



KENNETH KING
FOUNDATION

Strategic Operating Plan

The Kenneth King Foundation’s Strategic Operating Plan outlines indicators and metrics across two funding areas: Removing Barriers to Employment (25% of funding), and Entrepreneurship and Job Creation (50% of funding). The remaining 25% is dedicated towards legacy projects and pre-determined arts/culture/humanities grants. In this plan, ‘Milestones’ are outputs of the activities that signal progress towards outcomes. ‘Outcomes’ are medium-to-long term changes that we wish to see at the individual and organizational level through our funding, while ‘Impact’ describes the broader long-term change at the societal level that we ultimately wish to see in our communities.

Vision	All Coloradoans have the opportunity for dignity, self-sufficiency, and wealth creation.	
Mission	Creating opportunity for Coloradoans to reach their fullest potential for self-sufficiency through access to entrepreneurship, employment, basic needs, and improved quality of life.	
Values	Focus, Culture of Discipline, Responsible, Creative, Accountable, Transparent, Results Oriented, Efficient.	
Funding Area	Indicator/Measure of progress	Metrics
Reducing Barriers to Employment	Milestones	
	Increasing employability skills	Number of supplemental support service hours utilized by participant
		Number of participants passing job skill competency test
		Number of job interviews per participant
		Number of job offers accepted by participants
	Increasing employment options	Number of job offers per participant in target population
		Number of employer partners/# offering jobs to clients
		Number of jobs created in rural areas
	Increasing case management options	Number of nights for shelter/housing
	Outcomes	
	Increased employee awareness	Number of supplemental support hours utilized by client
	Increased savings, wealth generation and self-sufficiency	Number and percent of clients who attain economic stability* within a specific period of time



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	Increased earnings	Average hourly wage of clients who became employed after training
Entrepreneurship and Job Creation	Milestones	
	Increasing partnerships to build nonprofit networks	Number of employer partners/offering jobs to clients
		Length of employee partnership
		Number of repeat hires by employer partners
	Generating and supporting businesses	Number of net jobs created at supported entrepreneurship
		Type of business (solo gigs v/s sustainable income)
		Number of new businesses created
	Outcomes	
	Increased job retention	Number of participants in same job after X months/% of participants still working after 12 months
	Increased job placement in quality jobs	Number of target population placed into jobs
		Number and percent of clients receiving benefits as part of their wage packets
	Increased business growth	Measurable improved earnings of organizations old in target geography
Number of entrepreneurs trained/supported		
Increased business ideation	Number of net jobs created at organizations	

*Economic stability is defined as the ability to support themselves and family without government subsidy. This may also be defined as the ability to open and maintain a savings account, rather than living from paycheck to paycheck.