



Strategic Plan for Leadership Kitsap

This document sets out a strategic plan for Leadership Kitsap. It reviews strengths, weaknesses, threats and opportunities, presents a series of statements relating to Leadership Kitsap's vision, mission, values and objectives, and sets out its proposed goals and strategies.

Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the key strengths, weaknesses, threats and opportunities for Leadership Kitsap:

Strengths:

- *Relatively large base of constituents* – Leadership Kitsap has a relatively large constituency base which can be tapped to support its cause including: founders, former and current participants, former and current board members, local businesses, and community members.
- *Strong impact on the community through team projects* – As of June 2012, Leadership Kitsap has graduated 419 servant leaders and project teams have produced 72 service projects. This creates strong community partnerships where sponsors and supporters easily understand how their participation benefits the community.
- *Strong and involved board leadership* – The current board of Leadership Kitsap is willing to participate in the success of the organization. All board members serve on at least one committee (list committees here) and either chair or assist in the development of challenge days. In addition, the board typically has 100% participation in the board contribution program. Also, the current board engages in positive, professional, and active communication with each other on issues and activities of the organization.
- *Values-driven approach* – The board affirms the following values as most important to the organization, and these values are reflected in the program curriculum and organizational activities:
 - Service/contribution/volunteerism
 - Guidance/direction/influence/inspire
 - Community/stewardship
 - Knowledge
 - Teach/inform/educate
 - Relatedness/empathy/compassion/acceptance/respect
 - Leadership
- *Positive impact on knowledge of our communities and issues* – Participants consistently report in Challenge Day evaluations that they have become more knowledgeable about our community and the issues facing our community.

Weaknesses:

- *Difficulty engaging and tracking alumni* – Participation in alumni events is inconsistent, and LKAA identifies difficulty in reaching alumni because contact information may not be up-to-date after graduation from the program.



- *Need to measure how alumni are serving as stewards after graduating from the program* – Although Leadership Kitsap has a strong value of stewardship, we do not currently have access to information on our program’s impact on alumni community service activities.
- *Need to maintain stable funding if Sponsorship/Donors decline* – Our current financial model is managed on a yearly basis, which could present difficulty for the organization if sponsorships/donors decline.
- *Difficulty recruiting new class members* – Recruitment is often a challenge. Therefore, the current application process is not “competitive;” most, if not all, applicants are generally accepted into the program. In addition, this difficulty could also translate to financial difficulty for the organization.
- *Need to stay relevant* – There is some concern among board members that the lack of change to some elements of the program, such as Challenge Days, could be a weakness.
- *Need to respond to changing electronic environment/media* – There is some concern that Leadership Kitsap should leverage electronic resources/social media to better engage current class members and alumni.
- *Need to identify how to deal with unbalanced workload in teams or class member performance issues* – There is some concern that the approach to these issues varies over time and with various executive committees.

Threats:

- *Other charitable needs and causes in the community fragment our constituency* – living in a relatively small community that hosts no large corporations and few major businesses or industries, our constituents are called upon to support many charitable causes. The over-all community demand for resources potentially challenges our ability to attract sponsorships. There is also competition among local charities for the time, talent, and treasure of committed board members.
- *Other leadership programs* – Potential competition exists in the form of leadership programs within large organizations (the college, the shipyard) as well as in the form of other area leadership programs (such as Leadership Tomorrow).
- *Economic environment* – Current economic factors may impact sponsorships, donors, participant ability to pay for the program, and ability for organizations to commit to class members’ time off when companies must do more with less; Leadership Kitsap donations and participation may be seen as “discretionary” rather than as necessary.
- *Poor class members* - Class member selection is critical to maintain program quality and positive image. Recent experiences with “self-sponsored” class members indicate that additional screening may be needed for class members not endorsed by their employers. Also, weak team members cause discontent with other team members, indicating a need for conflict resolution processes to deal with individual and team problems.



Opportunities:

- *Collaborations and Partnerships:* Work through partnerships and collaborations with other non-profits, service organizations, or government agencies that align with the values and mission of Leadership Kitsap to respond to community needs.
- *Curriculum:* Ensure that Challenge Day curriculum is reviewed regularly to ensure high quality, timely and relevant topics.
- *Marketing and Communications:* Improve awareness of Leadership Kitsap in the community through increased marketing and communication. Position Leadership Kitsap as the leadership development program of choice in the community. Improve cross-marketing efforts between our sponsors, partners, and other community agencies.
- *Board Development and Recruitment:* Improve our efforts to recruit, train, and retain highly competent and caring board members. Identify Board Members with strong relationship ties, qualities (fundraising, marketing, board leadership/experience).
- *Class Members and Recruitment:* Identify and recruit the next generation of community leaders: young professionals, mid-level managers, and retirees. Develop prospect list to ensure strong member pool. Encourage diversity and inclusion.
- *Improve Alumni Involvement:* Continue engagement with Leadership Kitsap Alumni through: direct mail, social media, continuing education/leadership workshops, socials, alumni service projects, and other events. Include representatives of the Alumni Association on the Marketing and Strategic Planning committees. Include Alumni members as a part of telling the Leadership Kitsap story, a source for recruiting new class members and fundraising.
- *Fundraising:* Untapped philanthropy in the county.

Vision

Within a 5 year timeframe, Leadership Kitsap will be able to demonstrate a community where there is a diverse network of effective leaders educated in public policy issues and committed to serving as stewards.

Mission Statement

The central purpose and role of The Leadership Kitsap is to educate, prepare and connect a new group of committed leaders for community involvement in Kitsap County.

Organizational Values

The organizational values governing Leadership Kitsap's development include:

- Service, contribution, and volunteerism
- Guide, direct, influence & inspire
- Knowledge
- Community/stewardship
- Teach, inform, educate
- Relatedness, empathy, compassion, acceptance, respect
- Leadership



Objectives

Based on Leadership Kitsap's Mission, Vision and Values, and the Strengths, Weaknesses, Opportunities and Threats identified, the longer term objectives of Leadership Kitsap are:

- To expand awareness of Leadership Kitsap for class recruitment and fundraising purposes.
- To increase community engagement of Leadership Kitsap alumni.
- To increase diversity and diversity awareness in Leadership Kitsap.
- To investigate the viability of new programs or new approaches serving current constituents as well as those serving new markets.

Major Goals & Strategic Action Plans

The following four major goals will be pursued by implementing the corresponding strategic action plans:

Marketing: Leadership Kitsap will create and develop marketing initiatives involving the whole board that will enhance organization (brand) awareness in order to increase the applicant pool and funding sources.

Action Plan:

- Board members commit to recruiting two to three candidates for the class or for helping to secure two to three new sponsorships each year
- Board members will help to arrange and/or attend a presentation at a community organization meeting at least once each year
- Leadership Kitsap will host an open house for prospective class members and each board member will invite their class member leads to the event
- Review annually, gain board feedback on, and update the marketing and fundraising calendar to be implemented each year
- Sponsors will be invited to visit Challenge Days and project team events
- Leadership Kitsap will investigate the feasibility of assessing community awareness of the program
- Leadership Kitsap will investigate and implement new ways to communicate its mission and impact utilizing new technologies and best practices

Alumni Engagement: Leadership Kitsap will strengthen engagement of alumni with the organization as well as with our greater community.

Action Plan:

- LKAA will strengthen the involvement of class representatives to engage alumni members
- Leadership Kitsap will hold an annual service project for alumni



- Leadership Kitsap will hold at least one leadership development event, field trip, or unique opportunity each year
- Leadership Kitsap will create a tool for assessing community involvement of recent alumni
- LKAA will develop a communications plan in coordination with the LK Marketing Committee

Diversity: Leadership Kitsap will increase diversity within the board and the class, and will also incorporate learning about diversity into the curriculum.

Action Plan:

- Leadership Kitsap will actively engage and recruit board and class members representing a cross-section of the community including: local government, medical services, education, non-profit, and business sectors
- The curriculum committee will incorporate diversity training, as it relates to leadership and the community, in the program curriculum

Program Development: Leadership Kitsap will engage in program review to determine changes needed to ensure the program remains high-quality and relevant, while also investigating the viability of additional programs to serve current and/or new markets.

Action Plan:

- Leadership Kitsap will develop and implement program assessments for participants, presenters, employers, and sponsors to measure the satisfaction, impact, and value of Leadership Kitsap
- The curriculum committee will incorporate new technologies and best practices for delivering program curriculum
- Leadership Kitsap will investigate the feasibility in a youth leadership program

Leadership Kitsap is well-positioned to implement the strategic plan outlined above. Success will be measured (as of 2016-2017) by (1) increased awareness of Leadership Kitsap as evidenced by increased participant applications and increased diversity of sponsors; (2) increased alumni engagement as evidenced by increased participation in alumni events and increased post-Leadership Kitsap involvement in the community; (3) increased diversity and diversity awareness as evidenced by diversity both on the board and in class membership and diversity-focused elements within the curriculum; and (4) enhancements to curriculum and additions of new programs to the degree the changes or additions are supported by program review.