



# Leadership Geauga County 2016 – 2018 Strategic Plan



# Executive Summary

## Leadership Geauga County

### *Setting the Strategic Course for Growing Leaders in Geauga County*

Formed in 1995, Leadership Geauga is a community-based nonprofit organization working to develop and encourage current and future leaders from a cross section of Geauga County. The program exposes them to our community's realities, opportunities, and challenges so that they may positively contribute to Geauga's economic, social, and civic development. Through adult and youth leadership development programs, it serves a population of 100,000 residents in an area of 408 square miles. The organization is governed by a Board of Trustees, which reflects the diversity of the county and partners with a range of for-profit and nonprofit entities. Leadership Geauga receives funding from sources, including government, foundation, corporate, and individual donors.

In June of 2015, Leadership Geauga embarked on a strategic planning process, which engaged the entire organization and a wide range of community stakeholders, some very familiar with the organization and others much less so. Over a six-month period, a planning team of eight explored the regional and national landscape to glean promising practices from other civic leadership organizations. They reached out to a wide range of community stakeholders to learn about their hopes and concerns for Geauga County and their perspectives of Leadership Geauga. They listened to alumni to learn more about the alumni experience and the impact that experience had on alumni lives. And throughout, they made careful note of the organization's current and nascent strengths while remaining open to areas for enhancement and expansion. The outcome of this process is the Leadership Geauga 2016 – 2018 Strategic Plan, a plan that builds on the organization's strengths while setting a course that will continue a legacy of excellence.

Leadership Geauga thanks all those that participated in the outreach, research and time dedicated to collecting and analyzing the data necessary to create the Strategic Plan. We appreciate your support and commitment to making Geauga County the "Best County".

The Planning Committee:

#### **Board Members**

Eric Wachob - Board Vice President & Committee Chair

Christian Klein - Board President

Andrew Bushman

Lori Gorrell

Nicholas Gorris

Scott Hunt

Keven Krajnak - Board Secretary

#### **Staff**

Dr. Bob Faehnle - Executive Director

# THE 2016 – 2018 STRATEGIC PLAN

In 2015, Leadership Geauga County (Leadership Geauga) engaged TimeZero Enterprises, LLC, to facilitate the Strategic Planning process. To drive the plan, the Board formed a Strategic Planning Committee, consisting of both Board and staff representatives. The Planning Committee acted as the primary working group throughout the planning process and was ultimately accountable to the Board for making recommendations of a strategic direction for Leadership Geauga.

The process was collaborative and overall engaged 232 stakeholders including 157 adult program alumni, 22 youth program alumni, 31 past and present board members, and 22 community stakeholders. Additionally, a scan was conducted of 18 regional and 6 national leadership organizations and programs.

A number of critical areas emerged from the data gathered in the early stage of the process. These areas provided a foundation for the planning work conducted by the board at the retreat and ultimately formed the direction and focus of the 2016 – 2018 strategic direction. They include:

- Marketing & Communications
- Leadership
- Partnerships
- Alumni Network
- Funding
- Program Portfolio

## Purpose, Vision, and Core Values

**Our Purpose:** Leadership Geauga develops and encourages the leader in everyone, through personal growth, leadership development, and community engagement.

**Our Vision** is a continued legacy of excellence

**Our Core Values** constantly guide Leadership Geauga's actions, behaviors, and decisions.

- **Integrity:** The quality of being whole, integrated, principled, honorable, and upright
- **Personal Growth:** We create conditions to grow one's self and others
- **Community:** We strive to sustain the high quality of life in our county
- **Service:** Leading by example beyond one's own needs
- **Respect:** We are courteous, decent, and true to others and ourselves
- **Optimism:** The belief that a leader exists in everyone

## Key Initiatives & Integrated Strategies

### Key Initiatives:

1. **High Performance Organization** of staff, board, alumni, strategic partners / alliances
2. **High Quality Stakeholder Experience** through a well-delivered and innovative program and events portfolio
3. **Trusted Source for Civic Leadership in Geauga County** recognized as a thought leader and trusted, neutral source for civic leadership and engagement

## Integrated Strategies:

- A. Strengthen organization capacity by building a strong and strategic board, engaged and growing alumni network, strong staff team, and effective partner network.
- B. Establish financial strength and sustainability through a sustainable business model with self-sustaining programs, funding diversification, and an endowment and planned giving campaign.
- C. Build a dynamic and sustainable portfolio of programs and events that are relevant and distinctive to LG's expanding audience base, create a positive stakeholder experience, and establish LG as a thought leader and community convener.
- D. Ensure visibility through a compelling identity and brand through targeted marketing / communications / outreach.
- E. Establish infrastructure of processes, systems and technology(ies) essential to maintaining a high quality experience, ease of operations, and cost effectiveness.



## Implementation Framework

**Priorities:** Implementation of the strategic plan will be organized around three priorities:

- Near-term focus (Priority A - 2016 – 2017) is on establishing LG's foundation.
- Mid-term focus (Priority B - 2017 – 2018) will be on strengthening the core.
- Long-term focus (Priority C - 2018+) will shift to growing the base.

<p><b>A. Establish the Foundation</b> 2016 - 2017</p>	<p><b>Strengthen Organization Capacity</b></p> <ul style="list-style-type: none"> <li>• Ensure effective succession of Executive Director leadership</li> <li>• Strengthen and strategically grow board</li> <li>• Strengthen and connect alumni network</li> <li>• Strengthen strategic relationships / partnerships</li> </ul> <p><b>Establish financial strength and sustainability:</b> Develop business model and plan (revenue model &amp; budget)</p> <p><b>Build portfolio:</b> Build and deliver high quality signature programs</p> <p><b>Ensure visibility:</b> Develop straw model value proposition for LG</p> <p><b>Establish Infrastructure:</b> Ensure standardization of day-to-day program operations</p>
<p><b>B. Strengthen the Core</b> 2017 - 2018</p>	<p><b>Strengthen Organization Capacity</b></p> <ul style="list-style-type: none"> <li>• Grow and connect alumni network</li> <li>• Grow strategic relationships / partnerships</li> </ul> <p><b>Establish financial strength and sustainability</b></p> <ul style="list-style-type: none"> <li>• Ensure solid financial systems</li> <li>• Initiate endowment</li> <li>• Strengthen fundraising</li> </ul> <p><b>Build portfolio:</b> Continue to enhance existing programs and prepare to grow portfolio</p> <p><b>Ensure visibility:</b> Define identity and brand</p> <p><b>Establish Infrastructure:</b> Enhance infrastructure to support operations</p>

**C. Grow the Base**

2018 +

**Strengthen Organization Capacity**

- Continue to grow alumni network
- Continue to grow strategic relationships
- Build staff team as needed

**Establish financial strength and sustainability:**

- Diversify funding base
- Initiate planned giving
- Strengthen fundraising

**Build portfolio:** Launch new programming

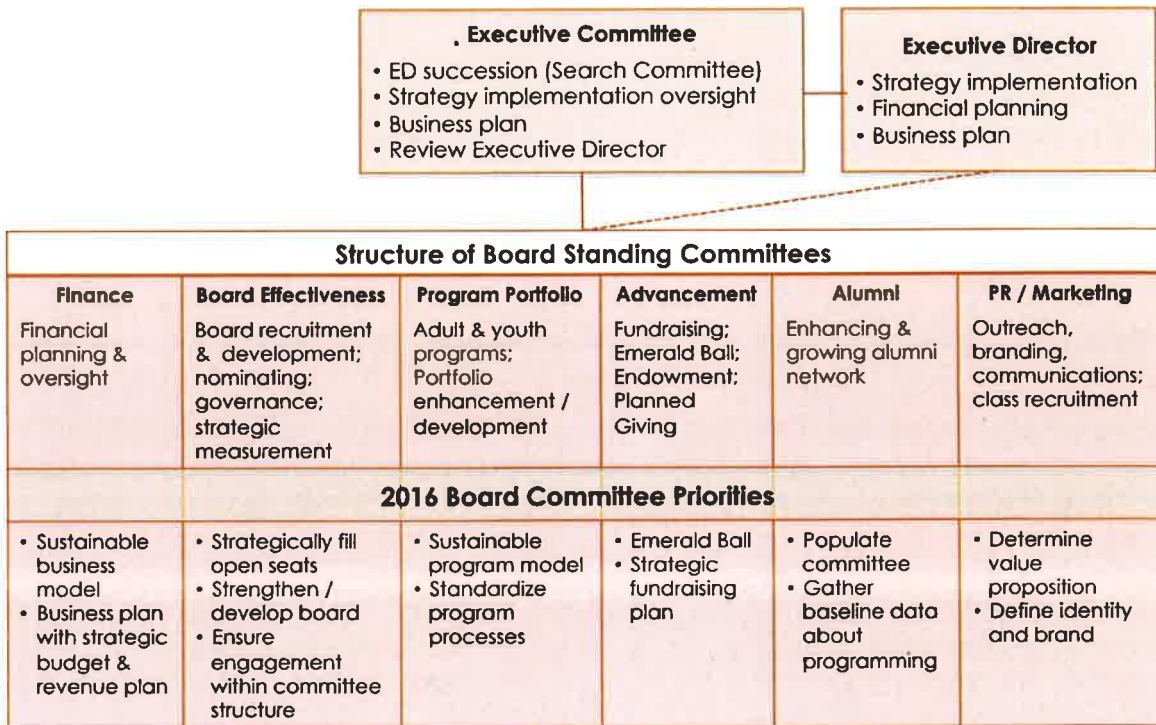
**Ensure visibility:** Market new LG brand

**Establish Infrastructure:** Ensure infrastructure support for operations

## New Board Committee Structure

### Board Committee Structure:

With the launch of Leadership Geauga’s 2016 – 2018 strategic plan, the standing committees of the board will assume a slightly different structure (see graphic below). This new structure has been developed to facilitate plan implementation and to enable the board to transition from a working board to a more of a governing and fundraising board.



Note: President of the board sits ex officio on all committees



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**Adult Program**

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- [Adult class of 2017](#)
- [Recommend a Candidate](#)
- [Adult Program Calendar](#)

# Adult Program Application Form

## Upcoming Events

**We are accepting applications for the 2017-2018 class  
which runs September-June**

## Class of 2018

### Adult Program Application

**Name**

Jennifer

First

Dorka

Last

**Title**

Mr.

Mrs.

Ms.

Dr.

Sr.

Other

**Nickname**

**Home Address**

10990 Mayfield Rd.

Street Address

Address Line 2

Chardon

City

Ohio

State / Province / Region

44024

ZIP / Postal Code

United States

Country

**Home Phone**

**Cell Phone**

(440) 223-8214

**Cell phone carrier**

Verizon

AT&T

T-Mobile

Sprint

Revol

Other

**Primary Email**

jdorka33@gmail.com

**Secondary Email**

jdorka@russelltownship.us

**Date of Birth \***

08/06/1989

**Spouse/Partner**

Robert

First

Starrett

Last

**Present Employer**

Russell Township

**Business Address**

8501 Kinsman Rd

Street Address

P.O. Box 522

Address Line 2

Novelty

City

Ohio

State / Province / Region

44072

ZIP / Postal Code

United States

Country

**Business Phone**

(440) 338-7783

**Type of Business**

Government

**Your Title**

Assistant to the Fiscal Officer

**Responsibilities**

Accounting, Payroll

**Date began**

02/01/2014

**Preferred Mailing Address \*** Home Business**Facebook Account Profile Name**

Jennifer Dorka

**Twitter Account Name**

Jennifer

**Dietary Restrictions**

Gluten Free

**Please upload your resume (if available)** No file chosen

Accepted file types: pdf, doc, docx.

**Describe your employment history over the past ten years in reverse chronological order (including active duty military). Employer, Title/Responsibility, From, and to)**

Russell Township - Assistant to the Fiscal Officer 2014- present

Mangia Mangia- server/hostess - 2009-2015

Maple Leaf Restaurant - server hostess - 2004 - 2009

**Describe your educational background including institutions attended, fields of study, degrees attained, awards, honors, etc.**

Munson Elementary

Chardon Middle School

Chardon High School

The University of Akron - Nursing

**In order of importance to you, please list up to five organizations of which you are, or were a member. You may wish to include civic, professional, business, religious, social, athletic, or other organizations.**



The Geauga County Township Association

What unique perspective or experience can you contribute to this Leadership class (Max 100 words) \*

0 of 175 max characters

Discuss one specific problem you have observed in Geauga County. Tell why it is important, the issues it raises and make at least one suggestion for its solution (Max 100 words) \*

0 of 175 max characters

What do you hope to gain and how do you expect to utilize your LEADERSHIP GEAUGA COUNTY experience? (Max 100 words) \*

0 of 175 max characters

### Participation

Class members are expected to participate fully in program activities: A. Orientation Day - full day - required attendance - B. Weekend Retreat - 2 days with overnight stay - required attendance C. Ten full-day programs Please note: Graduation Day is a full day and evening. A minimum of 80% attendance is required for graduation. D. Each class member participates in a team which requires an average of 6 meetings. Please read AND CHECK the following statements indicate your commitment: \*

- My employer fully supports the time required for participation
- My family fully supports the time required for participation
- If selected for the program, I will devote the time required

### Tuition

The tuition for each participant in LEADERSHIP GEAUGA COUNTY is \$2,000 of which \$150 must be paid by the individual. How will the remaining \$1,850 be paid? (Personal? Employer? Other?)

Employer

- I am interested in a tuition payment plan

I am not interested in a tuition payment plan.

**Ground Rules for My Participation \***

We are diverse: I will try to respect other's beliefs, politics, needs, and styles.

I will not use cell phones or pagers in class. I understand the Executive Director's cell phone number will be given out and is to be used for emergencies.

I will listen and share ideas. If I am a talker, I will try to listen more. If I am quiet, I will try to speak up more.

I will attend every Leadership class day and be there for the entire day (generally from 8:00 a.m. to 6:00 p.m.).

I will fully participate on my team. I will faithfully attend meetings (minimum of four plus a de-briefing after my teams planned day), carry out all responsibilities assigned to me, and communicate with my team members. I understand team meetings must be scheduled with the Executive Director.

I will promptly return phone calls from fellow Leadership class members.

I will call the Executive Director, not another class member, if I am unable to attend or be on time.

On occasion, I may be required to prepare ahead of time for a class day and will complete this assignment to the best of my ability.

I understand that in facing these realities of the county, not all of my experiences will be pleasant and pretty.

**Scholarship Application**

**Leadership Geauga County has a limited amount of financial aid available to individuals who could not participate in the program without subsidy. These funds are raised through corporate gifts, grants, and the annual fund raiser.**

Applicant's Name

**Please explain why you are applying for a scholarship.**

**Scholarship Amount Requested**

Submit

[Save and Continue Later](#)



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