

Campaign Assessment Report



Prepared by:



PO Box 1115
Dublin, OH 43017
Phone: (614) 792-8814
Fax: (614) 789-9348
www.rdgusa.net

TABLE OF CONTENTS

ASSIGNMENT	1
METHODOLOGY	2
KEY FINDINGS	3
RECOMMENDATIONS	10
PROGRAM PRIORITIES	10
COMMUNICATION and IMAGE	12
FUNDING	13
APPENDIX A: Feasibility Questions & Pre-case	15
APPENDIX B: Campaign Timeline	21
APPENDIX C: Foundations	22
APPENDIX D: Leadership & Focus Group Interviews	27

I. ASSIGNMENT

Resource Development Group (RDG) was retained by Lake County Partners (LCP) for the following:

Conduct a series of interviews (minimum 50) and focus group sessions with public and private sector leaders to determine the following:

- Depth of understanding and support for the LCP's economic development agenda.
- Test funding potential for a five-year cycle commencing in calendar year 2007.
- Identify principal sources of potential funding.
- Identify potential leadership for a funding campaign.
- Determine a realistic funding goal.

Define the elements of a possible funding campaign including strategy, timing and approach.

The results of this Assessment are summarized herein.

II. METHODOLOGY

Resource Development Group experience –

- Participation in formulation and budgetary funding of over eighty (80) economic and community development organizations throughout the country. Collectively, these total more than \$400 million in operating capital and include both chambers of commerce as well as separate economic development corporations;
- Familiarity with numerous economic and community development programs throughout the United States.
- Educational foundations and background with expertise in economic development and marketing.

Background information provided by the staff and board leadership of Lake County Partners.

Individual interviews and focus group sessions with strategically identified public and private sector leaders in Lake County. *See Appendix C--Leadership Interviews.*

The Assessment (see Appendix A-Questionnaire and Pre-Case) focused on:

- Leadership perceptions of LCP's past success and future potential.
- Identifying challenges that will need to be overcome for an economic development funding initiative to be successful.
- Identification of leadership for a funding effort.
- Testing the viability of a funding campaign to raise sufficient funds for a multi-year budget.

III. KEY FINDINGS

Lake County Partners has helped grow the economic base in Lake County since its inception in December of 1998, as evidenced by its impact on corporate expansions, relocations and capital investment in the county during that time period. Even so, the demand from both the public and private sector for accountability and value has increased, and the business of economic development and its place as a community priority is becoming increasingly more competitive.

These realities were evident throughout the Assessment process and are reflected in our findings and recommendations, which are outlined below. When reviewing this document, keep in mind that our goal is two-fold: to place Lake County Partners in the best position to fund critical economic development programs immediately, and to build a pro-active and responsive economic development delivery system for the future.

- 1) There is a general feeling that LCP has evolved from a marketing and recruitment agency to an organization that includes transportation, advocacy, workforce, retention, lending etc., as part of its overall program of work. There is confusion as to what the mission of LCP is and where it should be focusing its resources, fostering a belief that the organization is “spread too thin”. Further, 86% of the individual interviewees indicated a desire to see LCP determine its core competencies and focus on impacting those areas.**

“I think they have been hurting themselves by trying to be everything to everybody, and we all know that when you do that you end up not doing anything as well as you should.”

“There are a lot of issues impacting our counties growth so it becomes easy to lose focus on where we fit.”

- 2) Participants understand that successful economic development efforts are reliant upon the quality of the product you market. However, the improvement of the product is directly related to public sector investment. This has led to confusion relative to the role LCP plays with infrastructure issues that will only be resolved when leadership clarifies/defines the organizations priorities.**

“I never could understand why LCP was taking the lead on issues related to infrastructure. Our elected officials are the only ones that can have an impact there so that should be left to the people who push the voting switches.”

“The most severe problems we have center around our transportation and road system. To me, that seems like something the state and county should be addressing.”

3) The retention and expansion of existing business, and community education received overwhelming support when interviewees were asked to determine priorities for Lake County Partners.

Retention and Expansion	92%
Community Education	84%
Business Recruitment	68%
Workforce	46%
Venture Capital/Lending	14%

“Keeping our companies from moving north to Kenosha should be at the top of our list.”

“We announced an expansion and the first time I heard from Partners was the day it came out it in the newspapers.”

“It just makes sense that it’s easier to keep what’s already here as opposed to convincing an outside company to relocate to Lake County.”

“Workforce issues are clearly important to our business community’s growth but the community and our school systems should be the primary agencies addressing those needs.”

4) While people recognize issues related to infrastructure, public education, roads, etc. are ultimately impacted by elected officials, 84% suggested that the public education of the impact and importance of the issues should fall on the shoulders of LCP.

“They should be the singular voice of the Lake County business community.”

“I think there was a void in the community that was filled when Partners took the lead with the transportation referendum. Someone needed to inform the general public.”

“Transportation is clearly our county’s number one issue, but Partners should be an advocate for any issue that impacts the way we grow.”

“We are so decentralized as a county that we need a common voice that can speak on behalf of the entire business community.”

5) A majority (72%) of those interviewed felt that LCP can and should play a very important role as a county coalition builder and facilitator.

“Partners is in the best position to get everyone on the same dime to try and impact change.”

“Someone needs to take the lead in pulling everyone together on those ‘big ticket’ issues that will have a dramatic impact on how we look 30 or 40 years from now.”

“Our political structure doesn’t lend itself to “big Picture” thinking. That’s not a criticism, just an observation. We need a group that can pull people together and Partners has shown a unique ability to do that.”

- 6) There is a general lack of knowledge relative to the various financing programs administered by the LCP. When informed, 72% felt these were important tools, particularly for a pro-active retention effort. Most also stated more communication about the availability was important.**

“As interest rates climb, I see the IRB program becoming more attractive and useful.”

- 7) Many feel the county is at a competitive disadvantage when it comes to attracting outside investment and providing incentive packages to keep companies from moving. Those that have been actively involved in a relocation would like to see a more attractive and aggressive incentive program available for Lake County Partners utilization.**

“I can tell you first hand that we are just not competitive when it comes to attracting outsiders. The only reason we are still in the region is because we already owned the land and our CEO likes the region. From a dollars and cents decision, we would have been long gone”

“The incentive package just isn’t available to Dave to attract the big companies.”

- 8) Market access, labor availability, O’Hare airport, and the education systems were mentioned most often as assets for locating a business in the county. Transportation, land availability, and taxes were identified most often as detriments.**

“If you look around, there is a lot of foreign investment in the area. The airport was a critical reason we located here.”

“Moving our employees is our number one concern and anything Partners can do to help would be of value to us.”

- 9) Over half of those interviewed have not been to the LCP offices. Of those that have, there is agreement that bigger and better space would serve the organization well and elevate the organizations stature and effectiveness with prospects.**

“I would never take a prospect to their offices if I wanted to close a deal. I understand that they have been worried about keeping the doors open and lights on, but Partners is supposed to be the face of the county.”

“They need to have cutting edge technology if they are going to successfully compete with all the other groups out there. I guarantee those recruiting business to Southeast Wisconsin have the best technology available.”

“No one is going to take us seriously until we take ourselves seriously and those offices scream that we don’t take ourselves seriously.”

- 10) The majority of interviewees (82%) feel an autonomous private/public partnership with financial participation from both sectors makes sense, although there are some key interviewees that question the viability of the LCP as a stand alone organization. All of those that disagreed with a public/private partnership opined that the public sector should be the sole source of funding.**

“I feel it is critical that both the public and private sector have some skin in the game.”

“The County spun Partners out because they were not effective. To me, they are the primary beneficiaries of Partners success by virtue of an expanded tax base.”

“The school system will benefit just as much as the private sector.”

“I am not convinced Partners can be a viable stand-alone because the large Lake County companies are in industries not particularly interested in economic development.”

“This should be a Lake County initiative, and I would not be inclined to put my company’s dollars into the organization.”

- 11) There is strong support (92%) for a continued and enhanced Lake County Partners. However, there are equally strong feelings that we need to change the perception of the organization and offer a clear and concise value proposition for both private and public sector investors.**

“I know Partners is needed but it will be imperative that you specifically show me what my return on investment will be.”

“I think it will boil down to the perceived value that folks place on Partners. Show me value and I’ll support it.”

12) Many of those interviewed could not identify the tangible investor benefits that they receive through their investment. It was strongly suggested that benefits and sponsorship packages be a part of any fundraising effort.

“I know we have been a contributor but I really have no idea what we get in return.”

“Our discretionary funding is getting squeezed so in order to consider a contribution it would help if we could tie it to a sponsorship of something like a meeting or event.”

“As a technology company, I would never approve of our dollars going to an organization trying to attract new companies to move in next door to me.”

“It would help if everything was packaged. When Partners comes to me for dues, sponsorship dollars, and tables at events they remind me of a Chamber.”

13) Nearly all felt increasing the current annual budget to \$2.5 million was not attainable but that a modest increase could be achieved if investors see benefits. In addition, 82% of assessment participants currently funding LCP were willing to renew their current funding level and approximately half of those would consider an increase.

“You will not be able to triple the budget. Maybe you set your goals lower now, show some good results and eventually get to that 2 million range.”

“I don’t see many people buying a threefold increase despite the need for the effort. You will be doing well with a 15-20% increase.”

“They have been focused on keeping the lights on and not enough on what they are supposed to be doing.”

14) A three to five-year commitment was not seen as an impediment.

“I really think a multi-year pledge will free Dave and his staff up to get on with the business at hand”

“As long as there is nothing legally binding to our pledge, I don’t see signing a five year pledge as a problem.”

“It only makes sense to build some stability into the budget.”

15) There is not a consensus of who the public or private leadership is in Lake County. When attempting to identify individuals that would bring credibility to a funding campaign, there was a tendency to identify companies instead of individuals. The prevailing feeling for this phenomena/void is twofold:

- The top executives domiciled in Lake County attach themselves to Chicago
- There are few opportunities that allow for the manifestation of true leadership in the county.

“Other than maybe the United Way, Genesee Theatre, Lake Forest Symphony and a few others, there really aren’t any county wide organizations that provide a central point for private or public leadership.”

“I’ve been in a number of communities and I can honestly say this is a very different environment. The top CEO’s just don’t see the need to get involved and I do not see that changing.”

“Yes, they live here and yes, their company’s are here. But the reason they are located here is because of Chicago and they look to Chicago as their play ground. If they are going to personally get involved with an organization in any meaningful way, it’s going to be in Chicago.”

“I think we will continue to support Partners but I can tell you it would be a waste of your time and mine to even try to get my boss engaged.”

16) Some public sector members feel disengaged with LCP and would like regular updates from LCP staff. They feel LCP does not communicate effectively and question whether they have deviated from their mission.

“I think it would be helpful to hear from the person in charge every once in awhile. It would raise our comfort level and give Partners more credibility with everyone on the commission.”

“We need to be briefed so that we know what is being done for economic development in the community. We need to be armed with information to justify the money we are spending.”

17) 84% of the interviewees expressed concern that LCP staff does not “toot its horn” enough and does not have the proper visibility to be considered the singular economic development agency for the county. Further, many would like to see better, more direct reporting of LCP activities.

“I know what we do and accomplish as an organization because I’m on the Board. If you went and interviewed 100 people in downtown Libertyville, I would be surprised if any of them would even know who we are.”

“The only way Partners is going to survive is if they become more visible and are viewed as the ‘go to’ development group for the county.

18) Specific challenges to a broad-based funding effort include:

- Lack of identifiable, county-wide leadership
- Corporate presence does not match traditional economic development support base
- Lack of clear, measurable results and track record for Lake County Partners
- Lack of Lake County Partners presence and visibility

RECOMMENDATIONS

Generally, the Pre-Case outline of key initiatives was broadly accepted and endorsed by the assessment participants. The proposed budget and desire for a more prioritized and streamlined program of work has led RDG to recommend that LCP focus time and resources on the following three functions, and communicate these core competencies clearly to all stake holders.

Program Priorities

1. Retention and Expansion

Establish a pro-active existing industry calling program focused on large employers and specific industry groups. This should be coordinated with the local chambers and respective government entities, but housed and facilitated by the LCP. LCP activities related to the function of retention and expansion should include the facilitation and collaboration of important issues impacting the potential growth and development of the county. Formal involvement with infrastructure or product development initiatives and activities, as it relates to economic development can be in a lead role as a catalyst or in a supporting role as a facilitator. The pie-chart budget reflects additional emphasis placed on retention efforts.

2. Business Recruitment and Attraction.

National and international marketing and recruitment should focus on the targeted industries identified by the Deloitte and Touch study (biosciences, medical devices, professional services, corporate headquarters, and transportation). While the proposed budget reflects 41% for recruitment, we suggest a judicious monitoring of this function because of the serious existing product issues that cannot be changed solely by LCP.

3. Community Education

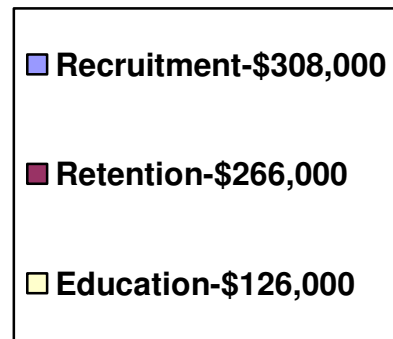
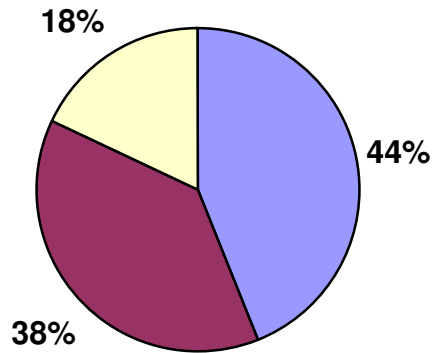
LCP should take a lead role in educating the community on issues impacting the growth and development of the county. LCP can play a valuable role by providing “air cover” for elected officials on economic development related issues.

4. Benchmarking/Measurements

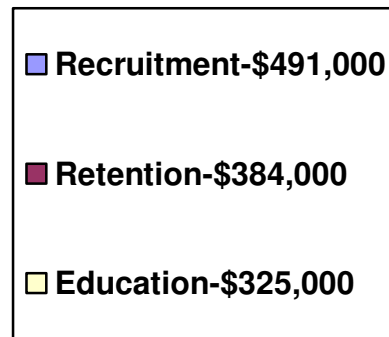
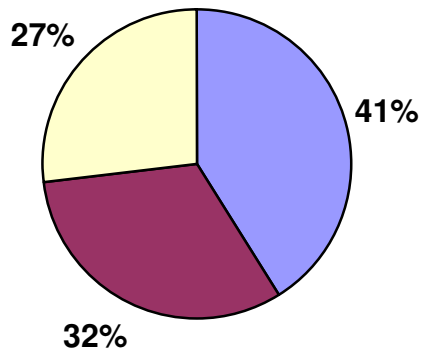
LCP should refine its measurement system and establish specific goals for the duration of the programs anticipated funding cycle. Ideally, a system will be established prior to commencement of any funding effort to identify specific measurements for the next five-year cycle. This could be a task force of the board that meets 2 or 3 times over the first 6 months of 2006, with the goal of recommending specific measurables before the 2006-07 fiscal year (and the first full term of the cycle) commences.

DUES REVENUE

CURRENT



PROPOSED



COMMUNICATION and IMAGE

1. **Establish and implement an Investor Relations program.**

A comprehensive communications plan for both the funding campaign and investors needs to be developed. While the funding campaign will be focused on highlighting LCP successes and future plans, the on-going investor relations plan needs to focus on making investors “feel good” about their investment and build confidence in the LCP. Moreover, LCP should be the official source of business information for Lake County.

Specific examples of possible communication activities include:

- a. Communicate LCP’s activities through both the broadcast and print media.
- b. Utilize both a guest column in the local newspapers from the Board chair, CEO or staff, and quarterly activity/success reports on local cable and broadcast media outlets. Also publish weekly Monday morning e-mails to all investors.
- c. Systemized approach to phone contact between key staff and investors.
- d. Enhance the LCP website and Member Connection Newsletter. Specifically provide investor links, opportunities for promotion and investor “highlight” articles
- e. Utilize LCP’s research and data capabilities to provide information such as the Claritas reports to investors and select others.

2. **Enhance the “board experience”.**

The LCP should consider ways to enhance the experience of being a LCP board member. This includes better communication flow, as well as more involvement in LCP operations. One possible starting point could be a small working task force of the board that “brainstorms” various ways to improve the experience. Specific recommendations could flow for possible implementation later in 2006.

FUNDING

- 1. Initiate a funding campaign for a five-year cycle with a goal of generating \$1.2 million per year for a \$6 million five year total.**

This represents an increase in excess of 30% from actual funds received during the last fiscal year. Further, this includes an anticipated 67% increase in the current level of private sector investment in LCP. We believe this is aggressive, but attainable. The goal should be positioned as a “minimum need”. Any additional funds (above \$1.2 million annually) could be targeted for additional recruitment activities. The goal is predicated on an aggregate increase of 35% to 40% from the current top 12 private sector investors, and also targets continued expansion of the investor base. Our specific campaign timeline is included as *Appendix B: Campaign Timeline*

- 2. We recommend a funding campaign based on tiered levels of investment that include certain benefits for specific levels. Further, we recommend packaging sponsorships and annual investments to create a “single ask” scenario and maximize investment opportunities.**

Tangible benefits as well as strong/fair goals for program deliverables should be in place for the campaign. A number of suggestions were offered during the interviews for various approaches to packaging and benefits for LCP investors. These should be reviewed with staff and board leadership to determine what can work in the overall scheme of LCP service delivery, without compromising the integrity of the economic development process.

Specific examples include sponsorship of the annual meeting and other events, possible committee involvement, website exposure, written collateral material sponsorships, etc.. RDG will make specific recommendations regarding packaging of benefits to the LCP as we transition to a funding campaign.

Also, there are a number of Illinois based philanthropic foundations that may provide limited, but possibly meaningful funding and should be persued. (See Appendix C)

- 3. Focus initial phase of the campaign on increasing private sector investment.**

While the formula for a successful campaign includes enhanced participation from our public sector partners, it is imperative that the private sector increase investment dramatically before any current public sector investor is approached for increased support. The area of opportunity for budgetary enhancement is with the private sector. LCP receives dues revenue from the County (\$350,000), the business community (\$308,150),

municipalities and villages (\$32,475), and the school districts (\$12,900). Of the \$700,000 in dues revenue generated for LCP, approximately 57% is generated from the public sector. We recommend that the campaign initially focus on increased private sector funding to generate the majority of the additional \$500,000.

The face of the campaign will have a dramatic impact on any funding campaign. While there is no consensus on leadership for Lake County, it will be critical that we display a clear and real partnership between both. The campaign should send the message that the county and private sector are equally committed to economic development.

APPENDIX A:

Lake County Partners **Feasibility Questions**

January 11, 2006

The following is a general guideline for use by the interviewee for Lake County Partners feasibility study. It is not designed to be a survey instrument but rather a tool to help format the interview and to ensure all subject areas are covered.

General

1. General information about company/firm.
2. How much do you know / how involved have you been with Lake County Partners over the past 4 or 5 years?

Priorities

Briefly review priorities / goals / programming / possible budget, Then:

3. Take a look at this summary list conclusions and recommendations and give me your reaction.
 - a. Do these make sense?
 - b. Are there items you would add? Exclude? Emphasize more or less?
 - c. Is one area more or less important in your view than another?
 - d. Do these program areas make sense to you? Are there others you would include? Are there some you would exclude?
 - e. How would you prioritize the following:
 - enhanced funding for marketing
 - enhanced funding for advertising
 - enhanced funding for local business retention
 - enhanced funding for brainpower
 - enhanced investment for innovation and entrepreneurship
 - enhanced investment for infrastructure advocacy

- f. Stated differently, which of the aforementioned would your company help fund? At what level?
 - g. Are there additional programs/activities that you would like to see addressed?
4. How important is direct involvement in program activities and decision making to you?
- a. Is the ability to serve on the board, task forces, etc. attractive / important? Does it have an impact on your level of financial support?
 - b. Would a “value-added” sponsor type package have an impact on your level of financial support?

Funding

Currently, approximately \$800,000 per year is dedicated to Lake County Partners activities and programs. In order to implement everything we have discussed today, Lake County Partners has developed an initial budgetary goal of \$2.5 million

5. In your opinion is this a reasonable target from the public and private sector throughout the county? If not, what is a reasonable goal? How would you streamline programs? Would you eliminate activities completely or reduce everything across the board?
6. In order to attain the contemplated funding target, we think that _____ will be required from your sector.
- a. What do you think of that target?
 - b. If that is not a reasonable goal, what is?
 - c. If you were us, how would you tackle your particular sector?
 - d. Who are your sectors key leaders?
 - e. What program(s) will be most attractive among people in your industry?
 - f. Would a formula approach to funding work?

7. We have already discussed the total funding need and your sectors piece of that. If we are to achieve those targets we think something in the range of _____ will be required from a firm such as yours.
 - a. This is not a request and I am not asking for any kind of commitment but give me your reaction to that.
 - b. What would it take to get you to that kind of number?

8. Are you comfortable with a five-year pledge as long as it is subject to your annual review and approval?

Leadership

9. Discuss for a minute corporate leadership. If you had a major project and could pick 5 corporate leaders in the county to help you accomplish your mission, who would they be?

10. In your opinion who is the single most well-respected corporate leader in this region? Public leader?

Closing

13. Is there anything else you would like to share or add?

Advantage Lake County

An Economic Development Enhancement Strategy for Lake County, Illinois

Who is Lake County Partners?

Formed in 1998, Lake County Partners is the economic development organization for Lake County, Illinois. We help transform economic opportunities by facilitating public/private collaboration to improve the business climate in the region. Lake County Partners helps to attract, retain and expand businesses; advocate for infrastructure improvements; and spearhead initiatives that bolster business success.

What is Advantage Lake County?

Advantage Lake County represents a new way of doing business for Lake County Partners. With the pace of regional and global competition increasing exponentially, it is now more important than ever that Lake County, its communities, and especially its businesses work together to leverage opportunities in order to grow and secure jobs, investment and prosperity. Advantage Lake County seeks a 5 year commitment of financial resources in order to enhance our ability to grow key industry sectors, expand our overall economic base, and yield a return on investment for our stakeholders.

Lake
County Partners

Location. Collaboration. Opportunity.

Lake County Partners Key Accomplishments: (1998-2005)

- ◆ 4,034 jobs created
- ◆ 14,454 jobs retained
- ◆ 7,141,218 square feet of commercial real estate absorption
- ◆ \$337 million in additional capital investment

Advantage Lake County: Enhanced Program Goals

MAXIMIZE Opportunities for Economic Growth

- ◆ Continue to grow jobs and investment by focusing on the retention and expansion of companies already in Lake County
- ◆ Support the ongoing needs of business and industry by implementing an aggressive outreach program to assess needs and opportunities for growth
- ◆ Implementation of an aggressive targeted industry attraction effort on a national / global scale; develop industry specific marketing initiatives
- ◆ Create the **94 Technology Corridor** initiative to regionally market the area and coordinate business infrastructure around Interstate 94/294 from Northern Cook County to Southern Wisconsin to targeted industries including biosciences, professional services, corporate headquarters, and advanced manufacturing.

DEVELOP Creative, Innovative Initiatives With A Job Generation Focus

- ◆ Develop and facilitate aggressive venture and other private equity entrepreneurial capital programs geared towards growing emerging and industry targeted companies
- ◆ Coordinate and advocate public / private partnerships in order to expedite and facilitate technology transfer opportunities
- ◆ Create a **Manufacturers Network** to focus on collaborative marketing, training, and joint bid opportunities to grow market share and widen & diversify customer bases

CREATE A Globally Competitive Business Environment

- ◆ Provide a forum for regional collaboration on economic development, transportation, workforce, access to capital, and entrepreneurial issues
- ◆ Maintain relationships with existing state and regional partners and expand relationships with new partners in southern Wisconsin
- ◆ Continue to raise awareness of economic development and focus on contributions made by local companies to the economy and overall quality of life
- ◆ Work to streamline and equalize business incentives offered by Lake County, its communities and the State
- ◆ Work to facilitate and expedite additional shovel ready development sites geared towards targeted industry sectors

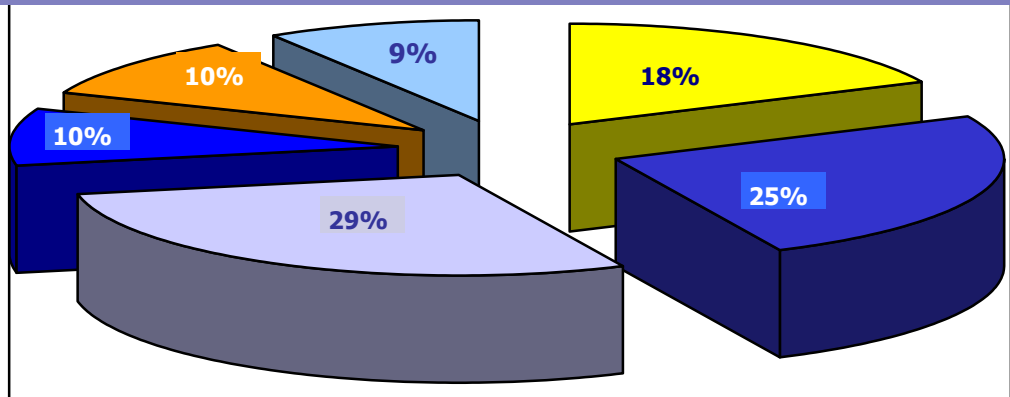
RETAIN AND RECRUIT

21st Century Talent

- ◆ Coordinate and strengthen relationships with the College of Lake County, The University Center of Lake County, Rosalind Franklin University of Medicine and Science, Northwestern, DeVry University / Keller Graduate School of Management, Robert Morris College, Lake Forest College, Lake Forest Graduate School of Management, and other as appropriate
- ◆ Develop and implement a **Young Professionals Network** focused on engaging and retaining knowledge workers employed in Lake County in order to enhance their professional experience

Advantage Lake County

Proposed Enhanced Budget



	Current	Proposed
New Business Recruitment	\$175,000	\$450,000
Marketing / Image Enhancement	\$240,000	\$625,000
Existing Industry Support	\$273,000	\$725,000
Venture / Capital Conduit Programs	\$ 87,000	\$225,000
Investor relations	\$90,000	\$250,000
Special Programs	\$85,000	\$225,000
Total	\$950,000	\$2,500,000

- **New Business Recruitment - 18%**
- **Marketing / Image Enhancement - 25%**
- **Existing Industry Support - 29%**
- **Venture / Capital Conduit Programs - 10%**
- **Investor Relations - 10%**
- **Special Programs - 9%**

ACTIVITY LEVEL

- ◆ Business Retention
- ◆ Lending
- ◆ Competitiveness Issues
- ◆ Reactive Business Recruitment

1999-2002

- ◆ Business Recruitment
- ◆ Economic Development Marketing and Public Relations
- ◆ Business Retention
- ◆ Competitiveness Issues
- ◆ Information Resources
- ◆ Lending

2003-2006

- ◆ Business Recruitment
- ◆ Business Retention and Expansion
- ◆ Aggressive Existing Industry Visitation Program
- ◆ National and Global Economic Development Marketing
- ◆ Public Relations and Issues Management
- ◆ **94 Technology Corridor Initiative**
- ◆ **Manufacturer's Network**
- ◆ Enhanced Information Resources
- ◆ Lending
- ◆ Venture and Private Capital Conduit Programs
- ◆ **Young Professionals Network**

2007-2011

APPENDIX B: CAMPAIGN TIMELINE

Lake County Partners- March, 2006 through December, 2006

Phase I	Phase II	Phase III
<p data-bbox="334 495 548 527">March and April</p> <ul data-bbox="285 569 626 936" style="list-style-type: none"> <li data-bbox="285 569 626 600">• Refine program details <li data-bbox="285 642 529 716">• Identify/recruit leadership <li data-bbox="285 758 594 831">• Complete prospect screening and rating <li data-bbox="285 873 545 936">• Initiate brochure development 	<p data-bbox="760 506 1000 537">May through Nov.</p> <ul data-bbox="724 548 1081 947" style="list-style-type: none"> <li data-bbox="724 548 1000 621">• Produce campaign materials <li data-bbox="724 663 967 726">• Initiate investor relations <li data-bbox="724 768 1081 873">• Commence broad-based solicitation; 250 calls approx. <li data-bbox="724 915 894 947">• Kick-off? 	<p data-bbox="1247 506 1382 537">December</p> <ul data-bbox="1162 579 1495 768" style="list-style-type: none"> <li data-bbox="1162 579 1495 621">• Follow up and closure <li data-bbox="1162 663 1455 695">• Close out function? <li data-bbox="1162 737 1430 768">• Records hand-off

APPENDIX C: FOUNDATIONS

Potential Lake County Foundations

Profile

Esper A. Petersen Foundation

3535 Washington St.

Gurnee, IL 60031

Donor(s): Esper A. Petersen†.

Type of grantmaker: Independent foundation.

Background: Incorporated in 1944 in IL.

Fields of interest: Arts; Children/youth, services; Community development; Economically disadvantaged; Education; Family services; Health care; Hospitals (general); Human services.

Geographic focus: California; Illinois

Types of support: Building/renovation, General/operating support, Research.

Limitations: Giving primarily in CA and IL. No grants to individuals.

Publications: Application guidelines.

Application information: Application form not required. Applicants should submit the following:

- 1) copy of most recent annual report/audited financial statement/990
- 2) copy of IRS Determination Letter
- 3) detailed description of project and amount of funding requested

Initial approach: Letter

Board meeting date(s): July and Dec.

Deadline(s): None

Final notification: Dec. 31

Officers and Directors:* Esper A. Petersen,* Pres.; Ann Petersen,* V.P.; Steven Malato,* Secy.

Financial data: (yr. ended 12/31/04): Assets, \$9,012,382 (M); expenditures, \$705,790; total giving, \$355,018; qualifying distributions, \$355,018; giving activities include \$355,018 for 32 grants (high: \$77,680; low: \$500).

EIN: 366125570

Profile

Allan and Meline Pickus Foundation

2110 Miraflores Ave.

Waukegan, IL 60087-4024

Type of grantmaker: Independent foundation.

Background: Established in 2001.

Geographic focus: Illinois

Limitations: Giving primarily in IL.

Directors: Allan Pickus; James Pickus; Jeffrey Pickus; Joel Pickus; Louie Pickus; Meline Pickus.

Financial data: (yr. ended 12/31/04): Assets, \$169,100 (M); gifts received, \$39,580; expenditures, \$34,491; total giving, \$34,445; qualifying distributions, \$34,445; giving activities include \$34,445 for grants.

EIN: 364448394

Profile

United Conveyor Foundation

2100 Norman Dr. W.

Waukegan, IL 60085

Telephone: (847) 473-5900

Contact: Gloria A. Smiley

Donor(s): United Conveyor Corp.

Type of grantmaker: Company-sponsored foundation.

Background: Established about 1957 in IL.

Purpose and activities: The foundation supports organizations involved with arts and culture, higher education, health, human services, and Catholicism.

Fields of interest: Arts; Children/youth, services; Federated giving programs; Health care; Higher education; Human services; Roman Catholic agencies & churches.

Geographic focus: Illinois

Types of support: Employee-related scholarships, General/operating support.

Limitations: Giving primarily in IL.

Application information:

Initial approach: Contact foundation for application information

Deadline(s): July 1

Trustees: Donald N. Basler; David S. Hoyem.

Financial data: (yr. ended 12/31/04): Assets, \$4,515,237 (M); gifts received, \$50,000; expenditures, \$171,471; total giving, \$168,875; qualifying distributions, \$168,875; giving activities include \$147,875 for 51 grants (high: \$25,000; low: \$50) and \$21,000 for 7 grants to individuals of \$3,000 each.

EIN: 366033638

Sponsoring company information:

United Conveyor Corporation

Waukegan, IL

Business activities: Manufactures pneumatic, hydraulic, and mechanical conveying systems.

Giving statement: Giving through a foundation.

Profile

The Clara Abbott Foundation

1505 White Oak Dr.

Waukegan, IL 60085

Telephone: (800) 972-3859

Contact: Glenn S. Warner, V.P. and Exec. Dir.

URL: <http://clara.abbott.com>

Donor(s): Clara Abbott†; Louis B. Kyle; Mr. Joseph Miller, Jr.; Mrs. Joseph Miller, Jr.; Marie Wilkinson; Jack Moss Trust for Euluos Moss; Rieker Rieker Charitable Remainder Trust; Mr. Charles S. Brown; Mrs. Charles S. Brown; Marcia Thomas; John C. Kane; Bernard Semler; Gary P. Coughlan; W. Thomas Brady; Lucilee Heine.

Type of grantmaker: Independent foundation.

Background: Established in 1940 in IL.

Purpose and activities: The mission of the foundation is to efficiently and responsibly provide needed assistance to Abbott families worldwide. Grants, loans, financial education and counseling services are made to Abbott Laboratories employees and retirees for financial aid due to financial hardships. Educational grants are made only to dependents of Abbott Laboratories employees (of at least one year) and retirees based on a financial need criteria.

Program area(s): The grantmaker has identified the following area(s) of interest:

Clara Abbott Financial Education (CAFE): The mission of the program is to promote sound financial habits by providing a series of personal financial education courses. All courses are free of charge for Abbott employees, retirees, spouses and dependents. The personal financial education courses offered through CAFE have been developed to promote healthy financial habits. These courses are only for Abbott employees, retirees, spouses and dependents. All courses are funded by The Clara Abbott Foundation. The main course offered is "Be the Boss of Your Money". The foundation offers additional courses to Abbott employees. Each 90-minute course is dedicated to specific financial challenges including topics such as: 1) Monthly budgeting; 2) Saving for college; 3) Auto purchasing and leasing; and 4) Credit card management. For more information about CAFE, please call (847) 937-2233.

Financial Assistance Program: All employees and retirees experiencing financial hardship may apply to the program and receive free and confidential financial consulting. The following criteria must be met in order to receive a loan or grant: current employee with at least one year of service (or one year from date of Abbott acquisition) and working a minimum of 20 hours per week; retiree of Abbott; spouse of deceased employee/retiree (until remarried); dependent child of deceased employee/retiree until age 23 for students, age 19 otherwise; special-needs children will not lose eligibility based on age; employee who is under a disability program (sponsored by Abbott); and all applicants must be enrolled in a health plan. In all instances, proof of financial hardship and need is required before any grants or loans are awarded.

Scholarship Program: The Clara Abbott Scholarship Program can bring a college-level education within reach for the children or dependents of Abbott Laboratories employees and retirees by providing college-level scholarships for tuition, fees, books and supplies, based on financial need. Scholarships are awarded for full- and part-time study at accredited postsecondary institutions such as colleges or universities, community colleges, vocational schools, and trade schools. Children and dependents (up to 29 years of age) of regular full-time or regular part-time employees with at least 12 months of service are eligible to apply. Children or dependents of Abbott retirees are also eligible. Application forms are available from the foundation's office, the local Abbott human resources office, or on the foundation's Web site.

Fields of interest: Aging; Economically disadvantaged; Education; Human services.

Geographic focus: National; international

Types of support: Consulting services, Continuing support, Emergency funds, Employee-related scholarships, Grants to individuals, Program-related investments/loans, Scholarships--to individuals.

Limitations: Giving primarily to Abbott Laboratories employees (of at least one year) and retirees worldwide.

Publications: Annual report (including application guidelines), Financial statement, Informational brochure.

Application information: Application form required.

Initial approach: Contact consultant contracted with foundation for complete application

Board meeting date(s): Apr. and Oct.

Deadline(s): Varies

Final notification: Varies

Officers and Directors:* Philip J. Tobin,* Pres.; Heather Lowe, V.P. and Exec. Dir.; Sheila Rivera-Fathallah, Cont.; Jack S. Aten; Catherine V. Babington; William Thomas Brady; Thomas F. Chen; Jaime Contreras; Stanley R. Flood; Stephen R. Fussell; Terrence C. Kearney; Nancy A. Kravcisin-Mclain; John C. Landgraf; Elaine R. Leavenworth; Greg W. Linder; Richard H. Morehead; David W. Olson; Theodore A. Olson; William H. Preece, Jr.; Laura J. Schumacher; Marcia A. Thomas; Anthony T. Thompson; James D. Walton; Michael J. Warmuth; Thomas M. Wascoe; Susan M. Widner; Guy R. Wiebking; Diane Winnard.

Number of staff: 25 full-time professional; 4 part-time professional; 12 full-time support; 1 part-time support.

Financial data: (yr. ended 12/31/04): Assets, \$274,447,766 (M); gifts received, \$282,564; expenditures, \$22,380,946;

total giving, \$13,613,681; qualifying distributions, \$20,282,877; giving activities include \$13,613,681 for grants to individuals, \$17,612,763 for foundation-administered programs and \$417,000 for loans to individuals.
EIN: 366069632

Profile

Beidler Foundation

53 W. Jackson Blvd., Ste. 530

Chicago, IL 60604

Telephone: (312) 922-3792

Contact: Thomas B. Dorris, Tr.; Rosa Vincelli

Type of grantmaker: Independent foundation.

Background: Established in 1999 in IL.

Fields of interest: Animals/wildlife, preservation/protection; Children/youth, services; **Community development, business promotion;** Crime/violence prevention; Federated giving programs; Higher education; Human services; Neighborhood centers; Reproductive health, family planning.

Geographic focus: **Illinois**

Limitations: **Giving primarily in Chicago, IL.** No grants to individuals.

Application information: Applicants should submit the following:

- 1) descriptive literature about organization
- 2) detailed description of project and amount of funding requested

Initial approach: Letter

Deadline(s): None

Trustees: Francis Beidler III; Thomas B. Dorris; Elizabeth Tisdahl.

Financial data: (yr. ended 12/31/04): Assets, \$14,621,751 (M); expenditures, \$660,133; total giving, \$579,100; qualifying distributions, \$587,164; giving activities include \$579,100 for 130 grants (high: \$39,000; low: \$250).

EIN: 364260449

Selected grants: The following grants were reported in 2002.

\$33,000 to Better Government Association, Chicago, IL.

\$29,000 to Chicago Youth Centers, Chicago, IL.

\$28,000 to Planned Parenthood/Chicago Area, Chicago, IL.

\$25,000 to Chapin Hall Center for Children, Chicago, IL.

\$22,000 to Chicago Childrens Museum, Chicago, IL.

\$20,000 to Hull House Association, Chicago, IL.

\$19,000 to Audubon Society, National, Harleyville, SC.

\$15,000 to Center for Defense Information, DC.

\$12,000 to Evanston Township High School, Evanston, IL, For health center.

\$11,000 to Catholics for a Free Choice, DC.

Profile

Schmid Family Foundation

28 W. Brookwood Dr.

Arlington Heights, IL 60004-2514

Type of grantmaker: Independent foundation.

Background: Established in 1999 in IL.

Purpose and activities: Giving primarily for community development, Roman Catholic churches, organizations, and education.

Fields of interest: Community development; **Economic development;** Higher education; Human services; Roman Catholic agencies & churches; Roman Catholic federated giving programs.

Geographic focus: Illinois

Limitations: Applications not accepted. Giving primarily in IL. No grants to individuals.

Application information: Contributes only to pre-selected organizations. (You need to know someone that has a relationship with one of the officers)

Officers and Directors:* George J. Schmid,* Pres. and Treas.; Jean M. Schmid,* Secy.; Christine L. Schmid; John W. Schmid; Kathleen Spahr.

Financial data: (yr. ended 11/30/04): Assets, \$20,140 (M); expenditures, \$118,855; total giving, \$117,810; qualifying distributions, \$117,810; giving activities include \$117,810 for 15 grants (high: \$61,600; low: \$100).

EIN: 364342489

APPENDIX D: LEADERSHIP & FOCUS GROUP INTERVIEWS

Fred Abdula	Norstates Bank
Michael Alter	The Alter Group
Chuck Bartels	Manpower
Teresa Bartels	Hallbart Holdings
Tim Beechick	Hamilton Partners
Marvin Bemby	Abbott Laboratories
Barry Burton	Lake County
Alice Campbell	Baxter Healthcare
Steve Capp	Laserage Technology Corp.
Tim Corcoran	Z F Sales & Service North America
Cyndy Cordell	Vista Health
Jeffrey DePew	First Midwest Bank
Scott Dessing	Takeda
Cynthia Dockery	North Chicago School Board
Gary Dowty	Lake County Contractor's Assn.
Doug Eckrote	CDW
Diane Emerson	ComEd
Vince Gaeto	Peoples Energy/North Shore Gas
Larry Hewitt	Oak Grove School District
Dwight Houchins	GLMV Chamber of Commerce
Dennis Kessler	Kessler Management Consulting
James Killian	Lake Forest Hospital
Wayne Kottka	LaSalle Bank

Jason Lake	NexGen Advisors
Chuck Lamphere	Van Vlissingen & Co.
Larry Leafblad	Lake County Board
David Lee	JP Morgan Chase Bank
Phillip Lippert	W.W. Grainger, Inc.
Kristi Long	United Way of Lake Co.
Susan McCall-Link	SBC
Ike McGalis	McGalis and Associates
Stevenson Mountsier	Lake County Board
Todd Mundorf	Midwest Generation
Michael Murphy	CenterPoint Properties
Jim Nixon	Hewitt Associates
Bonnie O'Brien	Clearbrook of Lake County
Dr. Theron Odlaug	Astellas
Richard Olson	Waukeegan School District
Jerry O'Malley	CarrAmerica
Tera O'Malley	Pace
Richard Ribando	The News Sun
Steve Risley	Harris Bank – Libertyville
Kenneth Robinson	Baskin Robbins – Waukegan
Philip Rovang	Lake County Department of Planning and Development
Dr. Michael P. Sarras, Jr.	Rosalind Franklin University

Suzi Schmidt	Lake County Board
Warren Schreier	Trustmark Insurance
Hilary Ward Schnadt	University Center of Lake County
Tom Schwartz	First Midwest Bank
David Scudder	McGladrey & Pullen LLP
John Streich	HSBC
Michael Talbet	Lake County Board
Joel Tune	Baxter Healthcare
Frank Unick	Uline, Inc.
Mike Valentine	BCU
Ray Vukovich	City of Waukegan
Patricia Warren	Astellas
Bill Westerman	Libertyville Bank & Trust