

## CONCLUSION

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This strategic plan will position Leadership Lake County to continue its tradition of excellence and will enable its governance board to more effectively carry out its planning and fiduciary oversight responsibilities. Further, the plan will provide invaluable guidance as the organization's board and staff forge even stronger working relationships in pursuit of LLC's mission and vision over the next three years. To be most helpful, the plan should be revisited and modified annually to reflect the changes that will occur internally as a result of implementation, as well as changes in the external environment.

Over the next three years, the challenges facing Leadership Lake County will be significant; however, opportunities abound. This strategic plan, *Strategic Connections 2012*, provides the framework for taking full advantage of these opportunities as they arise.

## STRATEGIC PLANNING COMMITTEE

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Jane Steger, Chair	Kasey Komjati
Morris Beverage	Fred Leonello
Nancy Brown	Gene Lucci
Ellen Cantor	Chris Madison
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## STRATEGIC CONNECTIONS 2012

**FEBRUARY 2009**

## INTRODUCTION

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Leadership Lake County was founded in 1986 by a prominent group of citizens to ensure a continued legacy of committed, diverse and engaged individuals for our community. Established as a 501c(3) organization, Leadership Lake County serves our community by seeking out and immersing a diverse mix of existing and emerging leaders in our communities' infrastructure.

It is a year-long program that offers the participants the chance to develop a deeper awareness of our communities' ongoing needs and opportunities, and a network for long-term community impact.

The first executive director was James H. Capitan, Ph.D., a retired assistant superintendent of Mentor Schools. He guided the program until his retirement in June of 2001. Ellen Cantor, the retired director of Lake County Department of Human Services, accepted the position in April that same year. The board of trustees is comprised of graduates and non-graduates from the same diverse backgrounds as program participants.

The mission of LLC has been to prepare and engage individuals to exercise leadership in the economic, social and civic development of Lake County. Adult leadership training programs are offered in many different localities with varied content, but all focus on preparing leaders for the unique needs of the community. Monthly sessions run October through May and participants spend one day on each of the following topics:

- Lake County History
- Public Safety/Justice System
- Government
- Education
- Health & Human Services
- Business, Labor & the Economy
- Quality of Life in the County

Recent additions to the schedule are a mid-year retreat and a Regional Day. The regional day invites members from thirteen community leadership programs in Northeast Ohio to share and learn more about regional assets and challenges.

- 3.2 Develop a plan to utilize alumni as a significant recruiting tool for participants and trustees.
- 3.3 Involve alumni as "volunteer staff" for specific LLC projects.
- 3.4 Increase the number of educational, networking, and socialization opportunities among alumni.
- 3.5 Develop systematic mechanisms or vehicles to increase services provided to the community by alumni.
- 3.6 Coordinate an annual community/regional service project by LLC Alumni.

### ***Strategic Goal 4: Modify Leadership Lake County's governance structure and operations.***

#### Strategies

- 4.1 Clarify and articulate board governance roles (including committees) and expectations (including participation, engagement, financial, etc.).
- 4.2 Diversify the composition of the board, including an increased number of alumni.
- 4.3 Revamp the board's committee structure to implement the strategic plan.
- 4.4 Develop an orientation and ongoing training program for board members, including fundraising training.
- 4.5 Implement formalized recruitment and planning processes to ensure appropriate board composition and succession planning.
- 4.6 Conduct evaluations of individual and collective board performance.

### ***Strategic Goal 5: Develop a comprehensive, multi-year diversified revenue generation plan for LLC.***

#### Strategies

- 5.1 Engage professional fundraising expertise and resources.
- 5.2 Conduct fundraising activities for scholarship support, including endowment, for both adult and youth programs.
- 5.3 Maximize local, state, and federal governmental funding, especially for regional economic development projects.
- 5.4 Refine the annual giving program with increased use of on-line giving opportunities.
- 5.5 Identify and promote opportunities for "naming rights" related to LLC programming.
- 5.6 Engage board members more actively in the organization's fundraising activities.
- 5.7 Develop entrepreneurial programming to generate earned income.
- 5.8 Increase LLC's website sponsorships.
- 5.9 Explore, and implement as feasible, joint fundraising activities with other regional nonprofit.

## **STRATEGIC GOALS & STRATEGIES**

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***Strategic Goal 1: Build the strength of adult & youth programming to increase the positive impact upon individuals, organizations, and the community.***

### Strategies

- 1.1 Assess the community's changing leadership needs and existing leadership development programs.
- 1.2 Maximize the talents of alumni in planning and delivery of LLC programs.
- 1.3 Explore, and develop as appropriate, strategic alliances with community organizations to jointly offer leadership development programs, including advanced leadership training.
- 1.4 Pursue collaborative programming with other regional leadership development programs.
- 1.5 Develop internship opportunities with northeast Ohio colleges' programs in nonprofit management, public administration, social work, etc.
- 1.6 Initiate a more systematic measurement of the community impact of LLC programs.
- 1.7 Develop succession planning for key organizational leadership positions.

***Strategic Goal 2: Enhance the image and visibility of Leadership Lake County.***

### Strategies

- 2.1 Establish baseline data regarding various stakeholders'/constituencies' perceptions of LLC and its programs.
- 2.2 Develop a well-defined articulation of LLC's image and community value.
- 2.3 Create a communications plan for LLC, engaging alumni with public relations and marketing expertise.
- 2.4 Establish a Speakers Bureau to communicate LLC's value proposition and successes.
- 2.5 Cultivate relationships with media representatives to foster more publicity for LLC.
- 2.6 Publicize the accomplishments and community activities of LLC board members, alumni and staff.
- 2.7 Engage professional information technology expertise and resources to enhance LLC's website.

***Strategic Goal 3: Revitalize engagement of alumni in Leadership Lake County activities.***

### Strategies

- 3.1 Re-establish the Alumni Association with multiple membership categories and a committee structure to assist in implementation of the strategic plan.

This exciting program is financed through the generous support of many Lake County businesses as well as tuition fees and an annual charitable golf outing. LLC headquarters are located on the campus of Lake Erie College.

Many of LLC's diverse alumni body of over 700 members serve in volunteer positions on boards, committees and task forces for area nonprofit organizations. They use their creativity, hard work and commitment to meet the changing needs of the community.

In 1996, LLC initiated a youth leadership program targeting high school juniors. Students are selected through an application process. The program is similar to that offered to adults but, from its onset, participation in a class service project has been a requirement. A variety of projects throughout the community have been completed annually by program participants. After careful consideration, "School Supplies for Kids" became the signature project. Through this annual project, youth—mentored by adult LLC graduates—have provided school supplies to over 2,000 students.

In 2003, the Junior Leadership Academy was added as an LLC program. Targeting sixth grade students who possess leadership potential, participants meet on Saturday mornings, January through March, in sessions aimed at helping them gain skills they can use as they move toward career goals. Sessions are facilitated, in part, by recent LLC Youth Program graduates.

Over the years, funding support for youth programming has been provided by the Martha Holden Jennings Foundation, Hershey Foundation and the Lubrizol Foundation. Participants are requested to pay a nominal tuition fee, but no youth is denied participation due to being unable to pay this fee.

While LLC has enjoyed many successes, several factors converged in 2008 which indicated the need for the organization to engage in a strategic planning process to determine its future. Among these factors were:

- There was growing concern as to the perceptions held by the community regarding the value of the organization's programs.
- Questions were raised regarding the mix of programs LLC should offer.
- Financial sustainability was becoming increasingly difficult.
- New opportunities for developing collaborative partnerships were emerging.

Consequently, after much deliberation, a planning process was launched to develop a road map to guide the organization over the next three years.

## STRATEGIC PLANNING PROCESS

Leadership Lake County launched its six month strategic planning process in September 2008. Dr. John Yankey, an emeritus professor of nonprofit management at Case Western Reserve University, was engaged to assist in the design and facilitation of this process. Jane Steger (business consultant, LLC program alum and current member of LLC's Board of Trustees) chaired the 19-person Strategic Planning Committee. A Critical Issues planning model was utilized to engage board members in in-depth discussions of the strategic issues confronting the organization and to generate a variety of responses to address the issues, thereby creating *Strategic Connections 2012*—a three year strategic road map.

A review of information regarding LLC operations and finances was supplemented by reviewing information collected from other leadership programs, including:

- Leadership Austin (Texas)
- Leadership Broward Foundation, Inc. (Broward County, Florida)
- Leadership Green Bay (Wisconsin)
- Leadership Greenville (South Carolina)
- Leadership Lynchburg (Virginia)

During September 2008 to February 2009, the Strategic Planning Committee, comprised of LLC board members and staff, engaged in a series of meetings to develop the strategic plan. Under the leadership of Ms. Steger, the committee:

- Refined LLC's mission statement.
- Modified LLC's inspirational vision statement.
- Reaffirmed the organization's core values and/or guiding principles.
- Conducted an analysis of LLC's strengths, weaknesses, opportunities, and threats.
- Identified the most critical strategic issues confronting the organization.
- Developed and prioritized goals and strategies to address critical issues.
- Approved the draft for a three year strategic plan to be presented to the full LLC Board of Trustees.

## MISSION, VISION, & CORE VALUES STATEMENTS

Based on the deliberations by the Strategic Planning Committee, the following mission, vision and core values statements were developed.

### Mission Statement

*Leadership Lake County develops and engages present and future leaders to become committed to social, economic, and civic excellence in our community*

### Vision Statement

*Leadership Lake County engages individuals to serve their community as leaders. We are respected and recognized as the primary organization that has contributed to Lake County becoming the strongest county in the state.*

### Core Values Statement

The following core values or guiding principles serve as the foundation and framework for LLC's strategic plan and the organization's daily operations:

- We believe that—at our core—we are about **relationship building**.
- We believe that we are strongest when we are **inclusive**.
- We expect the **highest ethical conduct** and **mutual respect** in all our personal and professional behaviors.
- We value **responsiveness** to those whom we serve and who serve with us.
- We embrace opportunities to **collaborate** with others to strengthen our community.