



Kiwanis®

Strategic Plan



Club Planning Tool

Think of a strategic plan as an organization's road map. You can choose the roads you want to take, but the strategic plan ensures you reach your destination—**your goals**.

The Kiwanis I-Plan is designed for clubs to use as a path toward accomplishing common goals. The I-Plan model starts with creating a vision of where your club wishes to be in the future. The strategic plan's four priorities will help clubs thrive for years and become a positive force for good in the world.

To get started, select 5-6 people from your club who are committed to seeing your club thrive. Your planning committee needs to represent diversity in background, experience, age, gender, talents and views.

Then, follow this guide to create and implement your plan:

1. **Create the vision**
2. **Gather and analyze information**
3. **Develop your plan**
4. **Communicate the plan**
5. **Implement the plan**
6. **Measure results**
7. **Celebrate success**

1. Create the vision - Determine where your club wants to be in the future. Align your club's vision with the priorities of the Kiwanis International strategic plan.

Motto: Serving the children of the world.

Defining Statement: Kiwanis is a global organization of volunteers dedicated to improving the world one child and one community at a time.

Vision: Kiwanis will be a positive influence in communities worldwide... *So that one day all children will wake up in communities that believe in them, nurture them and provide the support they need to thrive.*

Vivid Description: Our **global network** includes a *dynamic family of clubs*, individual *supporters, alumni, donors, NGO partners* and *corporate sponsors*. Every **community** around the world has an opportunity to participate in or benefit from a Kiwanis experience. Based upon a **legacy of service**, this **global network** is dedicated to **building community** and *improving lives* by providing opportunities for *service, fellowship, leadership, and philanthropy* according to *local needs, cultures and member interests*.

Our club's vivid description:

(Instead of writing a vivid description, write descriptors you would like to hear, see and feel in five years.)

2. Gather and analyze information - By collecting information, the planning process becomes more effective.

Utilize the Achieving Club Excellence (ACE) tools to assist with the collection and analysis of information. Collect information by:

- **Asking your members**
- **Surveying community leaders**
- **Collecting membership data and trends**
- **Assessing club projects and fund raising**
- **Measuring your club's visibility**

Next, use the data you've collected and your personal views to thoroughly respond to the following questions:

What is happening within your club that makes it strong?

Diversity, 70 year presence, Creativity, Wide Reaching, Sustainable longevity

What opportunities does your community offer that can help achieve your club's vision?

Enhance SLP Network, Increase Membership, Increase Community Awareness

What are the weaknesses in your club that are barriers?


Engagement, fiscal, venue, not deep impacting, engagement of members, lack of collaboration, lack of community

What are the external factors that might hinder your club's efforts?

Lack of funding, competition, lack of community signage, declining corporate membership, declining population, negativity

Finish analyzing all your information. As you plan, include the four key concepts of: Kiwanis community, SLPs as partners in service, Kiwanis network of service and your club's own signature project.


3. Develop your plan - It is time to begin designing your path. Take your shared vision, information, thoughts and observations and work through the planning pages to highlight your club's strategies and tactics for success.

Overall Priority	Strategies	How will you accomplish the strategy? List all the specific steps you'll take on the next page.
<p><i>Inspiration:</i></p> <p>MEMBERSHIP & ENGAGEMENT</p> <p>To build, retain and support a growing Kiwanis membership</p> 	KI: Increase membership. Club:	Identify and engage new companies
	Identify and engage former Key Club members and scholarship recipients	
	Work with PR Committee to increase community awareness	
	KI: Open new clubs. Club:	Consider opening new clubs when there is demand
	KI: Develop leaders. Club:	Engage new members in committee positions
	Secure co-chairs/elect/assistant positions to take over next year	
	Encourage members to complete online KI website training	
	KI: Focus on service to invite new members, strengthen clubs and open clubs. Club:	Conduct Membership Survey
	Engage members in service activities as team building	
	Have transparent leadership to provide ownership to all members	
	KI: Build a strong network of local and global partners. Club:	Continue to work with local partners
	Engage local affiliates of KI partners	
	Explore partnership service opportunities	

To achieve the club's goals, each committee should create supportive SMART (specific, measurable, actionable, realistic and time bound) action items. Using the club's I-Plan, each committee can determine action steps, measurements, target dates and people responsible.

Committee <u>Membership</u>			
Strategy: _____			
Operational steps to accomplish the strategy			
What specifically will you do?	How will you measure it?	By what date?	Person Responsible?
Conduct a Membership Survey	Based on KI Standards	Dec 31, 2016	Ellen Matthews-Freeman
Set recruitment goals	Distinguished Club Criteria	Oct 31, 2016	Ellen Matthews-Freeman
Explore ways to incentivize former Key Club members		Dec 31, 2016	Ellen Matthews-Freeman
Hold Annual Membership Luncheon	# of potential new members in attendance	May 31, 2017	Ellen Matthews-Freeman
New Member Orientation	# of new members	June 15, 2017	Ellen Matthews-Freeman


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<p>Impact:</p> <p>MEANINGFUL SERVICE</p> <p>To perform meaningful service, with service to children as our priority</p> 	KI: Empower and support growth in our Service Leadership Programs. Club:	Increase interaction between Key Clubs and Club Maximize BUG Program Explore opening a Circle K at MS JCCC
	KI: Align relevant service with community needs. Club:	Perform Community Analysis (CA) Based on results of CA, evaluate current service projects Explore options for new projects
	KI: Encourage the development of a signature project in each club. Club:	Establishing a signature project is a 2016 Club Goal Discuss Signature Project at Board meetings Get Club feedback
	KI: Encourage hands-on service projects. Club:	At least on a quarterly basis, identify hands-on projects Distribute information to members Encourage participation
	Annual Service Projects	Distribute dictionaries to all 3rd graders Distribute books to all 2nd graders
	Civic/Nonprofit Support	DREAM Program Support Regular giving to local nonprofits and groups

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Committee <u>Service Learning Programs</u>			
Strategy: _____			
Operational steps to accomplish the strategy			
What specifically will you do?	How will you measure it?	By what date?	Person Responsible?
Conduct a Community Analysis (CA)	Based on KI Guidelines	Dec 31, 2016	Ravin Floyd
Evaluate projects based on CA		Feb 28, 2017	Jen Dearman
Explore options for new projects		March 30, 2017	Jen Dearman
Establish Signature Project		Dec 31, 2016	Jen Dearman
Circle K at MS JCCC		Sept 30, 2017	April Williams
Increase interaction between Key Clubs and Club	Based on previous year's interaction	Sept 30, 2017	Rogena Mitchell
Maximize BUG Program		Sept 30, 2017	Rogena Mitchell
Distribute dictionaries to all 3rd graders		Sept 30, 2017	Jen Dearman
Distribute books to all 2nd graders		Sept 30, 2017	Jen Dearman
DREAM Program Support		Sept 30, 2017	Jen Dearman
Regular giving to local nonprofits and groups		Sept 30, 2017	Jen Dearman


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<p>Image:</p> <p>OUR KIWANIS IMAGE</p> <p>To enhance the Kiwanis image in the community</p> 	KI: Increase name recognition in the community. Club:	Adding Club website to County Chamber information Distribute, at least, quarterly press releases Distributing monthly newsletters through outside resources
	KI: Increase knowledge of our mission, both internally and externally. Club:	Include mission in weekly agenda & monthly newsletter Post mission on social media and website Include mission on all marketing materials
	KI: Unify all Kiwanis brands. Club:	
	KI: Promote the Kiwanis vision and vivid description. Club:	
	KI: Promote signature projects. Club:	

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Committee <u>Public Relations</u>			
Strategy: _____			
Operational steps to accomplish the strategy			
What specifically will you do?	How will you measure it?	By what date?	Person Responsible?
Adding Club website to County Chamber information		Oct 31, 2016	April Williams
Distribute, at least, quarterly press releases		Sept 30, 2017	April Williams
Distributing monthly newsletters through outside resources		Sept 30, 2017	April Williams
Include mission in weekly agenda		Sept 30, 2017	Jennifer Baxter
Include mission in monthly newsletter		Sept 30, 2017	April Williams
Post mission on social media		Oct 31, 2017	April Williams
Post mission on website		Oct 31, 2017	April Williams
Include mission on all marketing materials		Sept 30, 2017	Jen Dearman

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<p>Investment:</p> <p>FINANCIAL VIABILITY</p> <p>To ensure financial viability and responsible stewardship.</p> 	KI: Exercise proper stewardship of resources. Club:	
	KI: Build a non-dues revenue base. Club:	Hold fundraisers
	KI: Simplify the organizational dues structure and process. Club:	
	KI: Develop financial education. Club:	
	KI: Build the Children's Fund. Club:	Donating \$10/member to KI Children's Fund in 2016-2017

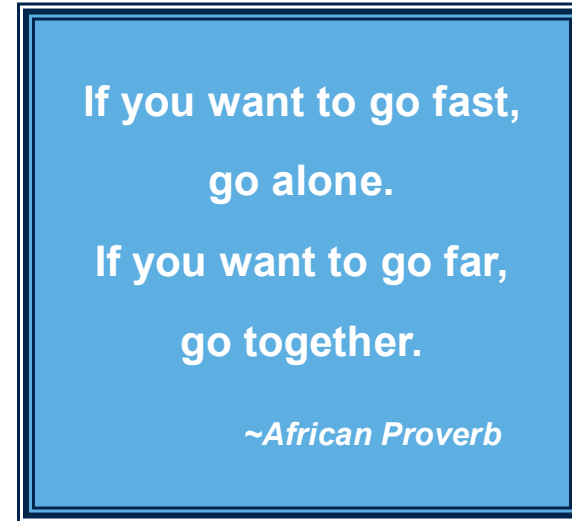
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Committee <u>Board of Directors & Fundraising</u>			
Strategy: _____			
Operational steps to accomplish the strategy			
What specifically will you do?	How will you measure it?	By what date?	Person Responsible?
Evaluate existing fundraisers' impact	Based on KI Standards	Dec 31, 2017	Betty Carter & Rogena Mitchell
Explore other fundraising options	Based on KI Standards	Dec 31, 2017	Betty Carter & Rogena Mitchell
Execute 5K & Taste of Spirits	Based on KI Standards & previous year's #s	Sept 30, 2017	Betty Carter & Rogena Mitchell

4. Communicate the plan

Communicating the plan is critically important to keep everyone involved and focused.

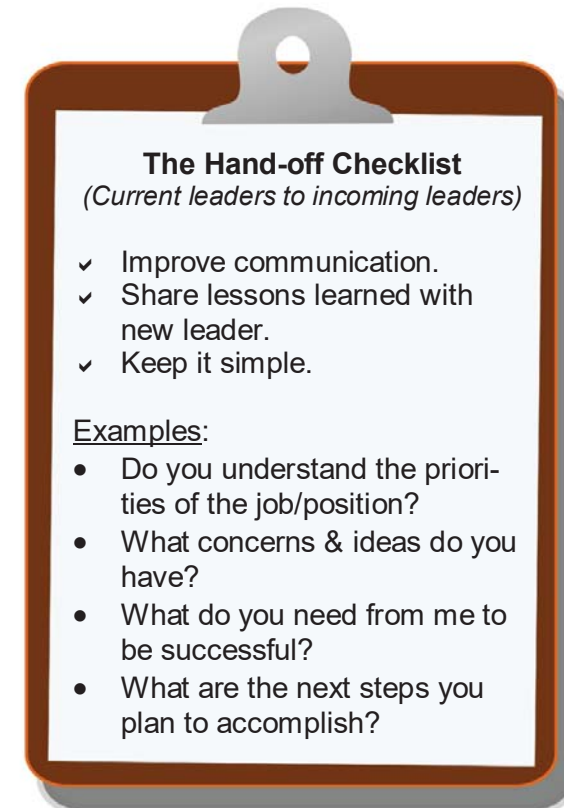
- The first step to communicating your plan is to format it in a way that makes it easy to share.
- Design a one-page summary of the plan listing the major goals in each of the four areas of the I-Plan.
- Create a poster of this one-page summary to display at club and Board meetings.
- Hand off key areas of the plan to club committees. Instruct committee chair persons to list all action items needed to achieve club goals.



5. Implement the plan

After the club board of directors approves the plan, assign board members to oversee the specific areas of the plan. In addition, use the following guidelines to ensure that your club I-Plan is well executed:

- Assign committees or club members to be accountable for the results.
- Review or create job positions in your club with responsibilities to support the plan.
- Invest the necessary resources (money and manpower) to achieve results.
- Require regular updates from committees on status and progress toward goals.
- Regularly review progress at monthly board meetings.
- Keep the goals of the plan and milestone achievements visible.



6. Measure results

Mile markers are checkpoints of your progress toward your goals.

- Keep in mind that mile markers are not measures of activity, but preliminary achievements of your plan.
- For example: You want to increase membership in your club by 10 percent. Hosting a guest day at a club meeting is an activity.
- The mile marker to measure is how many attendees of the special guest day joined your club.



Sometimes plans do not get the desired results. If after evaluating your club's plan you find out that you are going nowhere or in the wrong direction, you will need to revisit your strategy or reconsider the mile markers. Maybe it was unrealistic to achieve a goal in the given time frame.

Communicate your evaluation results. An important part of the strategic plan process is communicating your lessons learned to others. Think who could benefit from what your team has learned through the process.

7. Celebrate success

Your club members have worked hard to make your club successful. Consider planning a formal or social event that is filled with fun, fellowship and recognition.

However, there's no need to wait to recognize a job well done. Recognition is most effective when it is frequent and immediate.

Recognize your community partners.

Many of the successes in your Kiwanis club are the result of the community relationships and partnerships your club has developed.

Without this support, the impact and scope of these projects would be diminished. Acknowledge your club's partners and sponsors to:

- Inspire others to become involved.
- Build community support for future initiatives.
- Offer opportunities to highlight community issues.
- Demonstrate that one person can be an effective agent for change.
- Make those engaged in service feel that they and their work is valued.
- Provide examples for the rest of the community.
- Gain media coverage for club and partners.

Next Steps



Review this planning guide with club Board of Directors

Review Plan with Club members for feedback

Adopt Plan by Club

Identify a signature project

Distribute dictionaries

Conduct a Community Analysis

Conduct a Membership Survey

NOTES