

LAKE COUNTY COMMUNITY FUND STRATEGIC PLAN 2025-2028



On behalf of the Lake County Community Fund (LCCF), I extend our heartfelt gratitude to our Board of Directors, Executive Director and staff for their dedication in creating our new Strategic Plan. This plan will guide our work from 2025 to 2028. We also thank the many local leaders who partner with us in our efforts to foster a supportive and thriving community.

At LCCF, we believe in the power of community and the strength that comes from supporting and relying on each other. Our purpose is to meet the needs of our hardworking and committed residents by creating a self-sustaining, local funding source for philanthropic giving and capacity building. We are dedicated to empowering local organizations with the support and resources they need to do their best work and make our community the best it can be.

LCCF's commitment to excellence drives us to continually improve and innovate to achieve the best outcomes for those we serve. Our stakeholders can trust that we are accountable and act with integrity, and that we are dedicated to responding to the needs of those we serve with empathy, kindness, and respect for the dignity and worth of every individual.

By strategically supporting our local nonprofits, projects and initiatives, LCCF helps to improve the quality of life that makes Lake County such a great place to live. We invite you to join us in these efforts!

– Melissa Kendrick,
President

Together,
we are building
a brighter, more
sustainable future.



John McMurtry
Executive Director
Lake County Community Fund



Melissa Kendrick, President
Kendrick Consulting, Inc.

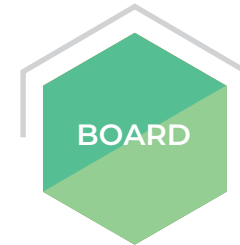
Kayla Marcella, Vice President
Economist

Brian Turner, Treasurer
Former CEO Solvista Health

Val Landis, Secretary
Senior Manager American Red Cross



[Watch the video!](#)



Rachel Brunetti
Executive Assistant to the
President Copper Mountain

Jim Kohlmoos
Co-Founder and Principal
EDGE Consulting Partners

Monica Martinez
Academic Coordinator
Colorado Mountain College

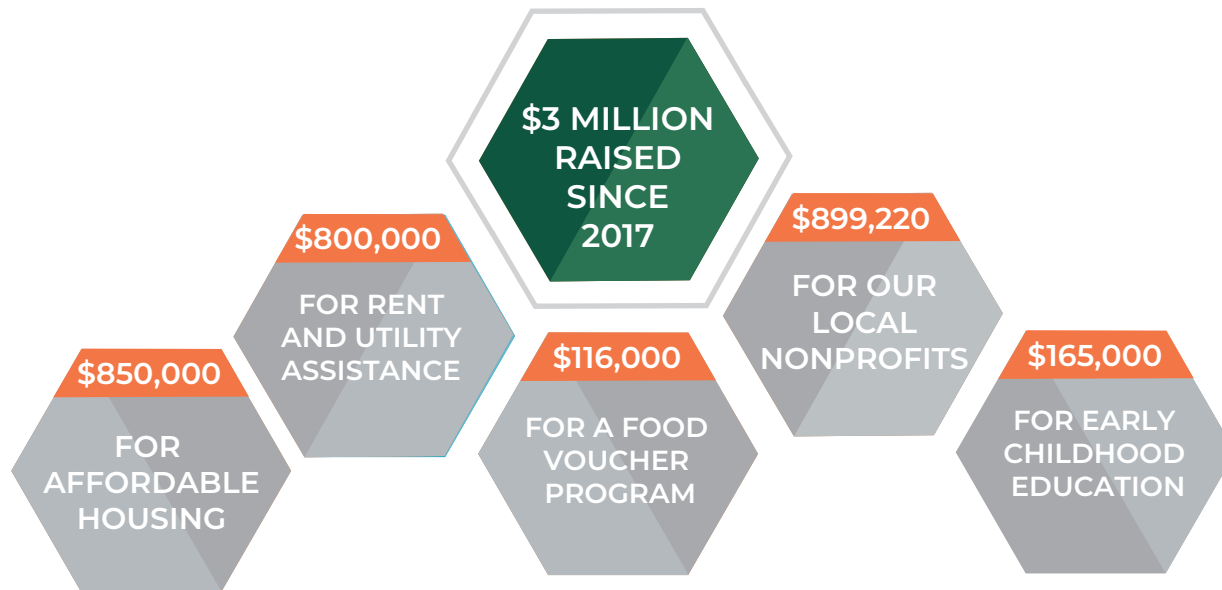
Greg Labbe
Mayor Emeritus
City of Leadville

Gloria Perez
Wraparound Service Care Coordinator,
Lake County Government

Nell Wareham
Strategic Development Manager
Climax Molybdenum Company

Grecia Castillo
Consultant
Lideres Latinx Leadville

RESOURCES RAISED



MAJOR ACCOMPLISHMENTS





STRATEGIC PLANNING PROCESS OVERVIEW

The Lake County Community Fund has developed a new strategic plan for the period 2025-2028. This plan is informed by historical documents, three SWOT analyses conducted over the past three years, and additional insights from numerous related studies and reports such as the Climax Company's *Lake County Resilience Action Plan*. The development process included over 30 hours of stakeholder interviews and was refined through multiple Board meetings.

This strategic plan aims to enhance the LCCF's capacity to serve the community effectively, build sustainable resources, support local nonprofits, and address the critical issues that impact our most vulnerable residents. By implementing these goals, objectives, strategies, LCCF will better fulfill its vision for Lake County.

and
mission and



We **ENVISION** Lake County as a vibrant community where diversity, history, and natural beauty are celebrated. It is a connected and supportive environment, enriched by abundant philanthropic resources that allow all residents to thrive.



THE LAKE COUNTY COMMUNITY FUND empowers local organizations and cultivates a compassionate community by advancing collaborative efforts, generating philanthropic support, and investing in programs that address high priority needs.



OUR VALUES reflect our deep commitment to fostering a thriving, inclusive, and supportive community.

COMMUNITY FIRST

We are deeply committed to Lake County and prioritize the unique needs and aspirations of its residents. By fostering a sense of belonging and possibility, we create a thriving community where everyone has the chance to succeed.

EQUITY & JUSTICE

We are unwavering in our commitment to building a just and equitable society. We strive to dismantle systemic barriers, promote diversity, and ensure that everyone has access to opportunities and resources.

COLLABORATION & PARTNERSHIP

We believe that collective action is essential to creating lasting change. By working collaboratively with diverse stakeholders, we leverage our collective strengths to address community challenges and build a stronger Lake County.

TRANSPARENCY & ACCOUNTABILITY

We operate with the highest standards of integrity and transparency. We are committed to building trust with our donors and the community by being open and honest in our decision-making and being accountable for our actions.

SUSTAINABILITY AND STEWARDSHIP

We are dedicated to responsible stewardship of our resources. By investing wisely in programs and initiatives that align with our mission, we maximize our impact and create a sustainable future for Lake County.



The rich heritage of Lake County is more than just history; it's a source of inspiration and pride. Our mining past, mountain culture, and breathtaking landscapes are cherished treasures that resonate deeply with locals and visitors alike. This heritage not only honors our roots but also fuels a sense of community and belonging, making Leadville and Lake County a place where history and natural beauty come together to inspire all who experience it.





CRITICAL ISSUES

At LCCF, our primary focus is on mitigating social vulnerability and supporting local nonprofits to do what they do best. Together, we work to support populations at greatest risk of social and economic hardship. By celebrating diversity, working together to create opportunities, and advancing economic development, Lake County can become a model of inclusivity and progress. The forever goal is to create a community where everyone feels valued, empowered, and connected, building resilience and prosperity for generations to come. The following issues outline some core examples of critical community needs:

AFFORDABLE HOUSING & INFRASTRUCTURE: Ensuring access to affordable, safe housing, and supporting infrastructure that enhances community growth and resilience.

INCLUSIVITY: Fostering an environment where everyone has equitable opportunity to thrive economically, physically, socially and emotionally.

EARLY CHILDHOOD & YOUTH: Providing access to resources for families, including quality early childhood care and after-school opportunities for youth.

ENVIRONMENT & OUTDOOR EDUCATION: Fostering a sustainable future by valuing natural resources, educating the public, and advocating for policies that protect our planet.

FOOD SECURITY: Addressing the lack of reliable access to sufficient, affordable, and nutritious food, and developing programs to ensure food security for all community members.



GOAL 1. OVERVIEW: Within the process of creating this strategic plan, interviewees expressed a general sense that LCCF's current goals and activities would benefit from greater clarity and focus. Comments such as, "We're trying to do too much with too little," highlight the need for a more precise and concrete articulation of the organization's mission. To secure substantial and sustained support, it is crucial to clearly define what LCCF does and its role in the community. This goal thus aims to re-articulate LCCF's mission, to re-evaluate and prioritize programs and services, and to establish methods for continuous engagement with stakeholders.



ADVANCE STRATEGIC DIRECTION – In partnership with our key stakeholders, continuously refine LCCF's strategic priorities in alignment with our Vision, Mission and Values.

OBJECTIVE 1. Cultivate a broad and passionate network of champions, partners, and stakeholders to amplify LCCF's voice and unique value proposition for Lake County.

OBJECTIVE 2. Continuously assess our overall progress and ensure all our decision-making and behaviors are anchored in our guiding principles and current priorities.

OBJECTIVE 3. Prioritize funding areas and adjust operations, programs and services as needed based on refined strategic direction.

OBJECTIVE 4. Develop a comprehensive marketing and communications plan to effectively share LCCF's refined focus.



GOAL 2. OVERVIEW: To be a successful organization of any kind, it is critical to first clarify the core vision and mission, then develop sufficient internal capacity to meet that mission, and from there, demonstrate stability, credibility, and relevance. Board involvement and administrative staff capacity need to follow and expand along with our mission. Therefore, this goal focuses on strengthening community partnerships, enhancing Board participation, and hiring additional staff as needed to deliver on our promise to the community.

ENHANCE OPERATIONS – Increase LCCF’s internal capacity to support the continued growth of the organization and to meet the dynamic needs of the community.

OBJECTIVE 1. Enhance organizational capacity by increasing engagement and effectiveness of staff, board, and volunteers.

OBJECTIVE 2. Increase administrative staff, internal resources, and donor management as necessary to support the ongoing growth and responsibilities of the organization.

OBJECTIVE 3. Increase connections and engagement with key community partners, including nonprofits, local government, the business community, and other prominent support organizations.





GOAL 3. OVERVIEW: As a community fund, LCCF will concentrate on addressing larger issues, and raising substantial funding to foster long-term impacts. This goal must begin with a thorough exploration of the potential for harnessing community wealth. Historically, there has been a belief in scarcity, but the current landscape may suggest otherwise. Many local people may wish to contribute to the future with new energy, vision, and resources. Realizing this potential will require a concerted effort by LCCF leadership, as well as the hiring of a development professional dedicated to this significant endeavor. Ultimately, a strong endowment will provide greater benefits to both the broader community and LCCF itself.

GROW, SUSTAIN AND STEWARD RESOURCES – Cultivate fundraising strategies to grow LCCF’s financial resources and further bolster longer term community-based initiatives.

OBJECTIVE 1. Clarify what donations can be used for long-term funding campaigns and to build our endowment.

OBJECTIVE 2. Employ a professional with significant development experiences to lay the groundwork for a substantive funding campaign.

OBJECTIVE 3. Engage high-net worth individuals and companies to explore cornerstone gifts and planned giving strategies.





GOAL 4. OVERVIEW: This goal highlights LCCF's commitment to fostering long term wellbeing within the community by addressing social vulnerability, whether due to poverty, lack of transportation or housing, cultural and linguistic differences, or impairment, for example. LCCF wishes to increase its focus on high priority needs and enhancing access to resources and services for underserved populations. This involves actively participating in discussions to represent the nonprofit perspective and advocating for issues and groups that often go unnoticed. As an umbrella organization, LCCF aspires to play a broad and impactful role—connecting various efforts, discouraging silos, and filling gaps in critical service delivery.

MITIGATE SOCIAL VULNERABILITY – Support efforts that mitigate negative impacts for our most vulnerable residents, and fill gaps in critical service delivery.

OBJECTIVE 1. Create a mechanism to assess critical needs and gaps, and how to address them on an ongoing basis.

OBJECTIVE 2. Establish ways to fill gaps in critical service delivery through funding support, advocacy efforts, inclusivity and collaboration.

OBJECTIVE 3. Establish and maintain funds to respond to acute needs and disaster relief.





GOAL 5. OVERVIEW: This goal focuses on enhancing support for local nonprofits and more clearly identifying LCCF's niche in this space. The aim is to develop a nonprofit ecosystem map related to LCCF's strategic direction, and to clarify what LCCF can uniquely offer, minimizing competition and duplication of efforts. Interviewees highlighted the importance of fostering collaboration, filling gaps in service delivery, and helping nonprofits build self-sufficiency. We aim to provide grant support, training, and technical assistance that is visible and relevant, with particular focus on underserved populations, as well as on larger and more collaborative grants. As one interviewee noted, "Every foundation struggles with setting boundaries. Choices must be made based on the community's deepest needs. By concentrating on a few key areas and strategies, you can confidently say both 'yes' and 'no' when necessary."



SUPPORT LOCAL NONPROFITS – Provide assistance and facilitate collaboration among local nonprofits, thereby empowering them to strengthen shared support services and advance mutual vision.

OBJECTIVE 1. Review and refine approaches and protocols for grant writing, grant making, and grant management.

OBJECTIVE 2. Create a consistent policy approach and offer tiered fee-based services to Fiscal Sponsored Funds (FSF).

OBJECTIVE 3. As a neutral convener, cultivate a round table for nonprofits to regularly meet and gather input on critical needs and desired services.

OBJECTIVE 4. Facilitate quarterly community meetings with thought leaders who can provide information, training, resources, and team building opportunities.

LAKE COUNTY COMMUNITY FUND

Our Future. Our Community!

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