

Strategic Plan

for

Kiwanis California-Nevada-Hawaii (CNH) District

Dated August 18, 2013

Goal #1: Service

Service, as used in this plan, includes not only service to our communities but also service to our Service Leadership Program (SLP) and our members in general. To this end, the District leadership will develop/implement programs to:

- Attain a 50% increase in service hours over the next five years (2014-2018).
 - Encourage clubs to increase their reported service hours by 10% per year. (Using the base year as 2012-2013, and the stated goal of 1,000,000 hours of service, this will equal approximately 1.5M hours of service by 2018.)
- Ensure all sponsoring Kiwanis Clubs are fulfilling their responsibilities to their respective SLP Clubs.
 - Develop materials for distribution to clubs that currently sponsor SLP clubs to educate, encourage, and support the Kiwanis club of their commitments.
 - Develop materials for distribution to clubs that do not currently sponsor SLP clubs to educate, encourage, and support the Kiwanis club in pursuit of SLP sponsorships.

Goal #2: Growth

Growth, as used in this plan, includes not only membership numbers but also individual growth.

- Attain a 5% membership growth over the next five years (2014-2018).
 - Increase total membership numbers by 1% per year. (Using a nominal 14,000 members, a 1% growth per year will amount to approximately 14,715 members, equating to a 5% growth.)
 - Continue to develop the network of Club Counselors over the next five years so as to have a counselor available in all divisions.
 - Establish a network of New Club Builders over the next five years that will remain in place to assist each division over the next five years and beyond.
 - Utilize existing programs (from KI or other sources) and develop new programs to assist clubs in attracting and maintaining their members.

- Utilize existing programs (from KI or other sources) and develop new materials to assist in the recruitment of former SLP members
 - Identify the District clubs considered to be “at risk”.
 - Utilize existing programs (from KI or other sources) and develop new materials, programs, and/or support for use to strengthen clubs determined to be at risk.
- Determine individual growth areas that will enhance membership and offer a “value added” incentive.
 - Develop materials for individual growth in Kiwanis history and governance, including the need for trained leaders at the club, division, and district levels.
 - Develop materials for individual growth directly applicable/complimentary to member’s professional lives such as:
 - Leadership training
 - Communication skills
 - Project planning
 - Conflict resolution
- Realign the CNH District’s divisional boundaries to level the workload for individual Lt. Governors. The premise of this issue is the current number of divisions is excessive given the drop in membership numbers. It is also understood that as we are successful with stated Goal #1 and new clubs are formed the need may arise to create additional divisions. The unstated goal should be to keep the LTG workload as even as possible across the District. It is expected that a realignment will enhance the attainment, and sustainment, of Goal #3.

Goal #3 Leadership Succession

Leadership is a necessary requisite for success of our clubs, divisions, and district.

- Attain 100% succession planning in all clubs and divisions over the next five years (2014-2018).
 - Achieve ongoing succession plans in a minimum of 100 clubs in year one, 200 clubs in year two, 300 clubs in year three, 400 clubs in year four, and in all District clubs by year five.
 - Achieve ongoing succession plans in a minimum of 10 divisions in year one, 20 divisions in year two, 30 divisions in year three, 40 divisions in year four, and in all district divisions by year five.
 - Determine the clubs and divisions that have historically had difficulty in filling the elected positions within those clubs and division.

- Complete the realignment of the District to level the work load of existing divisions with a large number of clubs/members and divisions with few clubs/members. The end goal is to have a near level workload and stronger divisions overall.
- Develop materials to assist in developing and implementing succession plans for every club and division to include:
 - Roles and responsibilities of club president, secretary, treasurer, and directors.
 - Training materials/opportunities for interested members.
 - Roles and responsibilities of the Lt. Governor-elect, Lt. Governor, and Immediate Past Lt. Governor.
 - Training materials/opportunities for interested members.

Goal #4 Alternative Revenue Resources

Kiwanis is a dues based revenue organization. Membership resources are finite and in some cases limited. A reduction in the cost of membership is not only desired but may be essential to the very existence of the organization. Reduction in the cost of membership will help ensure the success of Goal #2. Membership growth will help keep membership costs in check as fixed costs are spread over more members. Alternative revenue resources are envisioned to also help in keeping the cost of membership within the means of the majority, if not all, of our membership. To this end it is desired to:

- Determine areas where “sponsorships” can reduce the cost the membership. Over the next five years (2014-2018):
 - Develop marketing materials outlining opportunities for corporate sponsorships.
 - Develop partnerships with appropriate corporate sponsors.
 - Identify and sign a corporate sponsor to cover the costs of District Convention (DCON).
 - Identify and sign a corporate sponsor for the DCON luncheon.
 - Identify advertisers for the district on-line magazine.
 - Develop guidelines and pricing strategies for magazine advertisers.