mission therefore, is to raise awareness and to speak out for the just, fair, and equal treatment of all people by promoting respect, understanding and acceptance through advocacy, education, and empowerment. Only when people mutually respect each other, overcome their differences with civility and compassion, and are eventually moved to embrace our commonality and collective responsibility will there be an equitable world.

KCCJ will follow a two-track approach of strong public advocacy and empowerment through partnership, collaboration and cooperation with other social justice organizations to help advance social justice as a movement to have greater societal impact. KCCJ has opted not to provide program services at this time due to cost constraints. It will make a difference instead by using strategies and tactics that goes after the root causes of inequity in the hearts and minds of the population by publicly, but thoughtfully, confronting biases and unchallenged assumptions through advocacy and education.

Philosophically KCCJ has shifted to a positive approach of using a public voice, praise, partnering and empowerment to achieve its mission. Following this shift to the positive, its strategy will be to respectfully confront instances of inequity, challenging ourselves and others to find ways to improve acceptance of others, showing the connection between prejudice and discrimination and encouraging change for the benefit of all.

Recent Events Leading to this Plan

In June 2006 KCCJ lost its third executive director in eighteen months throwing the small nonprofit organization into executive transition (yet again) and leaving it extremely vulnerable. This time KCCJ sought to manage its leadership transition by bringing in an outsider to help guide the process. Beginning in July an Interim Executive Director was hired and began by conducting an organization-wide evaluation and assessment. On August 9, 2006 the full Board of Directors approved the recommendation to suspend all programs and begin organization-wide strategic planning. This Strategic Plan is the result of that action.

**BOARD AUTHORIZATION
OF STRATEGIC PLAN**

Debra Hensley, Co-Chair: *Debra Hensley* Date Signed: 11-16-2006

Reginald Thomas, Co-Chair: *Reginald Thomas* Date Signed: November 16, 2006

Sue Ezrine, Treasurer: *Sue Ezrine* Date Signed: 11/16/2006

Zack DeJarnett, Board Member: *Zack DeJarnett* Date Signed: Nov 16, 2006

Ben Fister, Board Member: *Ben Fister* Date Signed: 12/9/06

Joe Rosenberg, Board Member: *Joe Rosenberg* Date Signed: 11/16/06

Simone Salomon, Board Member: *Simone Salomon* Date Signed: 11/16/06

Matt Winslow, Board Member: *Matt Winslow* Date Signed: 11/16/06

ORGANIZATIONAL DESCRIPTION

Kentucky Conference for Community and Justice (KCCJ) began operations January 2005. It is a small social justice organization with an anticipated 2007 Operating Budget around \$100,000. Previous to becoming KCCJ the Board and Staff had operated as the Bluegrass Regional Office of the National Conference for Community and Justice (NCCJ) with an annual operating budget around \$300,000 and provided programmatic services primarily in two areas, Youth Leadership Development and Work Place Diversity Training. NCCJ went through a nationwide downsizing and closed its Bluegrass regional office at the end of 2004. The Board members of the closed regional office (re)incorporated as KCCJ, retaining the staff and continuing operations until August of 2006 when it reduced its workforce to its current size and operations after going through a three-month strategic planning process that produced this plan.

As is common with nearly all start-up nonprofit organizations KCCJ's work will be performed by hands-on volunteer Board members and other volunteer committee members (e.g., Public Voice Committee, Lauren K. Weinberg Dinner Planning Committee, etc.) assisted by one paid, part-time staff performing administrative duties. KCCJ will retain its office space in downtown Lexington on Upper Street, seeking other social justice organizations to share some of its office space and equipment with.

In accordance with its mission of raising awareness and speaking out for the fair, just and equal treatment of all people KCCJ will be a presence and provide a strong voice in the "public forum" by releasing issue papers, holding press conferences, writing Letters to the Editor, organizing rallies and debates, conducting panel discussions, etc. In furtherance of its goal encouraging and emphasizing acts of equality, KCCJ will once again hold the Lauren K. Weinberg & Humanitarian Award Dinner in the spring of 2007. To achieve its goal of partnering and empowerment to improve the effectiveness of itself and allies, KCCJ intends to enter in a Memorandum of Agreement with at least one other social justice organization to jointly conduct common projects that further the mission, vision and values of KCCJ.

VISION

All human beings are of equal worth. There are no differences in the value of people that can justify a difference in the treatment of people. The acceptance of full and equal worth for all human beings is the necessary basis for a fair, just, and equitable world where people mutually respect each other, overcome their differences with civility and compassion, and are eventually moved to embrace our commonality and collective responsibility.

MISSION

Dedicated to raising awareness and speaking out for the just, fair and equal treatment of all people by promoting respect, understanding and acceptance through advocacy, education and empowerment.

VALUES

We believe in leading by example, using a positive, respectful approach, coming from a position of confidence and conviction, employing empathy and enlightenment.

STRATEGY

Respectfully CONFRONT instances of inequity
CHALLENGE ourselves and others to find ways to improve our acceptance of others
Show the CONNECTION between personal prejudice and public discrimination
Encourage CHANGE for the benefit of all

PROCESS

Public Voice
Praise
Partnering
Empowerment

GOALS & STRATEGIC OBJECTIVES

GOAL I: Raise awareness and speak out about inequity, bigotry, and prejudice.

Strategic Objective A: Reconvene and build a strong, active Public Voice Committee to be “the voice of KCCJ” to raise awareness and speak out about inequity.

Strategic Objective B: Through our PVC react in the public forum in a timely, consistent manner to topical acts, events and policies of inequity, bigotry, and prejudice.

Strategic Objective C: Proactively, thoughtfully, and more thoroughly address issues of inequity, bigotry, and prejudice in publicly access ways.

GOAL II: Encourage, emphasize, and praise acts of equality, fairness and justice, especially “brave” acts by individuals or new policies by leaders.

Strategic Objective A: Publicly acknowledge and honor an individual(s) who exemplifies the mission, vision and values of KCCJ.

Strategic Objective B: Conduct, hold, organize or facilitate public events that celebrate, re-enforce equality, fairness, acceptance and justice.

GOAL III: Empower, partner with, and help improve effectiveness of social justice allies.

Strategic Objective A: Seek out sister social justice organizations to share resources, ideas, strategies, and encouragement that enhance our organizational effectiveness and advance our respective missions.

Strategic Objective B: Enter in agreement with sister social justice organizations to jointly conduct common projects that further the mission, vision and values of KCCJ.

Strategic Objective C: Seek national or other social justice organizations out of our area to learn from, or we can bring to our community, to improve ours, or others’ effectiveness.

GOAL IV: Educate ourselves and fellow citizens about ways to improve our acceptance of others and reduce our fear, misunderstanding, and biases. Show the connection between unchallenged personal prejudices and public acts of discrimination.

Strategic Objective A: Lead by example and accept the responsibility of challenging personal prejudices by educating ourselves as leaders of a social justice organization about hidden bias.

Strategic Objective B: Find ways to publicly and in understandable, accessible terms, show the connection between unchallenged personal prejudices and public acts of discrimination.

GOAL V: Secure revenue stream to match operational needs under this plan.

Strategic Objective A: Identify and approach potential major individual supporters re-starting revenue stream netting \$20,000 for remainder of 2006 and beginning of 2007 until spring fundraising event.

Strategic Objective B: End of the year appeal through solicitation letters to past donors netting \$30,000 to secure funds to conduct spring fundraising event.

Strategic Objective C: Conduct major fundraising event in the first six months of 2007 netting \$30,000 for operating funds for next two quarters.

GOAL VI: Patiently, but persistently rebuild community support in an honest, open and forthright manner.

Strategic Objective A: Communicate thoroughly using correspondingly appropriate means, starting with our closest and oldest supporters, moving outward in ever widening circles, the successful completion and immediate implementation of our strategic plan.

Strategic Objective B: Actively work to make ourselves visible in the public domain (e.g., seek media coverage/outlets, public events, allies, etc.)

Strategic Objective C: Actively work to make ourselves accessible to the public (e.g., web site, Board members meeting with supporters, office hours, etc.).

GOAL VII: Strengthen, improve and ensure organizational leadership.

Strategic Objective A: Start Board Development Committee to identify, recruit and orient strong candidates.

Strategic Objective B: All Board members participate in regular Board Governance and Nonprofit Management training.

Strategic Objective C: Ensure Board and Chair(s) and staff have clear annual goals.

Strategic Objective D: Have clear Board member recognition and support procedures.

GOAL VIII: Build organizational capacity.

Strategic Objective A: Draft new bylaws that accurately reflects KCCJ new structure, vision, mission, values, and direction.

Strategic Objective B: Ensure strategic plan is reviewed regularly, renewed or updated, and progress measured.

Strategic Objective C: Conduct strategic outcomes evaluation to determine effectiveness of strategies.

Strategic Objective D: Conduct Board (and CEO, if applicable) evaluation.

ADDENDUM:

CONCURRENT—but Non-Strategic Objective

Ensure the continuation of Youth Leadership Development (YLD) programs.

Objective A: Approach and ask the obvious organizations if they would be interested in “taking over” YLD programs.

Strategic Objective B: If obvious organization cannot take over, do they know of others; ask community leader, experts in the field for ideas for other less obvious organizations to approach. If no organization can be found, form “Task Force” of concerned stakeholders to take over the task of finding or forming organizations/agencies/individuals to continue YLD programs ASAP.

Strategic Objective C: Facilitate transfer of materials necessary for successful transition of programs to new organization.

Strategic Objective D: Communicate successful transfer.

Appendix A

ORGANIZATIONAL DESCRIPTION AND THE STRATEGIC PLANNING PROCESS THAT PRODUCED THIS PLAN

- Before incorporating as Kentucky Conference for Community and Justice, the organization had operated as the Bluegrass regional office of the National Conference for Community and Justice since 1978. At the end of 2004 the national organization went through a downsizing and informed the Bluegrass regional office it was to be closed.
- The Board of Directors decided to incorporate on its own and continue its operations beginning January 2005.
- As the regional office of a national organization, KCCJ had not been sufficiently prepared (by the national organization, since it was not part of the national organization's mission) to operate at the same level of activity once on its own. Since it had never operated as a fully independent entity, KCCJ had not developed sufficient organizational capacity in the key areas necessary to survive—Strategic Planning, Program Planning, Management Development, Board Development, Fundraising, Marketing, and Program Evaluation.
- Furthermore, KCCJ lost critical organizational leadership and institutional memory when its two most senior staff, the Executive Director and Associate Executive Director, resigned within the first six months of its independence.
- After struggling to get traction for approximately 18 months since incorporating, on July 10 KCCJ retained the services of an outside consultant, as an Interim Executive Director, specializing in Strategic Planning and Organizational Development starting, to help begin reorganizing, rebuilding, and refocusing the organization.
- After conducting an organization-wide assessment and evaluation, on August 9, the full Board adopted the IED's recommendations of crisis management—slashing operating costs, calling for suspension of programs (to protect the organization's remaining assets), reducing the Board to the Executive Committee, and immediately begin strategic planning to developed a "roadmap" for the organization to grow itself back at a sustainable rate.
- With programs suspended, the workforce reduced to a bare minimum, the newly reduced Board began meeting weekly concentrating on an Issues-Based Strategic Planning Process.
- Starting with a full Situational Analysis that included a Primary Client Analysis, a Stakeholder Analysis, an Environmental Scan, a Collaborator Analysis, and a Competitor Analysis. The planners also examined both the external and internal environments through a S.W.O.T. analysis and identified several critical strategic issues and drafted possible strategies to address.

- On September 26, the Board of Directors of KCCJ reached consensus about breaking out the Youth Leadership Development (YLD) Programs, handling it separately, while continuing strategic planning for the rest of the organization without the youth programs. KCCJ would no longer administer the YLD programs directly themselves, instead the organization would “find a home” for the programs with some other organization, or organizations.
- On October 26, the first draft of the Strategic Plan was presented to the Board and immediately used as a roadmap and recruiting tool to begin rebuilding the Board and Organization.
- The Board adopted the final version of this Strategic Plan on November 16, 2006.

Appendix B

STRATEGIC ANALYSIS DATA

EXTERNAL ANALYSIS

For our external analysis, we identified the following trends and how they might effect our nonprofit:

Political trends: The predominate political trend for the last twelve years has been an ever widening swing to the extreme right of the political spectrum matched by a rise in bitter partisanship, demagoguery, and general national divisiveness. Many political observers mark this recent trend to the 1994 mid-term election lead by Newt Gingrich when the Republicans captured Congress. The trend appears to have come full circle with soon-to-be-conducted mid-term elections poised to finally return Democrats to power. "Fear of others" (immigrants, gays, terrorists) has been an increasingly popular political tactic used to drive potential voters to the polls to win elections.

For our organization this has been particularly disheartening but ultimately good news. People are potentially "ripe" to hear a different message of community, tolerance, and optimism.

Economic trends: Although the economy has been relatively stable since bouncing back from a mild recession at the beginning of the Bush administration rising energy prices, the shifting of health insurance costs and pensions to workers, the uncertainty about the future of social security, and the continued outsourcing of jobs, has left people feeling uncertain and insecure about the economy.

This is a good news/bad news scenario where there is more money to donate, but people feel less confident to donate the money they have.

Societal trends: Lexington has a relatively affluent, well-educated, homogenous population with a major university, a small private liberal arts university, and a community college. It tends to be much more liberal and progressive in its politics than the rest of the state. It was a citywide non-discrimination policy.

For our organization this means we have a fairly receptive audience (liberal/progressive minded) to our mission and message but also they tend to be more apathetic because of their relative well-being.

Technological trends: It is all about the Internet and rapidly emerging digital technologies.

This is good news and an excellent opportunity for our organization. We intend to take full advantage of this opportunity by relying as much as possible on the most cost effective means available through technology, especially optimizing use of our web site.

Appendix B - Strategic Analysis Data -- External Analysis (Cont.)

Other trends we found are highlighted as follow:

University of Kentucky Nonprofit Leadership Initiative 2003 Kentucky Nonprofit Report

- 3,365 Charitable Nonprofit 501(c)(3) operating in Kentucky 2003
- 453 Nonprofit organizations in Fayette County with gross annual receipts of \$25,000
- Average KY charitable contribution \$2,879 in 2003
- Average KY income of donors \$39,220 in 2003
- National income average of donors is \$47,342 donating \$3,289
- Largest KY sector of NPO is Human Services (Youth Development) 39%
- Community Improvement/Societal Benefit (Public Voice) is 11%
- Hospitals are hold the largest wealth among KY NPO
- Human Service sector 39% have 11.2 % expenditures and 10.8% assets
- Community/Improvement sector 10.6% have 3.2% expenditures and 3.3% assets
- 43% of all KY NPO have expenditures less than \$100,000
- 32% of all KY NPO have between \$100,000 and \$500,000 (or 75% of all KY NPO under \$500,000)
- 81% of all revenue comes from fee for services (hospitals influence)
- 8% revenue from private contributions—grants, individuals, corporations, and businesses
- 7% source of revenue from Government grants

United Way of the Bluegrass 2005 Nonprofit Compensation Survey

- Asked 97 UWBG agencies
- 64 UWBG agencies responded—others citing “all volunteer,” or “in transition” for not responding
- Agencies reported serving 2.25 primary functions
- Agencies reported Community and Family Services most often as primary function
- Median workforce size is 13.5 total employees: 8 FT, 3 PT, 0 Temp
- 59% of agencies have workforces between 1 and 20 employees
- Median salary for (all) FT ED \$55K
- Median salary for Lexington FT ED \$60K
- Salary range for Lexington ED \$36K to \$136K
- Salary for Program Director in Lexington \$37K to \$44K
- Salary range for Administrative Asst \$20Kto \$38K

- Salary range for Social Worker \$24K to \$38K
- Min salary mean for Development Director \$46.5K
- Salary range for Volunteer Director \$34K to \$48K

**Table 7.3: Full Time Executive Director Salary Statistics
by Number Full Time Employees (n=42 agencies)**

# FT employees	Mean	Median	Range
1 to 5 (n=14)	\$37,140	\$38,000	\$18 - \$55K
6 to 10 (n=9)	\$59,978	\$55,000	\$45 - \$110K
11-20 (n=6)	\$67,333	\$61,500	\$40 - \$105K
21-30 (n=6)	\$56,563	\$50,667	\$34 - \$93K
30+ (n=7)	\$99,450	\$98,800	\$75 - \$136K

**Table 7.4: Full Time Executive Director Salary Statistics
by Budget Size (n=39 agencies)**

Budget	Mean	Median	Range
Under \$200K (n=6)	\$32,077	\$30,332	\$18 - \$55K
\$201 to \$500K (n=9)	\$44,790	\$45,000	\$30 - \$61K
\$501K to \$1M (n=10)	\$55,700	\$53,000	\$40 - \$110K
\$1.1M to \$5M (n=11)	\$76,934	\$75,000	\$56 - \$105K
\$5M + (n=3)	\$113,812	\$106,469	\$99 - \$136K

Table 9.1: Other Director Salary Statistics (n=# agencies reporting)

	Min. Salary Mean	Max. Salary Mean	Min. Salary Range	Max. Salary Range
Assistant Director (n=14)	\$42,926	\$45,257	\$24 to \$65K	\$24 to \$70K
Program Director (n=25)	\$36,251	\$42,425	\$21 to \$80K	\$25 to \$80K
Finance/Acctg Director (n=15)	\$47,254	\$48,787	\$26 to \$88K	\$26 to \$88K
Development Director (n=7)	\$46,521	n/a	\$43 to \$54K	n/a
Marketing/PR Director (n=5)	\$39,729	\$43,559	\$37 to \$45K	\$37 to \$48
Info Systems Director (n=5)	\$49,380	\$51,580	\$40 to \$74	\$40 to \$85
Volunteer Director (n=3)	\$34,667	\$39,667	\$31 to \$40K	\$31 to \$48K

Table 15.1: Administrative Salary Statistics (n= # agencies reporting)

	Office Managers (n=16 agencies)	Administrative Assistants (n=16 agencies)
Minimum Salary Mean	\$29,493	\$26,343
Maximum Salary Mean	\$32,287	\$28,080
Minimum Salary Range	\$20 to \$43K	\$20 to \$35K
Maximum Salary Range	\$20 to \$50K	\$21 to \$38K

Response: 14 agencies reported Assistant Director salary information.
 25 agencies reported Program Director salary information.
 15 agencies reported Finance/Accounting Director salary information.
 7 agencies reported Development Director salary information
 5 agencies reported Marketing/PR Director salary information.
 5 agencies reported Information Systems Director salary information.
 3 agencies reported Volunteer Director salary information.

Table 13.1: Client Services Salary Statistics for Full Time Employees (n=agencies reporting)

	Min. Salary Mean	Max. Salary Mean	Min. Salary Range	Max. Salary Range
Social Worker (n=11)	\$24,120	\$38,370	\$15 to \$33K	\$19 to \$79K
Case Manager (n=9)	\$22,319	\$27,197	\$16 to \$27K	\$21 to \$39K
Psychologist (n=2)	\$28,500	\$61,615	\$25 to \$32K	\$26 to \$97K
Teacher / Trainer (n=13)	\$22,785	\$28,341	\$10 to \$40K	\$15 to \$41K

Appendix B - Strategic Analysis Data -- External Analysis (Cont.)

2006 The HUMANITARIUM DIVERSITY DIRECTORY of NONPROFIT ORGANIZATIONS

Deal with Discrimination

- Administrative Office of the Courts, Minority Affairs Office
- Central Kentucky Council for Peace and Justice
- Kentuckians for the Commonwealth
- Kentucky Commission on Human Rights
- Kentucky Fairness Alliance and Kentucky Fairness Alliance Bluegrass Chapter
- LFUC Human Rights Commission
- Lexington Fair Housing Council

Youth Leadership Development

- Partners for Youth Foundation

Deal w/Diversity & Cultural Issues

- Humanitarium: Center for Culture & Diversity
- InterCultural Connections
- Bluegrass Community & Technical College (BCTC)
- One World Films
- The Lexington Network

Race & Ethnic Issues

- Kentucky Coalition for Comprehensive Immigration Reform (KCCIR)
- Lexington Commission on Race Relations
- NAACP Branch 3907
- Urban League of Lexington-Fayette County

Faith-Based that deal with Inclusivity or Discrimination

- BUILD-Building a United Interfaith Lexington through Direct Action
- CAIR-Kentucky (Council on American Islamic Relations)
- Central Kentucky Jewish Federation—Community Relations Committee

Appendix B - Strategic Analysis Data -- External Analysis (Cont.)

TAKING AMERICA'S PULSE III



Taking America's Pulse III

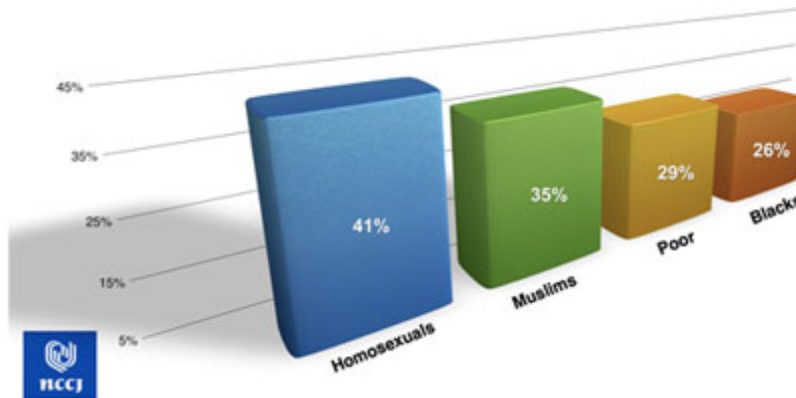
ALTHOUGH ATTITUDES HAVE CHANGED FOR THE BETTER SINCE TAP II, PEOPLE CONTINUE TO RECOGNIZE THAT INTERGROUP RELATIONS IN THIS COUNTRY PRESENT A PROBLEM.

42% of respondents (compared to 29% in 2000) are satisfied with "how well different groups in society get along with each other," while 75% (compared to 79% in 2000) feel that racial, religious, or ethnic tension when looking at "the country as a whole" is a very serious or somewhat serious problem.

As with TAP II, most people personally see low levels of intergroup tensions in their daily lives, believing intergroup tensions to be a bigger, national problem, and rank the priority of intergroup relations below that of other social problems (5th, 8th and 10th out of ten).

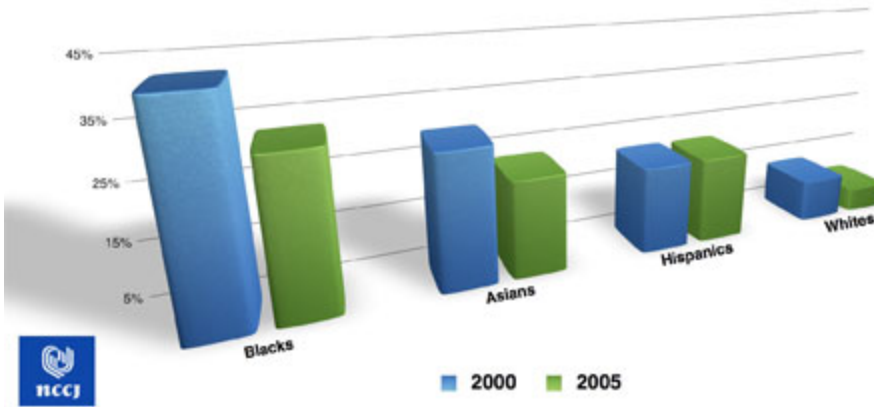
Most Americans acknowledge that all groups except Whites suffer a great deal or some discrimination.

TAP III data reflects a slight variation from TAP II when ranking groups that are thought to be especially subject to some or a great deal of discrimination. In TAP II, groups in order of high to low subject to some or a great deal of discrimination included gays and Lesbians, Blacks and the poor. In TAP III, with the order was gays and Lesbians (41%), Muslims (35%), the poor (29%), and Blacks (26%).



TAP III suggests that respondents perceive discrimination as declining for all groups except for Muslims which saw a huge increase of 24 percentage points.

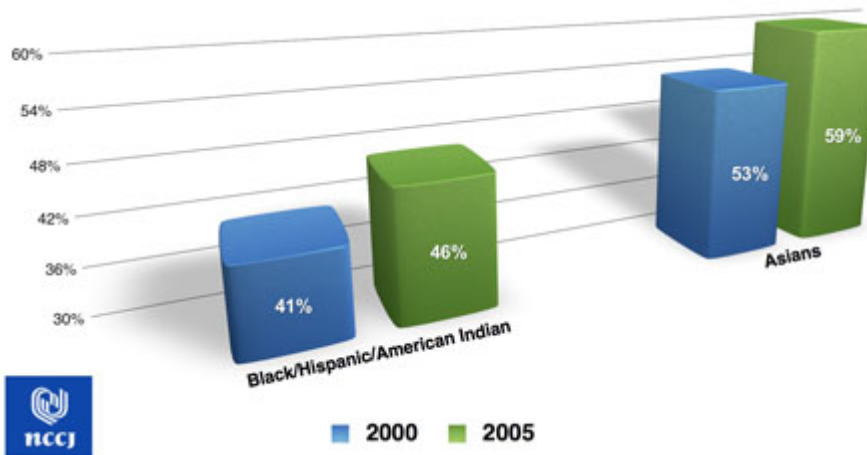
In the 30 days prior to the survey, unfair treatment based on race or ethnicity was reported by 9.5% of Whites (compared to 13% in 2000), 21% of Hispanics (up from 16% in 2000), 22.5% of Asians (compared to 29% in 2000), and 32% of Blacks (compared to 41.5% in 2000).



Discrimination most often occurred in shopping situations followed by incidents occurring at work (which ranked last in 2000), at a restaurant, bar, theater or other entertainment place, place of worship or some other situation.

Across six important life domains (education, housing, promotions, access to equal justice, treatment by the police, and fair media attention), opportunity is not seen as equally available to Whites and to other racial and ethnic groups.

Blacks, Hispanics and American Indians are seen as about equally disadvantaged with an average of 45% - 47% (up from 40%-41% in 2000) believing that these groups have equal opportunity with Whites. Asians however are believed to be better off with an average of 59% (up from 52.5% in 2000) perceiving them as having equality with Whites.



In 2000, education was seen as offering the most equal opportunity with an average of 52.5% saying that racial and ethnic minorities have the same chances at a quality education as Whites. In the current survey, health care ranked with education (56% and 55.7% respectively) as offering the most equal opportunity with Whites.

Conversely treatment by police continued to be perceived as less equitable with 45% (up from 36% in 2000) of respondents seeing equal opportunity for fair treatment by police. Only 45% of respondents perceive that equal opportunity exists for unbiased media coverage.

FINDINGS IN TAKING AMERICA'S PULSE III DEMONSTRATE POSITIVE PROGRESS IN THE AREAS OF INTERGROUP RELATIONS.

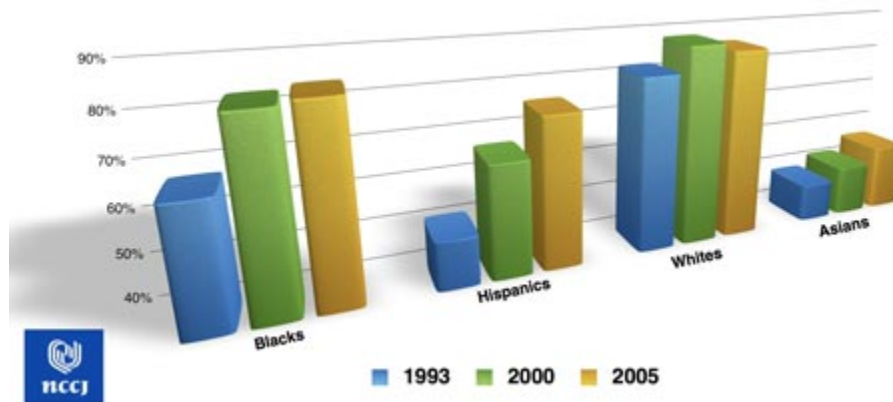
Generally, tension between groups is perceived to be less and overall satisfaction with how groups get along is up notably.

More intergroup contact is occurring and more people feel closer to racial and ethnic groups generally. Except for Muslims, most groups are seen as experiencing less discrimination and more equal opportunity. Although support for racial integration and equality has increased, most groups are perceived to have less influence than in the past.

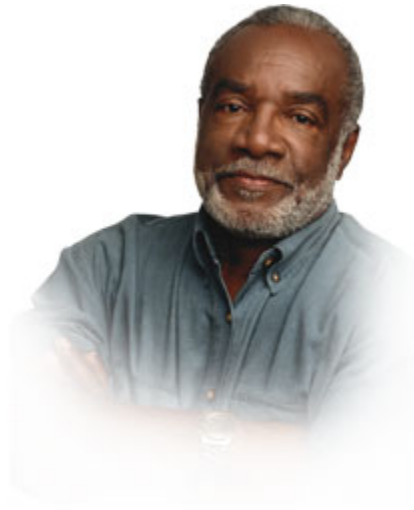
Interracial/interethnic contact is higher now than 5 years ago in the TAP II study.

Reported contact by non-Blacks with Blacks increased to 83% (compared to 67% in 2000), non-Hispanics with Hispanics increased 75% (compared to 51% in 2000), and non-Asians with Asians increased to 56% (compared to 49% in 2000). The only decline

reported was with non-Hispanic Whites which decreased slightly from 87% in 2000 to 85% in 2005.



Increased intergroup contact is a positive finding in that those who have greater contact with racial and ethnic groups are more likely to rate intergroup relations as a priority, have greater feelings of closeness, think that discrimination is high, and see minority groups as lacking in influence.



Taking America's Pulse III

OTHER KEY FINDINGS INCLUDE THE FOLLOWING:

The public's view about inter-group relations demonstrates mixed trends over the past decade.

Tensions are perceived to be somewhat lessened and satisfaction with how groups get along is up. More people feel closer to racial and ethnic groups in general and to Hispanics in particular and with the notable exception of Muslims most groups are seen as experiencing less discrimination. The actual rate of reported discrimination towards Blacks has also declined. More intergroup contact is occurring and more equal opportunity is reported for racial and ethnic groups.

At the same time, most groups are believed to have less influence now and when ranked in order of priority, intergroup relations as a priority slipped somewhat. This change may be attributed to events surrounding the September 11 attacks and growing national security concerns.

Social inequalities are evident within races and ethnicities.

Intergroup harmony is perceived to be higher for some groups (Asians and Whites) and lower for other groups (Whites and Blacks). Life satisfaction of Blacks, and to a lesser extent Hispanics, is much lower than for Whites and Asians.

Interracial/inter-ethnic contact is fairly limited and often restricted to a few roles (e.g., as in an employee but not supervisor, neighbor or friend). Actual experiences of unfair treatment due to race or ethnicity are common. When asked about race relations many Americans consider the notion of separate but equal acceptable.

The differences in perceptions about intergroup relations are magnified when the viewpoints of Whites, Black, Asians and Hispanics are examined separately.

Whites see a benign intergroup landscape with less tension and discrimination and more opportunity than minorities perceive. Blacks view intergroup relations more negatively seeing greater inequality and conflict. Asians and Hispanics fall in the middle in outlook.

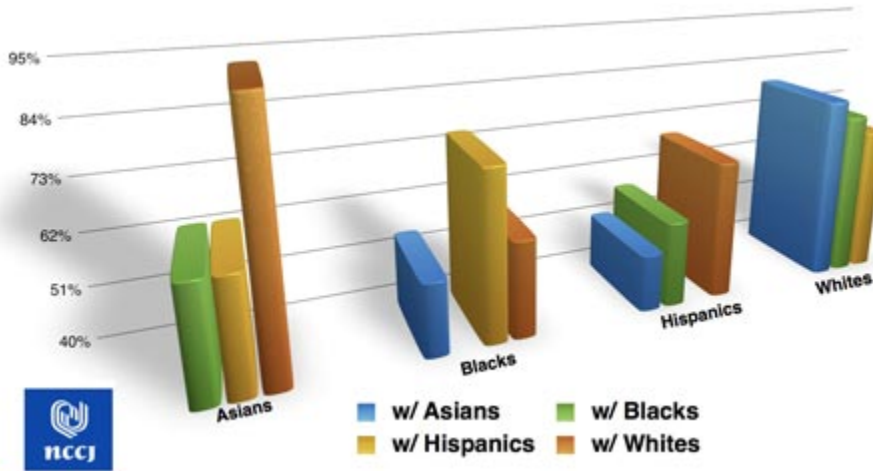
Other factors that impact perceptions about intergroup relations include region of the United States, community type, education, income levels and age.

Unique regional perspectives shaped by history and the prominence of racial or ethnic groups impact the views of differing groups. Education levels also play a role but in opposing ways. Since racial and ethnic minorities are still underrepresented at the college level, Whites may become isolated from different groups. At the same time, more education provides more opportunity to recognize a need to address intergroup disparities. Higher income levels tend to separate high earners from disadvantaged yet are closer to

successful minority groups (Asians and Jews). Older Americans accept more traditional views on intergroup relations and are less open to accept emergent groups like gays and Lesbians, atheists and immigrants. Conversely, young Americans are most concerned about intergroup relations, do not perceive high levels of discrimination but are concerned that some groups do not have influence. The young are also closer to and accepting of gays, Lesbians and atheists.

Among racial and ethnic groups, most say their group generally gets along with others although belief in intergroup harmony is far from universal.

When talking about which groups get along Whites and Asians are most positive about their relationships (79% and 92% respectively). When assessing which groups are least positive about their relationships Blacks and Asians rank each other last (55% and 70% respectively). However, important disparities are evident. Blacks perceive the best relations with Hispanics at 75% whereas Hispanics rated relations with Blacks third at 58% above Asians (52%). For Hispanics, getting along with Whites was perceived the most positive at 69% yet that group ranked last among Whites at 71%.



Taking America's Pulse III

OTHER SURVEY DATA PRESENTED IN TAP III FURTHER SUPPORT NEGATIVE PERCEPTIONS ABOUT INTERGROUP RELATIONS IN THE UNITED STATES TODAY.

As in TAP II, 36% of respondents in TAP III agree that racial separation is acceptable as long as the races have equal opportunity, though 48% believe that bettering the standard of living of minorities is the best way to improve race relations.

At the same time, 48% (down from 54% in 2000) of respondents agree that racial minorities must "shape up and realize they can't get a free ride" before race relations can improve.

Different racial and ethnic groups have fundamentally different views on the state of intergroup relations in America.

Whites and Blacks have the most variant views and typically are at opposite ends in judgments about intergroup relations. Differences between all other groups are smaller than the Black-White divide but are still appreciable.

Overall, Blacks have the most negative view of intergroup relations seeing relatively high conflict and tensions, much discrimination, few opportunities and a lack of influence by minority groups.

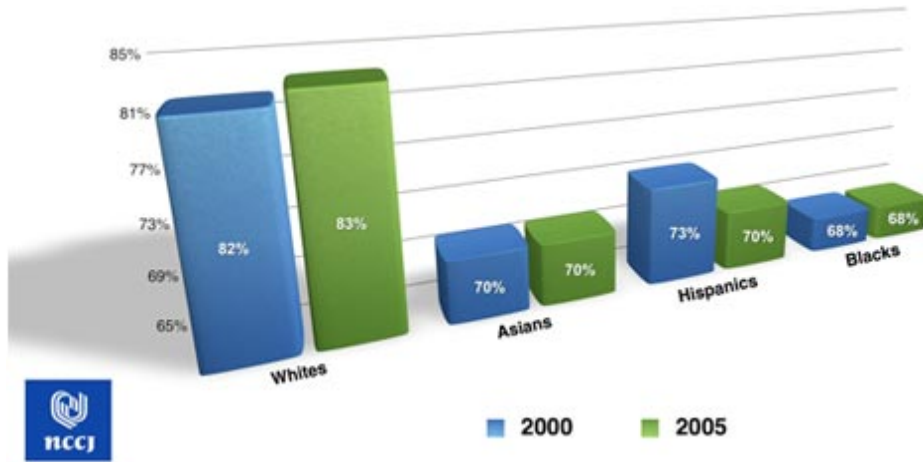
Whites are the most optimistic, seeing fewer tensions, less discrimination and more opportunity.

Asians feel relatively isolated from most groups, see the least amount of discrimination, and rank between Blacks and Whites in their evaluation of tensions, influence and opportunity.

The views of Hispanics are generally in the middle in all areas above.



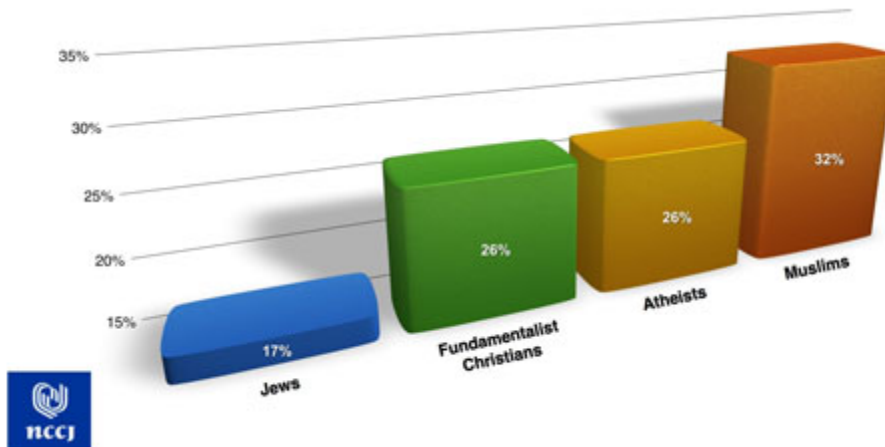
Across the five areas of life (income, housing, work, education and health care), Whites have the greatest satisfaction at 83% (compared to 82% in 2000), followed by 81% for Asians (the same as in 2000), 70% for Hispanics (compared to 73% in 2000) and 68% for Blacks (the same as 2000).



Whites have the most satisfaction on education, housing and jobs and are second in satisfaction to Asians in areas of income and health care. Asians lead in satisfaction on income and health care and rank second in areas of education, housing and jobs. Hispanics rank third on satisfaction in areas of income, housing, health care and jobs and rank fourth on education. Blacks rank last in satisfaction in areas of income, housing, health care and jobs, and third on education. The most dramatic difference is reflected in the satisfaction Blacks have with income when compared to the other groups, 20 percentage points below Asians, 19 points below Whites, and 13 points below Hispanics.

Acceptance of groups occurs as a result of familiarity and favorable feelings based on personal contact.

Familiarity is lowest for religious groups with 32% of respondents being unfamiliar with Muslims, 26% with Atheists, 26% Fundamentalist Christians and 17% with Jews. Racial and ethnic familiarity is greater with only 21% unfamiliar with Asians, 10% with Hispanics, 4% with Blacks and 2% with Whites.



Appendix B - Strategic Analysis Data (Cont.)**INTERNAL ANALYSIS**

From our internal analysis of our strengths, weaknesses, opportunities and threats (S.W.O.T.) we identified the following:

Strengths	Relevant Aspect of Organization
Name recognition, branding, long track record, historical	Do not have to make a name for ourselves, already known, respected in community
Awards Dinner	Established in the communities mind
Perceived big “footprint,” physical presence—office downtown	Envied among other SJO, perceived prestige, competent
Highly dedicated “core” of supporters/volunteers, former BODs,	Strong talent pool to draw upon/from
Past performance, proven track record	Strong performer in people’s mind
Unique mission	Not a single-issue organization; cuts across all groups, uniquely positioned to be able to unite, speak to numerous about several causes/issues;
Public Voice Committee	Has given the org a “public face” and perceived strong voice in the community; since it is a committee at the Board level allows for diversity and energized individuals to act
Weaknesses	Relevant Aspect of Organization
Fundraising languished; financial anemia; funding resources not in place	No money, will have to raise money immediately to continue; will have to rebuild slowly which limits public “presence;” cannot provide youth programs, will lose

	signature programs and funding with them
NCCJ shadow, little or no identity as KCCJ	Lack clear vision, mission; no sense of identity/direction
Burnout rate	Dangerously close to imploding due to burnout, need new blood immediately to even implement strategic plan
Perception in community we are ineffective, weak, poor leadership	Must address and overcome perception and win back community trust and support
Leadership vacuum, no (permanent) ED, BOD underdeveloped, staffing lacking continuity, losing BOD leadership	Still leaves org dangerously vulnerable
Records not completely accessible, record keeping still not "easy" to work with	Working harder not smarter, reduces efficacy
Undefined mission; fuzzy mission, mission too board, scope too large, no completed strategic plan or budget	Nothing to draw from; no plan to fall back on; need plan, with direction, budget and action plan before we can go forward. Risk making all the same mistakes, and losing organization completely.

Opportunities	Relevant External Influence?
Other existing Social Justice Organizations (SJO); CKCPJ, Kentuckians for the Commonwealth, Interfaith Alliance of the Bluegrass, etc.	Potential Collaborators, share/combine resources
Lexington as affluent community—well educated; 10 th most educated city in U.S.	Higher ed. correlated w/liberalism & progressivism
Backlash against conservatives and conservative overreaching	Ripe political environment for "change," receptive to a message about inclusion, equality, etc.
Numerous colleges & universities—UK, Transy, BCTC	Young people great resource; research available; academic talent; liberal minded; collaboration potential

Internet and IT, web site	Cost effective means to reach more people, communicate, run the organization
Lexington more diverse and politically progressive than rest of state; city-wide nondiscrimination ordinance; progressive Mayor; politically progressive representation	Receptive audience; political clout in state
Social Justice Movement coming into its own nationally; LGBT rights and immigration topical locally; growing ethnic minority population	Presence of strong/visible minority groups brings awareness
KCCJ unique mission—targeting discrimination across all groups	Unique market niche; gives it an advantage to “reach out” to various orgs; board appeal, latitude to operate
Threats	Relevant External Influence?
Competition from other SJO and proliferation of NPO for dollars/support	Limited donated making fundraising more difficult; limits potential growth of org
Not particularly giving community (KY, Lexington)	Fundraising more difficult
No sense of urgency, not highly motivated about discrimination and others not being treated equally	Harder to bring awareness to plight of others and find support for KCCJ’s mission and work
No (business) decision-makers in Lex; not a corporate headquarters	Not a deep corporate base to draw from; shallow support among local “offices” with national corporations (Lexmark rare exception)
Not much ethnic diversity; sameness	Harder to raise awareness;
Religiosity of Lexingtonians and region (southeastern U.S.); high correlation between organized/authoritarian religions and exclusion, condoned inequities, condemnation and judgment of others	Harder to challenge accepted, institutionalized “discrimination,” strong preference for status quo;
Current political environment charged with fear of “others,” deeply polarized politics & society; community ethnically segregated	Even harder time to “sell” a message of acceptance, tolerance, equality in a time of “fear,” entrenched social segregation among ethnic groups

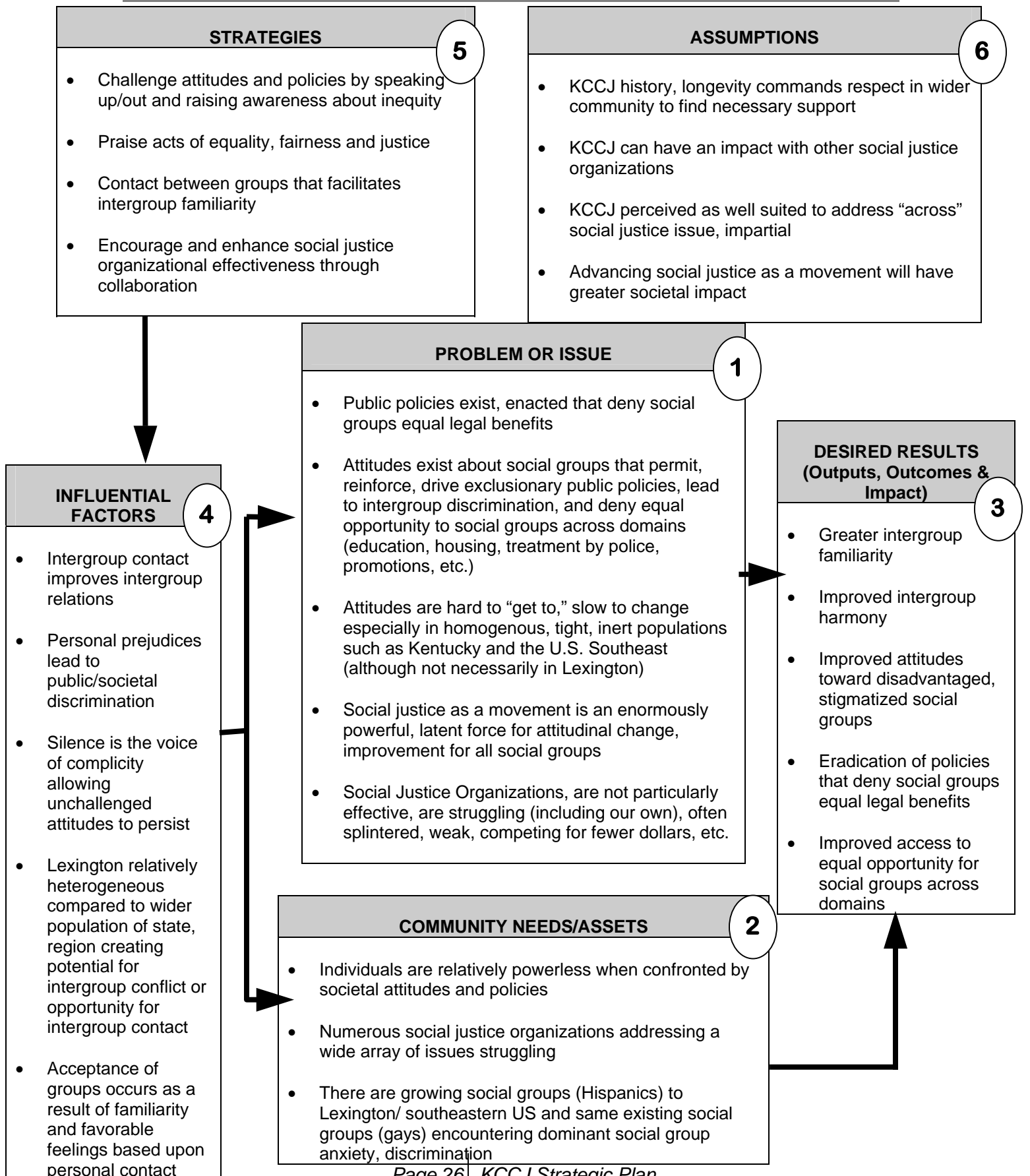
Appendix B - Strategic Analysis Data (Cont.)

INTERNAL ANALYSIS

Interplay of S.W.O.T.	SWOT Grid: Looking at the interrelationship of KCCJ's external opportunities and threats and its internal strengths and weaknesses and assess possible short-term and long-term organizational responses.
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	Major Opportunities	Major Threats
	<ul style="list-style-type: none"> • Collaborating with other SJO • Affluent, educated population • Progressive community; university/college town • Internet— cost effective means of communication, access to information, other orgs, the community at large 	<ul style="list-style-type: none"> • Multiple NPO/SLO • Not particularly giving community, no urgency • Religiosity of region, strong conservatism • Sameness of community
Primary Strengths <ul style="list-style-type: none"> • Name recognition, branding, history, past performance, successful • Dedicated Volunteers • Dinner • Unique mission • Perceived “bigness,” office, staff 	<p>Invest: Clear matches of strengths and opportunities lead to comparative advantage.</p> <p>--Grow the LKW Dinner, use as fundraising/awareness raising platform.</p> <p>--Take our Branding/Name recognition perceived “bigness” and leverage it with other SJO/NPO.</p> <p>--Find, use and concentrate on cost effective means to operate, e.g., internet, web site, technology</p> <p>--Network with progressive community leaders and actively work to support and bring visibility to “acts of tolerance”</p>	<p>Defend: Areas of threat matched by areas of strength indicate a need to mobilize resources either alone or with others.</p> <p>--Unify the Social Justice Community</p> <p>--Target the strongholds of prejudice and bigotry—intolerant religious institutions</p> <p>--Seek out and network with natural allies; learn their</p>
Primary Weaknesses <ul style="list-style-type: none"> • Finances & fundraising • Leadership • No direction, no plan, no budget • Perception of weakness • Burnout rate, too few 	<p>Decide: Areas of opportunity matched by areas of weakness require a judgment call: invest or divest; collaborate.</p> <p>--Divest in the Youth Leadership programs</p> <p>--Invest in a sound Strategic Plan, Fundraising Plan & Budget</p> <p>--Invest in communication with our supporters/community</p> <p>--Collaborate with others, seek others to ally with</p> <p>--Invest in Organizational Leadership Development</p> <p>--Invest in Organizational Capacity</p>	<p>Damage Control: Areas of threat matched by areas of weakness indicate need for damage control.</p> <p>--Can’t slice the pie any thinner-must look to pooling resources and other cost effective ways (RMM Model) instead of spending more to chase fewer available dollars</p> <p>--Must come out with a strong plan, communicate broadly</p> <p>--Need new blood with experience, skills, time, to help grow organization</p> <p>--Cannot try to do too much, too soon</p>

LOGIC MODEL PLANNING TEMPLATE for KCCJ



KCCJ GOALS & STRATEGIC OBJECTIVES
 Jan-Jul 2007 Strategic Plan
 Based upon Logic Model Guides

KCCJ FOCUS PROBLEMS or ISSUES ADDRESSED in our STRATEGY PLAN

	CHALLENGE Speaking Up/Out Raising Awareness Educate	PRAISE Recognizing and Praising Acts of Equity, Fairness	CONTACT Between People/ Between SJO	IMPROVE EFFICACY Through Partnering/ Collaboration
ATTITUDES Of Individuals about Members of Other Social Groups	<ul style="list-style-type: none"> React in the public forum in a timely, consistent manner to topical acts, events and policies of inequity, bigotry, and prejudice. Lead by example and accept the responsibility of challenging personal prejudices by educating ourselves as leaders of a social justice organization about hidden bias. 	<ul style="list-style-type: none"> Encourage, emphasize, and praise acts of equality, fairness and justice, especially “brave” acts by individuals Publicly acknowledge and honor an individual(s) who exemplifies the mission, vision and values of KCCJ. 	<ul style="list-style-type: none"> Conduct, hold, organize or facilitate public events that provide the opportunity for social groups to have positive interaction, contact Enter into agreement with sister social justice organizations to jointly conduct common projects that further the mission, vision and values of KCCJ. 	<ul style="list-style-type: none"> Encouragement that enhances our organizational effectiveness and advances our respective missions
POLICIES That deny social groups equal legal benefits	<ul style="list-style-type: none"> Proactively, thoughtfully, and more thoroughly address issues of inequity, bigotry, and prejudice in publicly access ways. React publicly to policies of inequity, bigotry, and prejudice. Publicly and in understandable, accessible terms, show connection between unchallenged personal prejudices and public acts of discrimination. 	<ul style="list-style-type: none"> Praise acts of equality, fairness and justice, especially new policies by leaders Conduct, hold, organize or facilitate public events that celebrate, re-enforce equality, fairness, acceptance and justice 	<ul style="list-style-type: none"> Conduct, hold, organize or facilitate public events that celebrate, re-enforce equality, fairness, acceptance and justice 	<ul style="list-style-type: none"> Seek national or other social justice organizations out of our area to learn from, or we can bring to our community, to improve ours, or others’ effectiveness.

KCCJ GOALS & STRATEGIC OBJECTIVES
 Jan-Jul 2007 Strategic Plan
 Based upon Logic Model Guides

KCCJ FOCUS PROBLEMS ADDRESSED
in our STRATEGY PLAN

	CHALLENGE Speaking Up/Out Raising Awareness	PRAISE Recognizing and Praising Acts of Equity, Fairness	CONTACT Between People/ Between SJO	IMPROVE EFFICACY Through Partnering/ Collaboration
<p>SOCIAL JUSTICE ORGS Are struggling (including our own), often splintered, weak, disconnected, working in silos, competing for the same support</p>	<ul style="list-style-type: none"> Challenge ourselves and sister Social Justice Organizations to improve efficacy to better deliver on their mission to their constituents Show the connection between social justice organizations advancing social justice as a movement to have greater societal impact 	<ul style="list-style-type: none"> Organize or facilitate public events in collaboration with sister Social Justice Organizations that celebrate, re-enforce equality, fairness, acceptance and justice 	<ul style="list-style-type: none"> Seek out sister social justice organizations to share resources, ideas, and strategies 	<ul style="list-style-type: none"> Seek out sister social justice organizations to share resources, ideas, strategies, and encouragement that enhance our organizational effectiveness and advance our respective missions.

Appendix C – Logic Model Planning Results (Cont.)

INDICATOR DEVELOPMENT GUIDEFor KCCJ Based upon Logic Models
And Strategic Plan

	SHORT-TERM OUTCOMES 1-3 years	INTERMEDIATE OUTCOMES 4-6 years	LONG-TERM OUTCOMES/ IMPACT 7-10 years
OUTCOMES What do we want to achieve?	<ul style="list-style-type: none"> • Raised awareness and increased sense of urgency about the plight of disadvantaged, stigmatized social groups • Increased intergroup contact • Partnerships with Social Justice Organizations 	<ul style="list-style-type: none"> • More goal-directed dialogues to learn about one another to reduce the stereotypes and myths that support all forms of oppression • Greater intergroup familiarity and harmony • Improved attitudes toward disadvantaged, stigmatized social groups • Improved Social Justice Organization efficacy 	<ul style="list-style-type: none"> • More people feel closer to, comfortable with, positive towards different social groups • Reduction in the number, or mitigation of harmful policies that deny social groups equal legal benefits • Improved access to equal opportunity for social groups across domains • Strengthened and improved allied Social Justice Organizations
INDICATORS How do we measure our success?	<ul style="list-style-type: none"> • Active Public Voice Committee producing and publishing regularly • Signed agreements, collaborative partnerships with Social Justice Organizations • Shared office space, resources with other SJO • Annual joint social justice projects completed • Steadily increasing attendance and revenue Award Dinner 	<ul style="list-style-type: none"> • Fewer disparaging Letters to the Editor published about social groups • More intergroup contacts reported • Domestic Partner Benefits available to more people • Network of Social Justice Orgs conducts annual summit • Increasing support for and improved attendance of Award Dinner 	<ul style="list-style-type: none"> • Tension between groups perceived to be less and overall satisfaction with how groups get along is up notably • More people reporting feeling closer to, comfortable with, positive towards different social groups • Actual rate of reported discrimination declines • Fewer bills, ordinances introduced, and passed that reinforce discriminatory attitudes against social groups • The existence of a highly successful, active Social Justice Organization Alliance/Federation

Resources Needed	Activities Expected	Output As Evidence	Short- & Long Term Outcomes	Impact
<i>In order to accomplish our set of activities we will need the following</i>	<i>In order to address our problem we will conduct the following activities</i>	<i>We expect that once completed or underway these activities will produce the following evidence of service delivery</i>	<i>We expect that if completed or ongoing these activities will lead to the following changes in 1-3 then 4-6 years</i>	<i>We expect that if completed these activities will lead to the following changes in 7-10 years:</i>
<p>Office space, equipment, supplies to share with sister Social Justice Organizations</p> <p>Dedicated Board of Directors, staff & volunteers to implement plan</p> <p>Community support, especially from past supporters for new direction, strategies</p> <p>Well conceived, thorough strategic plan</p> <p>Social Justice Organizations cooperation & collaboration</p> <p>Sufficient funding</p> <p>Web site</p>	<p>Op/Ed articles, Letters to the Editor & White Papers issued</p> <p>LKW Dinner, Humanitarian Award & LKW Scholarship</p> <p>Memorandum of Agreements with SJO</p> <p>SJO sharing office, equipment, strategies</p> <p>Continued adoption & implementation of NPO management "best practices"</p> <p>Joint social justice projects with other SJO</p> <p>Collaborative public events with other SJO that celebrate, re-enforce equality, fairness</p> <p>Organize, facilitate public events that provide the opportunity for social groups to have positive interaction, contact</p> <p>Bring ideas, encouragement and participate in strategies, practices that enhance ours/others organizational effectiveness</p>	<p>Regularly meeting, active Public Voice Committee</p> <p>Three LTE submitted for publication</p> <p>Two Op/Ed articles written</p> <p>One White Paper in production</p> <p>LKW Dinner in April 5% increased attendance and 10% increased revenue</p> <p>Two signed MOA and sharing office space with at least one other SJO</p> <p>Two joint social justice projects completed</p> <p>One planned project with SJO for remainder of 2007</p> <p>Completed evaluation of this strategic plan</p> <p>Strategic plan for remainder of 2007 completed by June</p> <p>75% of BOD attends one Board training</p> <p>Bylaws, officers, regular, monthly productive BOD meetings</p> <p>Updated date web site; donation accepted online</p>	<p>Raised awareness and increased sense of urgency about the plight of disadvantaged, stigmatized social groups</p> <p>Increased # of intergroup contact</p> <p>Increased # partnerships with Social Justice Organizations</p> <p>Greater intergroup familiarity</p> <p>Improved intergroup harmony</p> <p>Improved attitudes toward disadvantaged, stigmatized social groups</p> <p>Improved Social Justice Organization efficacy</p>	<p>More people feel closer to, comfortable with, positive towards different social groups</p> <p>Improved access to equal opportunity for social groups across domains</p> <p>Strengthened, improved allied Social Justice Organizations</p> <p>Tension between groups perceived to be less and overall satisfaction with how groups get along is up notably</p> <p>Increase in # people reporting feeling closer to, comfortable with, positive towards different social groups</p> <p>Decrease in # of reported discrimination declines</p> <p>Decrease in # of bills, ordinances introduced, and passed that reinforce discriminatory attitudes against social groups</p> <p>The existence of highly successful, Social Justice Organization Alliance/Federation</p>