

**Kiwanis Club of Glendale
and
Glendale Kiwanis Youth, Inc.**

Strategic Plan

**Adopted by the
2003-2004 Board of Directors
on August 4, 2003**

**Amended and Adopted by the
2004-2005 Board of Directors
on June 7, 2004**

with the

**Annual Operating Plan
for the 2004-2005 Fiscal Year**

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Kiwanis Club of Glendale
Strategic Plan



Kiwanis Club of Glendale
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June 7, 2004

Glendale Kiwanians,

The Strategic Plan which follows was largely developed during the Spring and Summer of 2003 and refined and completed in Spring 2004 by a committee consisting of Ron Borucki, Marko Swan, Gordon Yanz, and myself, with some valuable contributions also from Peggy Johnson, Richard Jouroyan, and Page Whyte.

It is not intended to be a finished product, but a dynamic roadmap to assist us in realizing our mission, fulfill our purpose, and strive toward our vision, all within the guidelines of our core values and the Objects of Kiwanis. It is necessarily flexible to accommodate to changes in our community, membership, finances, and other factors, and should be reviewed, and probably revised, on a periodic basis, perhaps quarterly.

The Annual Operating Plan for 2004-2005 will include as a high priority the components of the Action Plan which evolved from the Strategic Plan. The job descriptions of the members of the Board of Directors and the Standing Committees will be augmented to incorporate the portions of the Action Plan within the scope of the job descriptions already generally defined.

The cooperation, support, and active participation of all club members in the process will not only be greatly appreciated, but will enhance the probability of success in each objective.

The end result of this endeavor will, I am certain, be an enriched community, a renewed enthusiasm and sense of accomplishment and value among our members, and a growth in the reputation of our great club.

Yours in Kiwanis Service,

Victor N. Legerton
President, 2004-2005

Kiwanis Club of Glendale Strategic Plan

Executive Summary

The attached Strategic Plan is a work in progress, and is intended to be dynamic with successful accomplishments completed over a period of time. New strategic objectives should be developed and implemented when appropriate. The annual Community Assessment and Club Analysis conducted by the club should provide evaluation of progress of the existing Strategic Plan as well as items for addition to the Plan.

Why a Strategic Plan?

- To clearly identify who we are
- To develop a consensus regarding where we want to be in the future
- To define a roadmap to more simply reach our objectives
- To document guidelines and processes so officers and directors will understand their roles
- To provide a foundation so the entire club team can work more closely together
- To clarify in writing information which is critical to a successful fund development program
- To justify and grow the existing endowment fund
- To simplify the task of describing our organization and objectives to members and prospective members, sponsors, donors, grant recipients, and those we serve
- To increase the value of the time, treasure, talents, and tendons of the volunteers who comprise our membership
- To serve as a leadership example to other Kiwanis clubs

What is a Strategic Plan?

Simply put, strategic planning identifies where the organization is going over the next (typically) one to three years and how it's going to get there. The "strategic" part of this planning process is the continual attention to current changes in the organization and its environment, and how this effects the future of the organization. Skills in strategic planning are critical to the long-term success of your organization. This form of planning includes:

- Taking a wide look around at what's going on outside the organization and how it might effect the organization (an environmental scan)
- Taking a hard look at what's going on inside the organization, including its strengths, weaknesses, opportunities and threats (a SWOT analysis)
- Establishing statements of mission, vision and values
- Establishing goals to accomplish over the next (usually) three years or so, as a result of what's going on inside and outside the organization
- Identifying how those goals will be reached (strategies, objectives, responsibilities and timelines)

Strategic planning determines the overall direction and goals of the organization. Consequently, strategic planning influences numerous aspects of the organization, including what:

- Products and services will be provided by the business and how those products and services will be designed
- Organizational design and roles are needed by the organization
- Performance goals are established for positions throughout the business
- Board committees should be developed (in the case of corporations)
- Resources are needed to reach those goals, and consequently, how much money is needed to procure those resources -- ultimately, the goals determine the content of various budgets

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Two key points to remember while developing a strategic plan:

- The planning process is at least as important as the planning document itself.
- The planning process is never "done" -- the planning process is a continuous cycles that's part of the management process itself.

Who should be involved in the development and implementation of the Strategic Plan?

Every club member who has interest in any or all portions of the plan is invited to make contribution to the plan with additions, changes, or implementation ideas and actions. While a small committee has evolved the draft of the plan which follows, it is important that the officers, directors, and members know about the process, participate as much as they wish, be comfortable with the finished product, and be willing to volunteer their efforts in the planning and implementation of various tasks identified by the strategic objectives.

How is the Strategic Plan implemented?

It must be approved and adopted by the Board of Directors to secure commitment from the current leadership of the club. Since many of the identified portions of the Strategic Plan will undoubtedly carry forward to the next, and perhaps several, succeeding year, it is required that the club membership review, approve and adopt the Strategic Plan at a club meeting. Implementation of the Strategic Plan, and consequential improvement of the Club and its programs, should be a continuing process and thus live beyond the single Kiwanis year during which a particular Board of Directors will serve. The club's Administrative Committee should continue to monitor progress and evolve changes to the Plan as appropriate.

When does the Strategic Plan start?

Upon adoption by the Officers, Directors, Committee Chairs, and other responsible leaders and members of the club and its incorporation into an Operating Plan for implementation.

Kiwanis Club of Glendale
Strategic Plan

Board Authorization of Strategic Plan

(Authorization designates board member's approval of the strategic direction and action plans described in this strategic plan document.)

Name of Board Member: _____ *Date Signed:* _____

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Organization Profile and History

Our club was chartered on April 28, 1922, though its first meeting had been held a week earlier. Charter Night ceremonies took place July 22, 1922, with Cameron D. Thom as toastmaster and Franklin Kean representing Kiwanis International. There were 61 charter members, one of whom, Emil O. Kiefer, completed almost 60 years of perfect attendance in our club. Surpassing his record is Dr. James Whitcomb Brougher, Jr. who has recently completed 72 years of perfect attendance in our club.

The new club was sponsored by the Kiwanis Club of Pasadena. In turn, Glendale has sponsored several other Kiwanis Clubs: Alhambra, Santa Barbara, Burbank, and North Hollywood, all in 1922; South Pasadena, co-sponsored with Pasadena, 1923; Gateway-Glendale, co-sponsored with Los Feliz, 1948; West Glendale, co-sponsored with Gateway-Glendale in 1961; Jewel City in 1987; Glendale-Galleria in 1994; Crescenta Valley Technology in 1998; USC-University Park-Los Angeles, co-sponsored with the Circle K of USC in 1999; Greater Highland Park in 2002; and both Fil-Am Glendale and Verdugo Hills who were chartered on April 28, 2003 by Kiwanis International President Juan F. "Ito" Torres of Manila, Philippines.

The highest honor in Kiwanis was shared by our club when H. Park Arnold, an active member of the Glendale Club since 1923, was elected President of Kiwanis International (1957-1958). Two District Governors have been elected from our membership: Frank L. Fox in 1935 and Arnold in 1949. Divisional Lieutenant Governors from the Glendale Club are: Fred Deal, 1924; A. L. Ferguson, 1926; Frank L. Fox, 1933; H. Park Arnold, 1936; Don Thompson, 1949; Paul B. Duncan, 1955; Stephen C. Chase, 1968; Robert L. Crum, 1972-1973; Dr. John E. Neville, 1986-1987; Allan R. Stone, 1990-1991; Dr. John A. Grande, 1993-1994; Paul Kessler, 1996-1997; Gordon Yanz, 1998-1999; Victor N. Legerton, 2000-2001; and Patrick A. Liddell, 2001-2002. Glendale members Petronilo O. Pineda, Jr. and Laurel R. Patric are slated to serve as Lieutenant Governors during 2004-2005 and 2005-2006, respectively.

Besides its distinguished history of participation in divisional, district and international administration, we are very proud of our club's outstanding record in Kiwanis International. Recognition is given by the district and by Kiwanis International for the best all-around performance and achievement report. In the Gold Section, for clubs of 101 members or more, Glendale won the district achievement award five consecutive years (1953 through 1957) and also in 1959, 1965, 1967 and 1992-1993. During this period, our club three times won the international achievement award, in 1953 and 1956 and 1992-1993, and four times gained honorable mention.

Our club has been known throughout Kiwanis International for its red-coated Glendale Kiwanis Chorus, a group of about 35 business and professional leaders, all members of our club. It was organized in 1932 and directed for many years by Joe Klein. The Chorus has appeared before at least ten International Conventions and has entertained many District Conventions. It has also participated in District Midwinter Conferences. The Chorus has twice traveled to Hawaii for District Conventions. The Chorus is also an ambassador of good will and public relations to the community, giving generously of time and talent in appearing before other organizations and service clubs, schools and retirement homes. In addition, it has performed at civic affairs and participated on national television and radio broadcasts.

Glendale Kiwanis has enthusiastically and unselfishly supported all programs designed to help our youth become responsible citizens of tomorrow. In the past the club has helped support the Strickland Home and the McKinley Home, and carried on its own Boy Builders project in cooperation with the Glendale YMCA. This program was organized in 1940 under the leadership of Lloyd Rabjohn. For well over 20 years it provided after school athletic and club activities, under trained leaders, for underprivileged boys.

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At various times the club has built or otherwise provided camp buildings and other physical facilities for the Boy Scouts, Girl Scouts and Camp Fire Girls. In the past and at present, Glendale Kiwanians are numbered as members and officers of the councils and directorates of many of these organizations.

Starting in 1959, our club for many years sponsored a foreign exchange student in cooperation with the American Field Service. This program enables a foreign student to spend a year in the home of a Glendale family and attend one of our high schools, learning first-hand the American way of life.

Our interest in Key Clubs, initiated in 1952, led to the formation in May 1953, of the Hoover High School Key Club, with 55 charter members. Later that year, our second Key Club was organized at Glendale High School. In 1956 our club organized a Circle K Club at Glendale College. In 1999 our club co-sponsored the Builders Club at Wilson Middle School. In 2001 we sponsored the Key Club at Holy Family High School.

The Hoover High School Key Club has a long history of service to its school and a fine record of achievement. From its ranks have come at least four Key Club District officers, including two District Governors, plus several divisional officers. Our club maintains contact and guidance through the Key Club Committee, by attendance of Kiwanians at Key Club meetings, and by regular attendance of Key Clubbers at Kiwanis meetings.

For several years, our club has awarded academic and vocational scholarships to graduating seniors from the local schools, and recognized outstanding juniors. The budget for recent years has established five academic scholarships in the amount of \$2,000 each and several scholarships of smaller amounts. This is one of the projects fostered and administered by the Vocational Guidance and Scholarships Committee. A new scholarship awarded beginning in 1999 is the Jim Batchelor Memorial Scholarship to assist students through four years of college - it was initiated by Jim, our club's secretary for 17 1/2 years, with \$100,000 from his estate. The total scholarship awards during the 2002-2003 fiscal year totaled nearly \$23,000.

The Holiday Basketball Classic for high school teams was an annual tournament held the week after Christmas. It was sponsored by Glendale Kiwanis, Glendale High School and the city's Parks and Recreation Department. Started in 1971, it was a natural successor to the Sam Barry Memorial Basketball Tournament, for community college teams, which ran successfully for twenty years. It was in 1950 that members of our club originated the Sam Barry Tournament, which was co-sponsored by Kiwanis, the Parks and Recreation Department and Glendale College. Funds raised from the tournament were, for many years, the main source of income for the club's youth activities. In recent years we have been a co-sponsor of this tournament by providing the trophies for winning teams and the t-shirts for all participants.

Previously, another substantial source of fund raising had been the annual All Star Baseball game, Kiwanis sponsored in cooperation with the Hollywood Stars. Our club's participation had not only benefited itself, but also contributed to the support of the Kiwanis Crippled Children's Foundation. This foundation was established by the West Hollywood Kiwanis Club which conceived the idea of the special baseball event.

A project which was recognized as the Outstanding New Youth Project in 1992-1993 and still continuing is the Kiwanis Read-Aloud program which supports the Glendale Public Library with the addition of 100 new books each year for the special collection in the Children's Room, purchase of promotional materials and awards, and reading to kids.

The Glendale Kiwanis Jazz Festival was first held in 1988, and has resumed as an annual fundraising event with four successful festivals at Glendale Community College to raise funds for our community services program.

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Mission, Vision, and Core Values Statements

Mission Statement

The Kiwanis Club of Glendale is an association of conscientious business, civic, professional, educational, and community leaders who meet regularly for education, inspiration, and fellowship and to select, plan, and implement projects to improve our community, with focus on children and youth, elderly, underserved populations, and nonprofit organizations.

Vision

To be the most effective volunteer community service organization in Southern California.

To fulfill its mission, the Kiwanis Club of Glendale will direct its energies in our Glendale Community to exercise of:

The Objects of Kiwanis International:

- 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 good will.

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Core Values

Core values are an organization's small but fundamental set of guiding principles. They characterize what an organization does, not how it operates or what it wants to be. The core values of the Kiwanis Club of Glendale are:

Character

The benchmark of our club, both corporately and individually, is to maintain the highest personal and professional standards of integrity, honesty, and morality.

Community

We donate time, money, talent, and resources to local charitable and community organizations and projects, with an emphasis on children and youth.

Compassion

We are kind, caring, respectful, and helpful to our club members and their families, to our community and neighbors. We are sensitive and empathetic to the needs of others and seek to alleviate those needs whenever possible. We promote an atmosphere of tolerance, respect, inclusion, sensitivity and humor.

Excellence

We set and maintain the highest ethical and professional standards for ourselves and our programs. We continually work toward achieving quality, both individually and collectively. We believe excellence will drive the results that differentiate us from other community service organizations. We focus on what is important. We establish and communicate clear expectations. We relentlessly pursue success. We work hard, celebrate our successes and learn from our failures. We continuously look for new ways to improve our services.

Leadership

We provide guidance and inspiration through education and information. We will be the premier provider of programs that develop competent, knowledgeable, and ethical youth and adult leaders. We will develop leadership development programs and expand participation to the entire community.

Patriotism

We are devoted to our country and its core democratic values. We define patriotism as a deep seated love and loyalty for our country based on an appreciation and understanding of the freedoms given to us under our Constitution and Bill of Rights.

Teamwork

We recognize that success in our mission is always the result of team effort--officers, directors, committees, volunteers, and community partners. We pursue honest and open communication and collaboration among and between all of these important components of our community service team. Together we create an enthusiastic and synergistic atmosphere where each club member is respected for their contribution made to the organization and community whereby the whole is greater than the sum of its parts. We expect everyone to actively participate on the club team. We value the diversity of our members.

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Critical Issues and Strategies

A review of the club analysis survey forms returned in October 2002 revealed appraisal in virtually every area less than the expectation inherent in the organization's core values of excellence and leadership. The position as the largest Kiwanis Club in the California-Nevada-Hawaii District and the reputation as the premier service club in Glendale corroborate and support the core values of excellence and leadership. Therefore, any score on the club analysis survey which yielded an average success score of lower than 90% was presumed to leave some room for improvement.

In fact, there were several categories which showed significant weakness in the club's operations and programs. This reduced list provides the focus for the goals and objectives which follow. They are:

1. There is a deficiency in hands-on community service projects to involve the club members who have indicated by joining that they have volunteer hours to devote to improving the community in which they live and/or work.
2. There is weak support and insufficient communication with our Sponsored Programs, and a lack of awareness on the part of our members of our responsibilities and opportunities with our Sponsored Program clubs and members.
3. The administrative structure of the club adopted nearly seven years ago has not been successfully and effectively implemented, and results in poor communication and lack of involvement opportunities for the members.
4. Many club and board and committee meetings are conducted without agendas and time management and with minimal relevancy for the members who are devoting volunteer time and expertise.
5. Club membership has been declining for the past twelve years (from a high of 262 to the present 187) with lack of evidence of concern or support by most members for revitalization and growth.
6. Those members who are conscientiously and effectively performing tasks of relevancy and service to the club and the community deserve recognition for their efforts.
7. The several fundraising projects and programs of the club, necessary to accomplish the grants and scholarships which are a significant part of the community service program, receive a low level of support and participation from club members.
8. The club has a weak or non-existent public relations and marketing program.
9. Since the formation of Kiwanis International and the Kiwanis Club of Glendale in particular, a significant number of persons have joined with an expectation of business networking opportunities, and these should be encouraged and leveraged to realize the corresponding interest in many of those members to accomplish successful networking by giving their time and talent to the club and community.

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Program Goals and Objectives

Goal 1

The Kiwanis Club of Glendale will promote high impact projects which have significant community value which will create high visibility in the local community as well as internationally, and will seek to integrate its programs with other business, community, service and civic agencies.

Strategies/Initiatives

- Conduct an annual community analysis.
- Conduct an annual club analysis.
- Promote and encourage the formation of a council with other service clubs in Glendale.
- Promote effective publicity regarding volunteerism.
- Promote service projects of high impact and visibility.
- Base service projects on the results of the community analysis.
- Adopt service projects which are varied.
- Establish club service projects which match members' interests and availability.
- Develop club service projects which have a high level of participation by members.
- Educate and encourage new members to become immediately involved in service projects.
- Have projects in which the members' families actively participate.
- Hold joint projects with other Kiwanis clubs, service clubs or organizations.
- Develop projects that meet the needs of diverse subcultures in the community, emphasizing children and youth

Goal 2

The Kiwanis Club of Glendale will implement making the Kiwanis family a continuation of membership from Sponsored Youth clubs to the Kiwanis Club of Glendale.

Strategies/Initiatives

- Encourage the Kiwanis Club of Glendale to establish Sponsored Youth organizations at all local schools.
- Develop joint projects and socials between the Kiwanis Club of Glendale and Sponsored Youth organizations at all local schools.
- Be an active supporter of the other clubs in the Kiwanis-family.
- Value club involvement with its sponsored programs.
- Encourage two or more club members from sponsored programs to attend most Kiwanis club meetings.
- Assist club members from sponsored programs to attend district or International conventions.
- Support club members to attend sponsored programs district or International conventions.
- Understand the responsibilities to be an effective sponsoring club.
- Fulfill its responsibilities to its sponsored clubs, including announcement of these responsibilities at club meetings and publishing in the club newsletter
- Do at least two joint service projects annually with each sponsored programs club.
- Value the sponsored programs as a source of Kiwanis members.
- Educate members and promote attendance at Sponsored Youth service projects and fundraisers.

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Management Goals and Objectives

Goal 3

The Kiwanis Club of Glendale will develop an administrative structure and management system which supports the club's committees and members.

Strategies/Initiatives

- Document the policies and procedures for the club, board, and committees.
- Assess the current committee structure to evaluate its effectiveness for the club.
- Conduct a thorough officer, director and committee chair orientation and training prior to the beginning of the new fiscal year.
- Provide training, support, monitoring, and visibility so that all club committees will be active and carry out their service projects or administrative functions.
- Provide meaningful club leadership education for club officers and committee chairs.
- Assess the effectiveness of all training on a regular basis.
- Appoint a past president to serve as a counselor on each committee

Goal 4

The Kiwanis Club of Glendale will promote meetings and events which satisfy the needs and interests of the members and encourage their active involvement and retention in the club.

Strategies/Initiatives

- Develop a timed agenda for every meeting.
- Ensure that each club, board, and committee meeting has a clear purpose.
- Enforce meetings starting and ending on time.
- Make diligent effort to secure interesting and worthwhile programs for all club meetings.
- Solicit individual member input by club leaders
- Conduct a regular assessment to find areas of improvement using the club and community analyses
- Strive to have club activities exceed member expectations.
- Ensure that club leaders are in touch with the current needs of the membership.
- Conduct an annual survey of the members regarding the meeting place and meals and pursue opportunities for improvement.
- Display a suggestion box at all meetings so members can communicate anonymously if they wish.
- Provide alternate attendance opportunities to increase the participation of more members.
- Increase the quality programs which will induce members to adjust their schedules to remain for the entire club meeting.
- Ensure that program the speaker is introduced not later than 1:00 p.m. unless previously arranged for special circumstances.

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Goal 5

The Kiwanis Club of Glendale will establish and maintain a strong membership growth and development program.

Strategies/Initiatives

- Make quality membership a priority of the club.
- Be open to new ideas to improve membership.
- Assign new members to an active committee immediately upon induction
- Establish annually a "Class of 200x-x" for members inducted during a Kiwanis year under the leadership of that year's President
- Make increasing membership an ongoing club priority.
- Establish the minimum possible club dues and other membership costs.
- Position club events and atmosphere to attract younger persons to join as members.
- Develop a more effective new member pre-induction orientation.
- Institute a more dignified and proper new member induction ceremony, perhaps by adoption or adaptation of an available script
- Assign mentors to new members to help them become involved.
- Educate new members with realistic expectations about their commitment.
- Publicize the benefits of membership in the Kiwanis Club of Glendale.
- Encourage the recruitment of members of all ethnic/social groups in the community
- Provide leadership roles to all members of the club without regard to gender, ethnicity, or age, by recruiting members who display leadership traits to become Committee Chairs, members of the Board of Directors, and Officers of the Club

Goal 6

The Kiwanis Club of Glendale will develop and implement procedures to give recognition to members who have outstanding accomplishments both within the club and in the community.

Strategies/Initiatives

- Create and empower a Recognition Committee to identify award programs both within the Club and in the Glendale community that Club members might be eligible for. Establish deadlines for submittal of nominations for each award.
- Identify new forms of recognition/awards with continuity of criteria.
- Review "Awards and Recognition" manual and resource guide.
- Recommend to the Board of Directors the nomination of club members for Kiwanis' awards and the submittal of member's resumes for community awards, such as the annual News-Press Man/Woman of Achievement Awards, the Board of Education annual Burtis E. Taylor Award, the Glendale Chamber of Commerce Man/Woman of the Year Award, and others.
- Appoint a member to develop the resume of each nominated member

Goal 7

The Kiwanis Club of Glendale will develop and implement significant fundraising projects and resource development programs.

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Strategies/Initiatives

- Develop effective fundraising activities in which the public participates.
- Ensure that fundraisers have a high level of participation by members.
- Build the endowment fund.
- Develop guidelines and promotional material for a major gifts program including planned giving and capital campaigns as appropriate.
- Institute an organized program of annual giving including non-member supporters.
- Partner with other community organizations and agencies for the development of grant proposals for Kiwanis directed projects in the community.

Goal 8

The Kiwanis Club of Glendale will develop and implement an ongoing program of public relations and marketing.

Strategies/Initiatives

- Communicate frequently and effectively among the club leaders and members.
- Publish an informative, cost-effective, computer-based, regular club bulletin.
- Establish a schedule of committee and project reports at club meetings, in newsletters, on the website, and at board meetings.
- Develop and implement a public relations plan.
- Develop and implement a marketing plan.
- Utilize different media to gain exposure in the community.
- Benefit from high visibility and name recognition in the community.
- Make sure that the public in general is aware of what our club does.
- Educate members to verbalize what Kiwanis is and what it does.
- Be sure our projects are often mentioned in print or broadcast media.
- Educate members to speak knowledgeably about club service and fund-raising projects.
- Ensure that members are aware of Kiwanis International's focus on "serving the children of the world."
- Build a website committee to enhance the design and content and frequency of revision.

Goal 9

The Kiwanis Club of Glendale will provide, through membership, the opportunity for business networking.

Strategies/Initiatives

- Recognize business successes of members.
- Make visits by club members to member's business/employment as a club program.
- Consider club programs by members regarding their occupation.
- Have "Theme" programs or "Occupation" programs featuring multi-speakers.
- Utilize resources from members' businesses for projects, socials and fundraisers.
- Provide advertising or sponsorship opportunities for club members on the club's website.
- Emphasize to prospective/new members the requirement, and reward thereof, of being involved in club committees and activities, and that joining solely to network will not sustain their interest or bring any personal satisfaction.

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Action Plan

Goal 1

The Kiwanis Club of Glendale will promote high impact projects which have significant community value which will create high visibility in the local community as well as internationally, and will seek to integrate its programs with other business, community, service and civic agencies.

Strategies/Initiatives	Respon- sible	Target date	Resour -ces
Conduct an annual community assessment.	Service Committees	8/1/04	Time
Conduct an annual club analysis.	Board of Directors	10/1/04	Time
Promote and encourage the formation of a council with other service clubs in Glendale.	Board of Directors	12/1/04	Time
Promote effective publicity regarding volunteerism.	Service Committees	12/1/04	Time
Promote service projects of high impact and visibility.	Service Committees	9/1/04	Time
Base service projects on the results of the community assessment.	Service Committees	9/1/04	Time
Adopt service projects which are varied.	Service Committees	9/1/04	Time
Establish club service projects which match members' interests and availability.	Service Committees	9/1/04	Time
Develop club service projects which have a high level of participation by members.	Service Committees	9/1/04	Time
Educate and encourage new members to become immediately involved in service projects.	Service Committees	10/1/04	Time
Have projects in which the members' families actively participate.	Service Committees	9/1/04	Time
Hold joint projects with other Kiwanis clubs, service clubs or organizations.	Service Committees	9/1/04	Time
Develop projects that meet the needs of diverse subcultures in the community, emphasizing children and youth	Service Committees	10/1/04	Time

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Goal 2

The Kiwanis Club of Glendale will implement making the Kiwanis family a continuation of membership from Sponsored Youth clubs to the Kiwanis Club of Glendale.

Strategies/Initiatives	Responsible	Target date	Resources
Encourage the Kiwanis Club of Glendale to establish Sponsored Youth organizations at all local schools.	Sponsored Programs Committee	9/1/04	Time,\$\$
Develop joint projects and socials between the Kiwanis Club of Glendale and Sponsored Youth organizations at all local schools.	Sponsored Programs & Service Committees	9/1/04	Time,\$
Be an active supporter of the other clubs in the Kiwanis-family.	Members	9/1/04	Time,\$
Value club involvement with its sponsored programs.	Members	9/1/04	Time
Encourage two or more club members from sponsored programs to attend most Kiwanis club meetings.	Sponsored Programs Committee	9/1/04	Time,\$
Assist club members from sponsored programs to attend district or International conventions.	Sponsored Programs Committee	9/1/04	Time,\$\$\$
Support club members to attend sponsored programs district or International conventions.	Sponsored Programs Committee	9/1/04	Time,\$\$
Understand the responsibilities to be an effective sponsoring club.	Sponsored Programs Committee	9/1/04	Time
Fulfill its responsibilities to its sponsored clubs, including announcement of these responsibilities at club meetings and publishing in the club newsletter	Sponsored Programs Committee	9/1/04	Time
Do at least two joint service projects annually with each sponsored programs club.	Sponsored Programs & Service Committees	9/1/05	Time
Value the sponsored programs as a source of Kiwanis members.	Sponsored Programs & Membership Committees	9/1/04	Time
Educate members and promote attendance at Sponsored Youth service projects and fundraisers.	Sponsored Programs Committee	9/1/04	Time

Kiwanis Club of Glendale
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Goal 3

The Kiwanis Club of Glendale will develop an administrative structure and management system which supports the club's committees and members.

Strategies/Initiatives	Respon- sible	Target date	Resour- ces
Document the policies and procedures for the club, board, and committees.	Board of Directors	10/1/04	Time
Assess the current committee structure to evaluate its effectiveness for the club.	Board of Directors	10/1/04	Time
Conduct a thorough officer, director and committee chair orientation and training prior to the beginning of the new fiscal year.	President & Pres. Elect	8/1/04	Time,\$
Provide training, support, monitoring, and visibility so that all club committees will be active and carry out their service projects or administrative functions.	Board of Directors	8/1/04	Time,\$
Provide meaningful club leadership education for club officers and committee chairs.	President & Pres. Elect	10/1/04	Time
Assess the effectiveness of all training on a regular basis.	Board of Directors	4/1/05	Time
Appoint a past president to serve as a counselor on each committee	President	8/1/04	Time

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Goal 4

The Kiwanis Club of Glendale will promote meetings and events which satisfy the needs and interests of the members and encourage their active involvement and retention in the club.

Strategies/Initiatives	Responsible	Target date	Resour-ces
Develop a timed agenda for every meeting.	President	10/1/04	Time
Ensure that each club, board, and committee meeting has a clear purpose.	President & Chairmen	6/7/04	Time
Enforce meetings starting and ending on time.	President & Chairmen	6/7/04	Time
Make diligent effort to secure interesting and worthwhile programs for all club meetings.	Club Meeting Committee	10/1/04	Time
Solicit individual member input by club leaders	Board of Directors & Chairmen	6/7/04	Time
Conduct a regular assessment to find areas of improvement using the club and community analyses	Board of Directors & Chairmen	9/1/04	Time
Strive to have club activities exceed member expectations.	Board of Directors & Chairmen	10/1/04	Time
Ensure that club leaders are in touch with the current needs of the membership.	Board of Directors & Chairmen	10/1/04	Time
Conduct an annual survey of the members regarding the meeting place and meals and pursue opportunities for improvement.	Club Meetings Committee	10/1/04	Time
Display a suggestion box at all meetings so members can communicate anonymously if they wish.	Club Meetings Committee	10/1/04	Time,\$
Provide alternate attendance opportunities to increase the participation of more members.	Board of Directors	10/1/04	Time
Increase the quality programs which will induce members to adjust their schedules to remain for the entire club meeting.	Club Meetings Committee	10/1/04	Time
Ensure that the program speaker is introduced not later than 1:00 p.m. unless previously arranged for special circumstances.	Club Meetings Committee	10/1/04	Time

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Goal 5

The Kiwanis Club of Glendale will establish and maintain a strong membership growth and development program.

Strategies/Initiatives	Responsible	Target date	Resour-ces
Make quality membership a priority of the club.	Membership Committee	10/1/04	Time
Be open to new ideas to improve membership.	Membership Committee	10/1/04	Time
Assign new members to an active committee immediately upon induction	Membership Committee	10/1/04	Time
Establish annually a "Class of 200x-x" for members inducted during a Kiwanis year under the leadership of that year's President	Membership Committee	10/1/04	Time
Make increasing membership an ongoing club priority.	Membership Committee	10/1/04	Time
Establish the minimum possible club dues and other membership costs.	Membership Committee	10/1/04	Time
Position club events and atmosphere to attract younger persons to join as members.	Membership Committee	10/1/04	Time
Develop a more effective new member pre-induction orientation.	Membership Committee	10/1/04	Time
Institute a more dignified and proper new member induction ceremony, perhaps by adoption or adaptation of an available script	Membership Committee	10/1/04	Time
Assign mentors to new members to help them become involved.	Membership Committee	10/1/04	Time
Educate new members with realistic expectations about their commitment.	Membership Committee	10/1/04	Time
Publicize the benefits of membership in the Kiwanis Club of Glendale.	Membership Committee	10/1/04	Time
Encourage the recruitment of members of all ethnic/social groups in the community	Membership Committee	10/1/04	Time
Provide leadership roles to all members of the club without regard to gender, ethnicity, or age, by recruiting members who display leadership traits to become Committee Chairs, members of the Board of Directors, and Officers of the Club	Board of Directors & Nomination Committee	10/1/04	Time

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Goal 6

The Kiwanis Club of Glendale will develop and implement procedures to give recognition to members who have outstanding accomplishments both within the club and in the community.

Strategies/Initiatives	Responsible	Target date	Resources
Create and empower a Recognition Committee to identify award programs both within the Club and in the Glendale community that Club members might be eligible for. Establish deadlines for submittal of nominations for each award.	Board of Directors	9/1/04	Time
Identify new forms of recognition/awards with continuity of criteria.	Communications Committee	10/1/04	Time
Review "Awards and Recognition" manual and resource guide.	Communications Committee	10/1/04	Time
Recommend to the Board of Directors the nomination of club members for Kiwanis' awards and the submittal of member's resumes for community awards, such as the annual News-Press Man/Woman of Achievement Awards, the Board of Education annual Burtis E. Taylor Award, the Glendale Chamber of Commerce Man/Woman of the Year Award, and others.	Communications Committee	10/1/05	Time
Appoint a member to develop the resume of each nominated member	Communications Committee	3/1/05	Time

Goal 7

The Kiwanis Club of Glendale will develop and implement significant fundraising projects and resource development programs.

Strategies/Initiatives	Responsible	Target date	Resources
Develop effective fundraising activities in which the public participates.	Finance & Fundraising Committee	1/1/05	Time,\$
Ensure that fundraisers have a high level of participation by members.	Finance & Fundraising Committee	1/1/05	Time
Build the endowment fund.	Finance & Fundraising Committee	1/1/05	Time
Develop guidelines and promotional material for a major gifts program including planned giving and capital campaigns as appropriate.	Finance & Fundraising Committee	1/1/05	Time,\$
Institute an organized program of annual giving including non-member supporters.	Finance & Fundraising Committee	1/1/05	Time,\$
Partner with other community organizations and agencies for the development of grant proposals for Kiwanis directed projects in the community	Finance & Fundraising Committee	1/1/05	Time,\$

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Goal 8

The Kiwanis Club of Glendale will develop and implement an ongoing program of public relations and marketing.

Strategies/Initiatives	Responsible	Target date	Resour-ces
Communicate frequently and effectively among the club leaders and members.	Communications Committee	10/1/04	Time
Publish an informative, cost-effective, computer-based, regular club bulletin.	Communications Committee	10/1/04	Time
Establish a schedule of committee and project reports at club meetings, in newsletters, on the website, and at board meetings.	Communications Committee	10/1/04	Time
Develop and implement a public relations plan.	Communications Committee	10/1/04	Time
Develop and implement a marketing plan.	Communications Committee	10/1/04	Time
Utilize different media to gain exposure in the community.	Communications Committee	10/1/04	Time
Benefit from high visibility and name recognition in the community.	Communications Committee	10/1/04	Time
Make sure that the public in general is aware of what our club does.	Communications Committee	10/1/04	Time
Educate members to verbalize what Kiwanis is and what it does.	Communications Committee	10/1/04	Time
Be sure our projects are often mentioned in print or broadcast media.	Communications Committee	10/1/04	Time
Educate members to speak knowledgeably about club service and fund-raising projects.	Communications Committee	10/1/04	Time
Ensure that members are aware of Kiwanis International's focus on "serving the children of the world."	Communications Committee	10/1/04	Time
Build a website committee to enhance the design and content and frequency of revision.	Communications Committee	10/1/04	Time

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Goal 9

The Kiwanis Club of Glendale will provide, through membership, the opportunity for business networking.

Strategies/Initiatives	Responsible	Target date	Resources
Recognize business successes of members.	President	10/1/04	Time
Make visits by club members to member's business/employment as a club program.	Club Meetings Committee	10/1/04	Time
Consider club programs by members regarding their occupation.	Club Meetings Committee	10/1/04	Time
Have "Theme" programs or "Occupation" programs featuring multi-speakers.	Club Meetings Committee	10/1/04	Time
Utilize resources from members' businesses for projects, socials and fundraisers.	Members	10/1/04	Time
Provide advertising or sponsorship opportunities for club members on the club's website.	Communications Committee	10/1/04	Time
Emphasize to prospective/new members the requirement, and reward thereof, of being involved in club committees and activities, and that joining solely to network will not sustain their interest or bring any personal satisfaction.	Membership Committee	10/1/04	Time

Description of Strategic Planning Process Used

A club analysis was conducted, with the survey form prepared by Kiwanis International being distributed in October 2002 with the annual revision to the club membership directory. Only twenty (20) were returned. These provided the basis for determining the areas of concern and potential correction and improvement.

Prior to utilizing the survey results, it was necessary to evaluate the mission statement which had only recently been adopted, and to develop a vision statement and core values statements.

The committee then expanded the survey results by undertaking a SWOT Analysis of the strengths, weaknesses, opportunities and threats to serve as a spark for discussions and generation of the program and organizational strategies to be recommended.

The list of potential strategies was then evaluated in consideration of our mission statement, competitive position, program attractiveness, alternative coverage, and constraints of budget and volunteer resources.

Strategic Analysis Data

Annual Club Assessment (Fall 2002 – 20 responses)

Satisfactory (Strengths - 4.5+)

CLUB OPERATIONS and ADMINISTRATION

Members have the opportunity to participate in the club meetings.
Club meetings are fun, friendly, and well run.
The club publishes an informative, regular club bulletin.

MEMBER SATISFACTION and RETENTION

The benefits I receive from my membership outweigh the costs.
My membership is valuable to me.

MEMBERSHIP DEVELOPMENT

The club has a strong history of sponsoring new clubs.

SERVICE and FUND RAISING

The club carried out at least one Young Children: Priority One project in the past year.

SPONSORED PROGRAMS ACTIVITIES

Two or more Kiwanians attend most sponsored programs club meetings.

PUBLIC IMAGE and MARKETING

GENERAL

The meeting place is convenient for the majority of members.
The meeting time is convenient for the majority of members.

Need Improvement (Weaknesses < 4.5)

CLUB OPERATIONS and ADMINISTRATION

The club president prepares a timed agenda.
Each meeting has a clear purpose.
Club meetings start and end on time.
Club meeting programs are interesting and worthwhile.
Club committees are active and carry out their service projects or administrative functions.
There is frequent communication among the club leaders and members.
The communication between club leaders and members is productive.

MEMBER SATISFACTION and RETENTION

Quality membership is a priority of the club.
Individual member input is solicited from club leaders.
The club conducts a regular assessment to find areas of improvement.
The club is open to new ideas to improve membership.
Club activities exceed my expectations.
Club leaders are in touch with the current needs of the membership.

MEMBERSHIP DEVELOPMENT

Increasing membership is an ongoing club priority.
The club's membership committee is effective.
Club dues and other membership costs are reasonable.
The club attracts younger persons to join as members.
The club attracts women and minorities to join.

