

Lake County Center for Independent Living 5-Year Strategic Plan

Introduction

Lake County Center for Independent Living (LCCIL) is a not-for-profit, non-residential, disability rights and service organization. We are governed and staffed by a majority of people with disabilities and believe everyone should have the freedom and opportunity to control their own lives. It is the mission of LCCIL to empower people with disabilities to lead self-directed lives as valued members of the community. Our mission is realized through the provision of five core services: information and referral, independent living skills training, peer mentoring, advocacy, and transition. We are the only organization in Lake and McHenry counties that serves all people with any disability, of any age.

This strategic plan contains both programmatic and operational goals to position the organization for future growth. The goals and objectives will enhance service delivery as well as ensure organizational sustainability and growth. The comprehensive plan addresses goals across multiple areas: community inclusion, employment services, housing, recreational services, transportation, funding, staffing, technology, marketing, and board development.

The goals outlined in the plan will enable LCCIL to:

- Increase awareness of LCCIL services
- Build capacity to serve more consumers
- Advance systems advocacy initiatives
- Diversify financial resources
- Strengthen organizational capacity

Many of the goals focus on capacity building. While it is important to grow LCCIL, it is equally important to strengthen internal operations to be prepared for such growth. Furthermore, several goals within this plan relate to and support one another. For example, disability awareness is critical to community inclusion, yet it is also an effective tool to address issues with transportation providers. Increased, diversified funding enables LCCIL to expand its programs as well as obtain new staff. Technology enhances service delivery, streamlines processes, and reduces demands on staff time.

The plan includes goals that utilize technological tools to enhance service delivery and outreach. More and more consumers learn and obtain information using these mediums, and we must adapt our methods to connect with them. Social media, for example, will enable LCCIL to reach more people at one time. Video tutorials provide a different way to present information, such as enhancing disability awareness presentations or demonstrating assistive technology.

Goals, Benefits, & Strategies

Programmatic Goals

Goal 1: Promote community inclusion for people with disabilities by spreading awareness throughout LCCIL's service area.

Benefit: Recording and posting these presentations online broadens LCCIL's reach, ensuring that the message of inclusion and accessibility is heard by a wider audience.

Strategies:

- Engage consumer volunteers to present rather than utilizing staff resources.
- Utilize technology to build capacity to reach a larger audience.

Goal 2: Increase LCCIL's capacity to provide employment readiness services for people with disabilities searching for competitive employment.

Benefit: LCCIL will ensure that the employment readiness program remains relevant and effective, which will lead to better outcomes for job seekers.

Strategies:

- Conduct fundraising activities to increase organizational capacity for program development.
- Provide external resources to meet consumer needs.

Goal 3: Increase awareness of housing rights and options for people with disabilities in the community.

Benefit: The housing goal will result in tangible outcomes that improve the quality of life for people with disabilities, while also strengthening LCCIL's credibility and community support.

Strategies:

- Utilize community organizing techniques to advocate for the desired change.
- Engage consumer leaders.
- Build relationships with external stakeholders.

Goal 4: Increase social/recreational opportunities for people with disabilities.

Benefit: A recreational group led and controlled by the consumers fosters a sense of ownership while also promoting socialization and combating isolation.

Strategies:

- Mentor consumers to lead the activities associated with this goal.

Goal 5: Improve transportation usability for individuals with disabilities.

Benefit: Collaboration with transportation providers and riders with disabilities can lead to improvements in transportation services and ensures that the voices of people with disabilities are heard.

Strategies:

- Mentor consumers to lead the advocacy efforts associated with this goal.
- Train consumers on how to conduct a power analysis to target the decision-makers as well as the individuals with influence over the personnel who interact with riders.

Operational Goals

Goal 1: Diversify funding sources to reduce dependence on governmental funding, ensuring long-term financial stability and the ability to sustain and expand programs.

Benefit: Financial diversification enables LCCIL to sustain and expand its programs, ensuring long-term viability and flexibility in addressing community needs.

Strategies:

- Increase staff resources to include fundraising expertise.

Goal 2: Implement staffing strategies to increase LCCIL's capacity to achieve the mission and strategic objectives of the organization.

Benefit: New staffing strategies can ensure that LCCIL's staffing aligns with its mission and strategic goals, improve operational efficiency and effectiveness, address staffing gaps, and ensure that LCCIL can meet its operational needs without overextending resources.

Strategies:

- Redesign the organizational structure to maximize staff resources.
- Build organizational capacity by engaging volunteers, vendors, and community stakeholders.
- Utilize technology to streamline processes.

Goal 3: Cultivate a high-performing workforce by attracting, retaining, and developing staff to support long-term organizational growth and sustainability.

Benefit: Recruitment and retention strategies will enable LCCIL to attract and retain qualified staff, support organizational growth, and promote sustainability.

Strategies:

- Conduct research to inform decision-making.
- Standardize employee recruitment processes.
- Utilize technology to streamline processes.

Goal 4: Increase the utilization of technology to improve marketing, service provision, and administrative functions.

Benefit: Technology can improve internal processes by increasing efficiency and reducing staff resources, allowing LCCIL to focus more on high-value activities. It also improves the consumer experience and broadens LCCIL's reach when incorporated into service delivery.

Strategies:

- Seek external sources to achieve the goal and objectives.
- Utilize new and existing technology to streamline processes.

Goal 5: Increase awareness of LCCIL's services and initiatives to reach new consumers and community partners throughout the entire service area.

Benefit: A marketing strategy that utilizes social media and improved outreach materials increases LCCIL's visibility, which can attract new consumers, funders, and community partners.

Strategies:

- Seek external sources to achieve the goal and objectives.
- Utilize technology to spread awareness.
- Build relationships with external stakeholders.

Goal 6: Develop a comprehensive Board Recruitment and Development Plan.

Benefit: Strategic recruitment and development methods increase the board's capacity to achieve its goals and support LCCIL's mission.

Strategies:

- Seek external sources to guide the board to achieve the goal and objectives.
- Designate board members to lead the initiative.

Measurement and Evaluation

LCCIL will utilize a measurement and evaluation framework to ensure an effective implementation of the strategic plan. This framework will provide a systematic approach to track progress, assess outcomes, and identify areas for improvement. The framework will include the following components:

1. Establishing measurable indicators:

Develop specific, measurable, achievable, relevant, and time-bound (SMART) indicators for each activity.

Example indicators include the number of volunteers recruited, the number of awareness presentations conducted, and the percentage of staff time saved by implementing new technology.

2. Data Collection and Analysis:

Implement data collection methods to gather quantitative and qualitative data. Utilize surveys and feedback forms to collect input from consumers, staff, and other stakeholders. Leverage technology to streamline data collection to ensure accuracy and consistency.

3. Regular Monitoring and Reporting:

The measurable indicators include the frequency of measurement based on each activity. Action team leaders will provide monthly, quarterly and annual reports to summarize progress, highlight successes, and identify challenges. LCCIL will use these reports to inform decision-making and adjust strategies as needed.

4. Continuous Improvement:

The Strategic Planning Steering Team will meet periodically to evaluate progress and ensure continuous improvement of plan activities. Implement corrective actions and refine strategies as needed.

5. Outcome Evaluation:

At the conclusion of each year, conduct outcome evaluations to assess the impact of the goals and objectives. Measure changes in factors such as consumer satisfaction, staff productivity, service improvements, and community engagement.

6. Stakeholder Involvement:

LCCIL will engage stakeholders in the evaluation process as appropriate and share evaluation results and progress updates.

Programmatic Goals			
Goal 1 Community inclusion: Promote community inclusion for people with disabilities by spreading awareness throughout LCCIL's service area.		Objective 1.1: Organize people with disabilities to participate in disability awareness presentations to educate community members about different types of disabilities, the challenges faced, and the importance of inclusion and accessibility.	
Activity	Scope	Measurable Indicator	Timeframe
1. Recruit volunteers with diverse disabilities to speak in awareness presentations in the community and on social media platforms.	Recruit consumers and volunteers from other disability service organizations to add to the presenter list. Ensure diverse representation of visible and invisible disabilities.	LCCIL will create and update a list of 10-15 volunteers who have physical, cognitive, mental/emotional, hearing, and visual disabilities.	10/01/2024-09/30/2029, measured annually.
2. Record a disability awareness presentation video to post on social media platforms.	This presentation should follow the existing disability awareness outline and include a diverse panel of presenters with visible and invisible disabilities. Include adaptive devices for quick demonstrations.	LCCIL will post the video on a minimum of two online platforms.	10/01/2025-03/31/2026, measured monthly.

3. Offer awareness presentations to employers that include the benefits of hiring people with disabilities.	Develop and deliver six in-person, virtual, or video recorded disability awareness presentations to employers in Lake and McHenry counties. Topics should include how the presenters complete common work tasks with or without reasonable accommodations, employment barriers, disability etiquette, and benefits of hiring individuals with disabilities.	LCCIL will provide six disability awareness presentations to employers in which 75% of participants will report increased awareness or knowledge on disability issues, as measured on post-presentation surveys.	10/01/2024-09/30/2029, measured annually
4. Provide in-person and recorded disability awareness presentations to the general public.	Target the general public through civic organizations, park districts, community centers, non-disability social service agencies, professional association gatherings/ conferences, etc.	LCCIL will provide quarterly presentations either live or by promoting the video to targeted businesses/ community organizations.	10/01/2025-09/30/2029, measured quarterly.
5. Develop and record custom disability awareness presentations that target specific audiences.	Create custom versions of the disability awareness presentation tailored to specific audiences. For example, a presentation should be geared to the Hispanic community with all Hispanic presenters.	LCCIL will create a minimum of three customized presentations, one of which is focused on businesses who provide customer service.	10/01/2025-09/30/2029, measured annually.
Goal 2 Employment Services: Increase LCCIL's capacity to provide employment readiness services for people with disabilities searching for competitive employment.		Objective 2.1: Strengthen LCCIL's current employment service offerings.	
Activity	Scope	Measurable Indicator	Timeframe
Improve staff knowledge of available community resources to assist people with disabilities to obtain employment.	Resources should include all agencies who offer employment-related services or information available to people with disabilities residing in LCCIL's service area. Provide two workshops each year for staff and consumers conducted internally or through guest speakers.	LCCIL will provide two (2) staff and consumer workshops/in-services each year with 80% of participants reporting increased knowledge about available employment resources as measured on exit surveys.	10/01/2024-09/30/2029, measured annually

Revise the Adult Employment Readiness curriculum to incorporate current best practices in the employment readiness process.	Participate in educational opportunities and conduct research on best practices for job searching. Incorporate technological advancements such as the use of AI to review resumes, online platforms in the application process, and virtual interview tips and techniques.	LCCIL will achieve an 80% satisfaction rate among participants in the revised curriculum as measured by consumer satisfaction surveys.	10/01/2024-09/30/2025 measured annually
Obtain funding opportunities to hire an employment advocate who will expand LCCIL's employment service offerings.	Seek various opportunities to acquire new funding that will be combined with existing allocations from independent living contracts to support the hiring of an employment advocate.	LCCIL will raise additional funding for employment services in order to hire an employment advocate by the end of year three.	04/01/2025-09/30/2029, measured quarterly
Goal 3 Housing: Increase awareness of housing rights and options for people with disabilities in the community.		Objective 3.1: Collaborate with community partners to improve access to affordable and/or accessible housing options.	
LCCIL will subcontract with INCIL to provide Home Modification Services for people with disabilities to live independently in their own homes.	Identify appropriate accessibility-related modifications to enable people with disabilities in Lake and McHenry counties to remain in their own homes in the community.	LCCIL will assist a minimum of six consumers with home modifications of which 100% will report increased independence in their homes as a result of the services.	10/01/2024-09/30/2029, measured annually
Form an alliance with community partners to address fair, affordable, accessible housing in Lake and McHenry counties.	Collaborate with housing agencies from each county to create an alliance in each area. Engage consumer leaders to participate, such as those from the Community Advocacy Program.	LCCIL will recruit 3-5 community partners and 2-3 consumer leaders to participate in at least one alliance in the service area. 2. The alliance will set goals, develop strategies, and begin advocacy actions by the end of the first year.	10/01/2024-09/30/2029, measured annually
Goal 4 Recreational Services: Increase social/recreational opportunities for people with disabilities.		Offer recreational opportunities to address isolation and promote socialization for people with disabilities.	
Activity	Scope	Measurable Indicator	Timeframe

Form a consumer-led group to plan recreational/ social events or activities for people with disabilities.	The consumers will be responsible for the activities of the group and LCCIL will assist as needed.	LCCIL will assemble the planning group by the end of Q4 in year one. Recreational activities will be held twice a year in years two and three.	07/01/2025-09/30/2029, measured quarterly
Goal 5 Transportation: Improve transportation usability for individuals with disabilities.		Objective 5.1: LCCIL staff, transportation providers, and consumer-led advocacy team will collaborate to improve transportation options for people with disabilities.	
Activity	Scope	Measurable Indicator	Timeframe
Offer in person mentoring sessions with LCCIL's consumer led advocacy team to advocate for usability improvements to transportation services.	Participants will consist of current or future consumers participating in the existing Lake County advocacy group or Community Advocacy Program	LCCIL will survey advocacy team participants of which 80% will report increased support and understanding of how to advocate for usability improvements to transportation.	10/01/2024-09/30/2029, measured quarterly
LCCIL will collaborate with transportation providers to form a disability advisory council of riders in each county to exchange information and ideas to advance transportation services for people with disabilities.	This activity will be implemented in both Lake and McHenry counties. If either transportation provider denies the request for an advisory council, then LCCIL will advocate for consumer representation on existing provider work groups.	LCCIL and the disability advisory council will meet with the transportation provider at least quarterly.	07/01/2025-09/30/2029, measured quarterly
		Objective 5.2: Transportation providers will become more educated about issues that affect riders with disabilities.	
Activity	Scope	Measurable Indicator	Timeframe
LCCIL will offer annual disability awareness and etiquette training to transportation providers in Lake and McHenry counties.	Trainings will be held with drivers, dispatch, call center staff, or anyone who interacts with riders.	LCCIL will conduct an exit survey in which 90% of participants report an increase in disability awareness.	10/01/2025-09/30/2029, measured annually

Goal 5 Transportation: Improve transportation usability for individuals with disabilities.		Objective 5.1: LCCIL staff, transportation providers, and consumer-led advocacy team will collaborate to improve transportation options for people with disabilities.	
Activity	Scope	Measurable Indicator	Timeframe
Offer in person mentoring sessions with LCCIL's consumer led advocacy team to advocate for usability improvements to transportation services.	Participants will consist of current or future consumers participating in the existing Lake County advocacy group or Community Advocacy Program	LCCIL will survey advocacy team participants of which 80% will report increased support and understanding of how to advocate for usability improvements to transportation.	10/01/2024-09/30/2029, measured quarterly

Operational Goals			
Goal 1 Funding: Diversify funding sources to reduce dependence on governmental funding, ensuring long-term financial stability and the ability to sustain and expand programs.		Objective 1.1: Develop a funding strategy to secure new funding sources, including private donations, corporate sponsorships, grants from non-governmental organizations, and/or fee-for-service activities.	
Activity	Scope	Measurable Indicator	Timeframe
Hire or outsource an experienced development professional to design and execute a comprehensive fundraising campaign while enhancing donor relations.	Establish clear, measurable goals for the fundraising campaign and donor relations activities. Research outsourcing options and market-based compensation for direct hires and then conduct a cost benefit analysis to	LCCIL will Increase the proportion of non-governmental funding by 30% by the end of the third year.	10/01/2024-09/30/2029 , measured annually
Goal 2 Staffing: Implement staffing strategies to increase LCCIL's capacity to achieve the mission and strategic objectives of the organization.		Objective 2.1: Conduct a comprehensive organizational analysis to develop a new workforce plan.	

Activity	Scope	Measurable Indicator	Timeframe
Evaluate agency operations and conduct a job analysis to identify new and existing positions that align with LCCIL's mission, support service offerings, and advance strategic planning initiatives.	LCCIL will evaluate the staff resources needed for programs, services, events, initiatives, and administrative processes to determine if inefficiencies exist. Consider factors such as return on investment (ROI), duplication of services with other community resources, or opportunities for automation. The job analysis will include recommendations for changes to or elimination of existing positions and the creation of new positions.	LCCIL will identify at least one service offering or operational activity each year to reduce or eliminate the dependence on staff resources. 2. LCCIL will evaluate 100% of existing positions and conduct research for other positions found in similar not-for-profit agencies.	10/01/2024-06/30/2025 measured quarterly
Draft a workforce plan to address issues and recommendations identified in the job analysis report.	The workforce plan will include: * Current organizational structure * Current workforce profile (demographics, skills, roles) * Future workforce needs (new roles, skills, workforce size) * Gap analysis and impact (skills, roles, numbers) * Proposed workforce restructure, including the use of external resources	LCCIL will create and present the workforce plan to the Board of Directors by the end of Q4 of the first year.	07/01/2025-09/30/2025 measured monthly
Develop a succession plan for key personnel that outlines clear responsibilities in the event of temporary leaves of absence or vacancies in these positions.	Key personnel is defined as the Executive Director and directors/managers/supervisors.	LCCIL will include one section for each key role in the succession plan and maintain it in a human resources SOP manual.	10/01/2025-09/30/2026 measured quarterly
		Objective 2.2: Implement strategies to meet operational needs where staff resources are unavailable.	
Develop a volunteer engagement program to fill gaps and complement staff efforts where appropriate.	The volunteer engagement program will include recruitment methods, training plans, and volunteer opportunities.	LCCIL will recruit, train, and utilize at least three new volunteers each year.	10/01/2024-09/30/2029 , measured quarterly

Research outsourcing options to address unmet staffing needs and mitigate budgetary and organizational capacity issues.	Identify potential outsourcing options for any role or service in which LCCIL does not employ the proper expertise or have financial resources to allocate to such a position.	LCCIL will complete a cost-benefit analysis before outsourcing any position to ensure at least a 15% cost savings compared to hiring qualified staff to fill the role.	10/01/2024-09/30/2029 , measured annually
Collaborate with community allies to provide unfunded or under-funded service offerings.	Identify and collaborate with allies who share an interest in the issue addressed by the identified service.	LCCIL will identify three unfunded or under-funded services and collaborate with one community partner each year to provide the service.	10/01/2024-09/30/2029 , measured annually
Goal 3 Staffing: Cultivate a high-performing workforce by attracting, retaining, and developing staff to support long-term organizational growth and sustainability.		Objective 3.1: Develop and implement strategies to increase employee retention and satisfaction.	
Activity	Scope	Measurable Indicator	Timeframe
Conduct a competitive salary analysis to develop a market-based approach to salaries.	LCCIL will utilize the data from the salary analysis to implement pay grades and salary bands for each position type in the organization. The new compensation model will be applied to new and existing staff.	LCCIL will implement new salary grades and bands for new hires immediately and increase salaries of existing staff incrementally each year to achieve appropriate levels by the end of the third year.	10/01/2024-09/30/2029 , measured annually
Design an employee retention program to retain employee talent and strengthen a positive team environment.	The retention program will include: * Competitive Compensation and Benefits * Promotional opportunities and progression paths * Leadership Development * Communication and feedback channels * Ongoing professional development and targeted employee education to promote skill building and address performance deficits.	LCCIL will conduct an annual employee satisfaction survey with at least 50% of staff reporting increased satisfaction after the first year of implementation as a result of the retention plan activities.	10/01/2024-09/30/2029 , measured quarterly

		Objective 3.2: Develop and implement new recruitment strategies to attract qualified applicants.	
Create a standardized recruitment process.	The standardized recruitment process will include the hiring or outsourcing of staff resources to manage recruitment activities, employing diverse recruitment methods, and creating standardized job posting.	LCCIL will create a formal process that will be presented to the Board of Directors and maintained in a Human Resources SOP manual.	10/01/2024-09/30/2025 measured quarterly
Standardize the applicant screening process.	The applicant screening process will include application Review criteria, a structured interview Process, assessment methods and tools, and selection Criteria.	LCCIL will create a formal process that will be presented to the Board of Directors and maintained in a Human Resources SOP manual.	1/01/2025-06/30/2026 measured quarterly
Integrate an applicant tracking system with LCCIL's website to streamline the recruitment process.	The implementation process will include evaluating and choosing an applicant tracking system, integrating it with LCCIL's website, configuring it to meet specific organizational needs, and training staff to use the system.	LCCIL will achieve a 30% reduction in staff time spent on the screening process as a result of implementing an applicant tracking system.	Timeframe: 10/01/2025-09/30/2029 , measured quarterly
Goal 4 Technology: Increase the utilization of technology to improve marketing, service provision, and administrative function.		Objective 4.1: Incorporate technology into internal processes to improve efficiency and reduce staff resources.	
Activity	Scope	Measurable Indicator	Timeframe
Maintain consumer paperwork electronically.	All consumer intake paperwork and documents contained within a consumer service record shall be maintained in a CRM, such as CILs First.	LCCIL will maintain consumer records electronically by the end of the first year.	10/01/2024-09/30/2025 , measured quarterly

Utilize a survey data collection program to conduct consumer satisfaction surveys to reduce staff time and automate data reporting.	Identify cost-effective options for data collection, such as Survey Monkey.	LCCIL will reduce staff time spent on the survey process by 75%.	10/01/2024-06/30/2025 , measured quarterly
Record New Staff orientation training videos to reduce training demands on staff time.	Identify and record training sessions that all staff need regardless of position and incorporate them into the orientation process.	LCCIL will reduce staff time in the orientation process by 20%.	10/01/2024-09/30/2026 , measured quarterly
Increase utilization of CILs First to perform administrative tasks.	Consider processes that may be completed more efficiently in CILs First.	LCCIL will increase the use of CILs First to complete at least one administrative task by the end of the third year.	10/01/2024-09/30/2029 , measured annually
		Objective 4.2: Increase the use of technology to share information with	
Utilize videos to enhance service delivery.	Activate LCCIL's YouTube channel to post presentations and video tutorials.	LCCIL will post a minimum of two videos to YouTube each year.	10/01/2024-09/30/2029 , measured annually
Incorporate functional elements into LCCIL's website to improve the consumer experience.	Work with a web designer to improve the functionality of the website.	LCCIL will increase website traffic by 25% within six months of the new website launch.	10/01/2024-09/30/2029 , measured quarterly
Redesign LCCIL's Website and implement Search Engine Optimization (SEO).	Work with the marketing consultant and a professional web designer to make the website more attractive and improve the visibility of the site on search engines.	LCCIL will increase website traffic by 25% within six months of the new website launch.	10/01/2024-09/30/2029 , measured quarterly
Develop and implement a marketing campaign and social media strategy.	The scope of this activity is dependent upon the expertise of the consultant and the agreed upon activities as negotiated with agency leadership.	The marketing consultant will be selected by the end of Q2 of the first year. 2. The campaign will be launched by the end of the first year. 3. The internal staff member(s) will take over the activities by the end of the	10/01/2024-09/30/2026 , measured quarterly
Designate a small budget to improve outreach materials and visual aids.	Evaluate all materials used when conducting outreach and update them to maintain a cohesive, professional appearance.	LCCIL will determine the amount of available funds for new outreach materials by the end of Q2.	10/01/2024-09/30/2025 , measured quarterly

Goal 5 Marketing/LCCIL Awareness: Increase awareness of LCCILs' services and initiatives to reach new consumers and community partners throughout the entire service area.		Objective 5.1: Develop and implement a marketing strategy that utilizes social media and improve outreach materials.	
Activity	Scope	Measurable Indicator	Timeframe
Develop and implement a marketing campaign and social media strategy.	The scope of this activity is dependent upon the expertise of the consultant and the agreed upon activities as negotiated with agency leadership.	The marketing consultant will be selected by the end of Q2 of the first year. 2. The campaign will be launched by the end of the first year. 3. The internal staff member(s) will take over the activities by the end of the	10/01/2024-09/30/2026 , measured quarterly
Designate a small budget to improve outreach materials and visual aids.	Evaluate all materials used when conducting outreach and update them to maintain a cohesive, professional appearance.	LCCIL will determine the amount of available funds for new outreach materials by the end of Q2.	10/01/2024-09/30/2025 , measured quarterly
		Objective 5.2: Increase LCCIL's public presence through networking, relationship building, and other interpersonal outreach strategies defined in a coordinated outreach plan.	
Review and update LCCIL's outreach plan to adjust strategies and add new areas of focus.	The plan should include new outreach strategies as well as specific sections with targeted outreach strategies for the underserved communities.	LCCIL will experience a 10% increase in the total number of consumers each year.	10/01/2025-09/30/2029 , measured annually
Live stream presentations on social media platforms to showcase specific programs.	Presentations should focus on a small number of programs to maintain viewer attention. Subsequent presentations can address different programs.	LCCIL will hold two Facebook live presentations each year.	10/01/2024-09/30/2029 , measured quarterly

Goal 6 Board Recruitment & Development: Develop a comprehensive Board Recruitment and Development Plan.		Objective 6.1: Expand the board to include a minimum of nine, though targeting twelve directors to increase the board’s capacity to achieve its goals and fiduciary responsibility to the organization.	
Activity	Scope	Measurable Indicator	Timeframe
Create a board recruitment and development committee.	The purpose of the committee will be to carry out the board’s goals, objectives, and activities outlined in the strategic plan.	LCCIL board will appoint a committee chair and at least two directors to participate in the committee	10/01/2024-12/31/2024 measured monthly
Conduct a skills and Expertise analysis.	Develop profiles for ideal candidates, detailing the specific skills, experience, and attributes needed. Design an audit tool to assess the strengths of existing board members and conduct a gap analysis.	LCCIL board will achieve a 100% participation rate among the directors on the board by the end of Q1.	10/01/2024-12/31/2024 measured monthly
Implement the Board of Directors recruitment process to recruit a minimum of three new board members.	The strategy will consist of a variety of techniques outlined in an outreach plan such as networking or referrals. It will target specific audiences such as professional groups, businesses, or civic organizations.	LCCIL board will recruit a minimum of one new board member each year.	01/01/2025-09/30/2029 , measured annually
Develop a process for candidate Evaluation and Selection.	The process will be divided into various stages, including detailed plans for application, interviews with current board members and the Executive Director, evaluation based on defined selection criteria, and final approval.	LCCIL will add at least one new director to the board each year of the plan.	01/01/2025-09/30/2029 , measured annually
		Objective 6.2: Implement a board development program.	
Activity	Scope	Measurable Indicator	Timeframe

Host an annual Board Retreat led by an external facilitator.	Plan activities that renew board purpose, roles, and expectations, set annual goals and priorities for the board, strengthen relationships among board members, and enhance board cohesion. Include team-building exercises, educational workshops, and working sessions.	After the first year, LCCIL will host an annual retreat in the quarter preceding each year of the plan, achieving a 90% participation rate.	10/01/2024-09/30/2029 , measured annually
Implement a comprehensive orientation program for new board members.	The program should include an overview of LCCIL's mission, programs, financials, strategic plan, committee assignments, and expectations.	LCCIL board will conduct the orientation program, of which 100% of all new board members will complete the orientation program.	10/01/2024-09/30/2029 , measured quarterly
Provide quarterly educational opportunities to improve the knowledge and skills of the Board of Directors.	Suggested topics include governing board best practices, the independent living philosophy, the role of the board in fiscal oversight and fundraising, and reviews of LCCIL's programs and services. Training can be provided internally by LCCIL, online, through workshops, conferences, and guest speakers.	LCCIL board will implement an annual survey in which 80% of the directors report increased knowledge or skills that equip them to effectively serve on the board as a result of the educational opportunities.	10/01/2024-09/30/2029 , measured quarterly
Develop Engagement practices to ensure board effectiveness.	Provide opportunities to participate in board committees and LCCIL activities.	LCCIL board will implement an annual survey in which 80% of the directors report feeling engaged in board activities.	10/01/2024-03/31/2025 measured monthly
Develop a succession plan for the Board of Directors.	The succession plan should include a summary of the recruitment process for new directors, leadership development and mentoring opportunities for future committee chairs and officers, and transition planning to ensure continuity and effective governance.	LCCIL board representatives will create the succession plan that will be presented to the full board and maintained in the board manual.	01/01/2026-06/30/2026 measured quarterly

Evaluate and improve board operations.	Plan an annual board evaluation process to ensure effectiveness and the fulfillment of the purpose of the board.	LCCIL board will implement an annual survey in which 80% of the directors report an increase in board operational effectiveness.	10/01/2024-09/30/2029 , measured annually
		Objective 6.3: Strengthen LCCIL's recognition and influence in the community to promote accessibility and inclusivity for people with disabilities.	
Activity	Scope	Measurable Indicator	Timeframe
Develop an ambassador program for the Board of Directors to represent LCCIL in the community.	The purpose of the program is to prepare directors to spread awareness about LCCIL, engage potential donors, and advocate for community support. The board will need to set goals and objectives for the program and acquire the skills and knowledge to effectively represent LCCIL in the community. The program plan should also include benchmarks to achieve each year following the launch to measure progress and ensure sustainability.	LCCIL board will achieve a 100% participation rate in the ambassador program.	10/01/2025-03/31/2026 measured quarterly
Foster collaboration with local government entities to advocate for the establishment of disability advisory groups.	Engage with township officials, present the benefits of advisory groups, and provide support for their development and implementation.	LCCIL board will achieve two disability advisory groups by the end of year three.	10/01/2025-09/30/2029 , measured quarterly

