



# Kiwanis Club of Columbus Five-Year Strategic Plan

Kiwanis Club of Columbus Strategic Planning Committee  
February, 2011

# Kiwanis Strategic Planning Committee

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- ▶ Fred Miller, II
- ▶ Tim Barhorst
- ▶ Paul Bohlman
- ▶ Ron Cook
- ▶ Lisa Jolley
- ▶ Jamie Richardson
- ▶ Mareion Royster
- ▶ Nick Tomashot
- ▶ Special thanks to Brian Seitz & Troy Terakedis for focus group work



# Why Was The Committee Formed?

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- ▶ Observation by Nick Tomashot and several others at a Trustee Meeting in 2010 was our Club is “incremental” in most of what we do
- ▶ Our Club makes a positive impact; however,
- ▶ Some longer-term multi year goals we are striving to reach could have more impact on our community, the club and our membership



# Starting Point in the Strategic Plan Development Process

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- ▶ **Committee was selected, met and agreed we need to answer a couple of questions:**
  - ▶ Where are we going? (Vision)
  - ▶ How we are going to get there? (Strategies)
    - ▶ What will we do? (Tactics)
  - ▶ How will we know when we have arrived? (Measurable)
- ▶ **A desired outcome is to establish priorities for the following four areas:**
  - ▶ Raising more money
  - ▶ How we contribute money
  - ▶ Increasing awareness of our Club
  - ▶ Growing membership (should be an outcome of doing the first three well)



# Agreement to Align to Kiwanis International “Permanent Objects” or core values

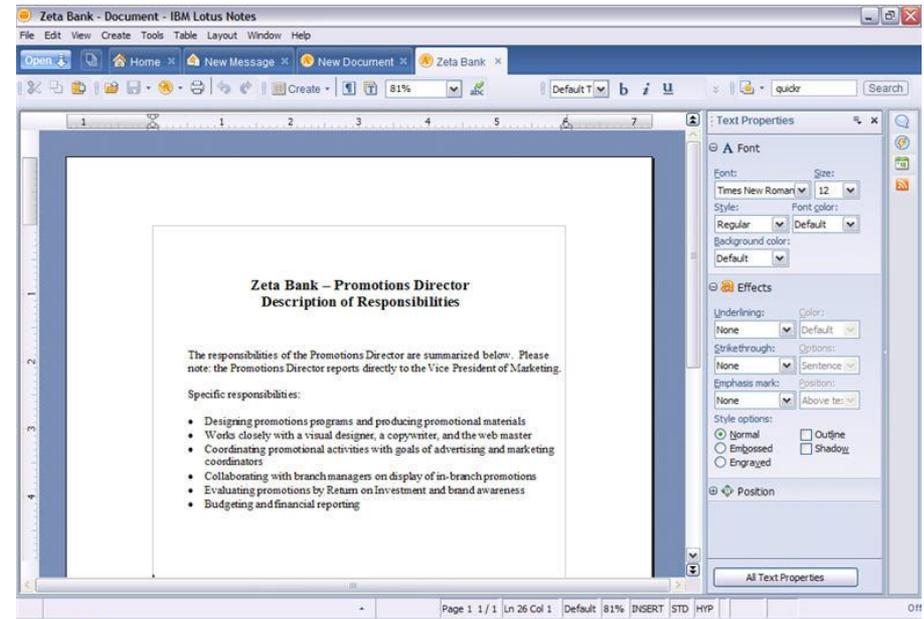
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- ▶ To give primacy to the human and spiritual rather than to the material values of life.
- ▶ To encourage the daily living of the Golden Rule in all human relationships.
- ▶ To promote the adoption and the application of higher social, business, and professional standards.
- ▶ To develop, by precept and example, a more intelligent, aggressive, and serviceable citizenship.
- ▶ To provide, through Kiwanis clubs, a practical means to form enduring friendships, to render altruistic service, and to build better communities.
- ▶ To cooperate in creating and maintaining that sound public opinion and high idealism which make possible the increase of righteousness, justice, patriotism, and goodwill.



# Positive Outcome During the Process

- ▶ Development, acceptance and implementation of a new Kiwanis Club of Columbus Grant Guidance document
- ▶ Thanks to Ron Cook, Lisa Jolley, and the Club and Foundation Trustees



# Strategic Planning Timeline

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- ▶ Meet, set-objective and determine process for developing plan (End of August – October, 2010)
- ▶ Conduct On-line Survey (November, 2010)
- ▶ Conduct Focus Groups and organize input of survey and groups (December, 2010 - January, 2011)
- ▶ Strategic Plan Committee Meets to draft plan (January, 2011)
- ▶ Present final draft plan to Trustees on February 8<sup>th</sup>, 2011 for approval. (January and early February, 2011)
- ▶ Presentation of final plan to Club Membership (February - March, 2011)



# On-Line Survey Highlights

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- ▶ 55 of approximately 160 members completed the survey
- ▶ 93% of members get information from the Newsletter
- ▶ Over 60% of our members value the Club's service projects at #1
- ▶ Some ideas for recruiting new members include:
  - ▶ Focus on small business owners and a relationship with Leadership Columbus to get some members from each class.
  - ▶ More PR for what our Club does
  - ▶ Provide incentives for those who bring in new members (i.e. extra attendance credit for bringing prospects to lunch)



# On-Line Survey Highlights

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- ▶ Over 70% of our members think two fund raisers per year (as we have now) is enough
- ▶ Over 62% of members think we should identify “key” projects or initiatives to support on an annual or bi-annual basis
- ▶ **Members get:**
  - ▶ Fellowship, Friendship & Fun
  - ▶ Networking
  - ▶ The opportunity to serve and the “...good feeling of giving back”



# On-Line Survey Highlights

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- ▶ About 50% of the members responding indicated our scholarships are about the right amount at \$1,000
- ▶ Very mixed view of club in five years - from:
  - ▶ Giving a \$250,000 check to a charity downtown to
  - ▶ Much smaller club not meeting every Monday



# Focus Group Input - Fellowship

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- ▶ Fellowship is a bi-product of the Club's activities
- ▶ Club leadership makes people feel valued, and members need to do the same
- ▶ Create more fellowship time at all events/activities (Trustee meeting, projects...)
- ▶ Need to better engage members through services projects and all Club activities



# Focus Group Input - Scholarship

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- ▶ Current dollar amounts are acceptable and there the club should not commit to long-term renewable awards. (maybe higher amount in the “good times”)
  - ▶ Committee needs to do a better job of promoting awards that are given and educate the membership on the process
  - ▶ Service and leadership should be more of a focus than merit or just academic results
  - ▶ Specific award for community service
  - ▶ New award for students already attending college who need help with tuition or books
  - ▶ Partner more with specific downtown organizations as well as Charter Schools, Key Clubs, etc.
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# Focus Group Input – Speakers

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- ▶ Speakers have an impact on member attendance when members are debating about coming to a meeting
- ▶ Speakers are and should be a “selling point” for the Club, but most do not join because of them
- ▶ Overall quality of speakers is very good, even though there is always room for improvement
- ▶ Mixed input on music programs, but Columbus Children’s Choir is a favorite



# Focus Group Input – Membership

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- ▶ Recognition that attracting new members is an “obligation” of the club membership
- ▶ Need reminders to bring guests
- ▶ Have membership progress reports at Monday meetings
- ▶ Utilize Past Presidents in recruitment – identify significant achievements of administrations
- ▶ Communicate better to the Club why attraction of new members is important
- ▶ Ask each committee to attract new members
- ▶ General comment was that membership is just not “on the radar” enough



# Focus Group Input - Service

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- ▶ Club has history of creating distinctive programs and innovation, and getting involved not just “writing checks”
- ▶ Club is best when projects are very focused
- ▶ Barrier to getting more involved is lack of awareness and too many projects and committees
- ▶ Services projects need to provide more flexibility (families with children and different times of day)
- ▶ Better service projects may help increase membership



# Focus Group Input - Committees

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- ▶ Club does not have ownership of any one thing
- ▶ Committees are challenged with continuity from year to year which lessen productivity and positive experience
- ▶ There is lack of information about Club committees and what they do
- ▶ The web-site was indicated as a tool to communicate, new member assimilation should be a year, and maybe short (60 seconds or less) at Monday meetings on selected committee reports
- ▶ Many felt there are too many committees for our membership – “we are spread too thin” and taking on too much
- ▶ Focus on the best of what we do and prioritize these things



# Focus Group Input - Networking

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- ▶ Input was not to add networking events
- ▶ There was also not an interest in forcing members into random seating on Mondays, but to have Club President suggest it periodically
- ▶ Committees and Service Projects are the best way to get to know people
- ▶ Social events – Black Tie Optional may push some members away, and we need to emphasize that business attire is fine too
- ▶ Not enough to members on what committees need and want people to do – this is an opportunity - newsletter is a good communication tool
- ▶ “Lose the Blues” is very effective and committee involvement needs to be a requirement



# Focus Group Input - Fundraising

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- ▶ Auction and Regatta are history and tradition, raise good money and we need to keep them
- ▶ Regatta needs some new creativity
- ▶ Overall PR on events and projects needs to be accomplished as this will be of great benefit
- ▶ Need more partnerships with those outside the Club
- ▶ Too many committees so the grants are spread too thin, and we reduce our impact and visibility





# **Proposed Strategic Plan for the Kiwanis Club of Columbus**



# Strategic Plan for the Kiwanis Club of Columbus

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▶ **Vision** (Where are we going?)

*The Kiwanis Club of Columbus will be a thriving and meaningful service organization, recognized as the leader in improving our community one - child at time.*

▶ **Mission** (Why we exist?)

*The Kiwanis Club of Columbus is a diverse service organization of people with shared values who come together to make a substantive impact in strengthening and making Greater Columbus Ohio a better place one - child at a time.*



# Strategic Priorities & Strategies

## (How are we going to get there?)

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### #1 - Get Foundation to \$1,100,000 by Kiwanis Club of Columbus' 100 year Anniversary - 2016

- ▶ Goal to raise \$300,000+ to provide for the ability to give \$100,000 in grants on top of our budget in 2016. This will be announced several years in advance.



# Strategic Priorities & Strategies (How are we going to get there?)

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## #2 - Focus on Membership

- ▶ Growth
  - ▶ Set our own goals for membership and not just what it takes to be a distinguished Club
- ▶ Engagement – Get all members active in some way (committees, Monday meetings, projects, etc.) - strengthens business connections
- ▶ Quality of members and experience of being a member of our Club
- ▶ Better communications through multiple channels (meeting, web, social media, committees, etc.)



# Strategic Priorities & Strategies

## (How are we going to get there?)

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### #3 - Increase Club Service Hours over next five years to a significant number by 2016 (consider 2,500 hours)

- ▶ This would be announced as a Club goal as part of our Club's gift to the community.
- ▶ Accomplished through:
  - ▶ New innovative projects
  - ▶ Enhancing and revisiting current projects
  - ▶ Growth of membership and greater engagement of our membership



# Strategic Priorities & Strategies

## (How are we going to get there?)

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### #4 - Integrate Public Relations into everything our club does

- ▶ Speakers
- ▶ Projects
- ▶ Contributions/Donations in the community
- ▶ Fundraisers
- ▶ Service Hours
- ▶ Be more aware of and connected to opportunities to support in the community and public relations with major milestones like Columbus 2020.



# Strategic Priorities & Strategies (How are we going to get there?)

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## #5 - Operational Focus will center on four areas

- ▶ Community Impact (financial and service hours)
- ▶ Fund Raising
- ▶ Club Support
  - ▶ Growing our Club member's connection to the Club, our activities and network of people
- ▶ Continuity from Year to Year
  - ▶ Our plan will be reviewed from year to year
  - ▶ Incoming President will be responsible for updating



# Recap of Kiwanis Club of Columbus' Strategic Priorities

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- #1 - Get Foundation to \$1,100,000 by 2016
- #2 - Focus on Membership
- #3 - Increase Club Service Hours over next five years to a significant number by 2016 (consider 2,500 hours)
- #4 - Integrate Public Relations into everything our club does
- #5 - Operational Focus will center on three areas: Community Impact (financial and service hours), Fund Raising, Club Support



# Communication Plan to Club Members

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- ▶ Once approved in final form by the Trustees, strategic priorities will be communicated over five Monday's as part of our regular Club meeting.
- ▶ The background on the process will be shared with the membership as part of the presentation of the first priority.

