

**Kiwanis Club of Richmond
Strategic Plan Draft
2015-2020**

Committee Members

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For Board Approval

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1. Strategic Theme: Strengthen Club Membership

Goal:	Tactic:	Responsible:	Start:	End:
Annual Growth in New Members	Recruit new members.	Growth & Retention Committee		
	Recruit past members.	Growth & Retention Committee		
	Recruit from diverse sources of membership.	Growth & Retention Committee		
	Develop a welcoming strategy for prospective members.	Growth & Retention Committee		
Retain existing members	Revise orientation process.	Growth & Retention Committee		
	Offer a mentoring program.	Growth & Retention Committee		
	Continue recognition programs.	Growth & Retention Committee		
	Develop Networking and mentoring value of club.	Growth & Retention Committee, Publications Committee		
Implement PR campaign	Increase Social Media presence.	Marketing & Website Committees		
	Increase Club visibility in the community.	Marketing Committee and all members		
	Submit articles and advertising in local publications.	Marketing Committee		

2. Strategic Theme: Strengthen Community Programs

Goal:	Tactic:	Responsible:	Start:	End:
Increase Member Participation	Recruit volunteers.	Community Projects & Community Partners Committees		
	Add new programs that align with members' time and interest.	Board, Community Projects, and Community Partners Committees		
	Promote Club accomplishments internally and in local media.	Marketing, Publications, and Website committees		
	Evaluate existing partnerships.	Board		
Expand Community Partnerships	Explore new partnerships with schools and community organizations	Board		
	Seek new avenues to promote the Club	Board, Executive Committee		
Improve communication with partners	Ensure all partners have a clear place in the organizational structure	Executive Committee		

3. Strategic Theme: Strengthen Financials

Goal:	Tactic:	Responsible:	Start:	End:
Support Club Programs	Increase Annual Appeal giving.	Annual Appeal Committee & Board		
	Maintain donor base.	Executive Director		
	Club programs and discretionary funds take priority over grants.	Club & Foundation Treasurers, President, Board		
	Regularly evaluate fundraising initiatives.	Board, Fundraising Director & committees		
Prudent Endowment Management	Develop Planned Giving program.	Planned Giving Committee		
	Regularly evaluate investment strategies.	Investments Committee		
Seek Corporate Support	Develop Kiwanis-specific programming to attract corporate support.	Board		
	Increase golf tournament sponsors	Golf Committee		
	Increase number of “corporate memberships”	Growth & Retention Committee		
Strengthen Club Budget	Maintain a member base of 200 minimum	Membership Director & Committees		
	Evaluate expenses regularly.	Club Treasurer, President, Board		

4. Strategic Theme: Club Fellowship

Goal:	Tactic:	Responsible:	Start:	End:
Member Events	Implement two major social events each year.	Fellowship committee		
	Fellowship activities outside of Club meetings (like Toast or Mosaic night)	Fellowship & Marketing Committees		
Visible Club Morale	Make Kiwanis apparel readily available.	Marketing Committee		
100th Anniversary	Offer Gala-style event to celebrate.	Anniversary Committee		
	Anniversary service opportunity(ies)	Anniversary Committee		
	Updated anniversary publication/book	Anniversary Committee/Executive Director		
Be cognizant of members' situations	Cards and announcements at meetings	Concerns Committee		
	Postcards to members who've missed meetings	Growth & Retention Committee		
New Member Assimilation	Recognition of new members at meetings and in The Builder	New member's sponsor or Growth Committee		

5. Strategic Theme: Operational Excellence

Goal:	Tactic:	Responsible:	Start:	End:
Publish Policies portion of by-laws	Review former by-laws and all recent board policies and consolidate.	Laws Committee & Board		
Leadership Development	Hold enticing and relevant yearly educational orientation/retreat for Board members and all committee chairs.	Incoming President & Executive Director		
	Make regular updates to Club Service Manual	Executive Director		
	Regularly evaluate and adjust the Organizational Chart	Incoming President and executive committee		
Internal Communications Excellence	Improve Club website and increase use of tools by Club members	Website Committee		
	Continue Builder publication and increase use of pictures, esp. showcasing diversity	Publications Committee		
	Continue Friday Notes	Brad Williamson, or whoever else might take it on.		

