

THE PROPOSED IMPLEMENTATION OF THE STRATEGIC PLAN FRAMEWORK FOR OUR
KIWANIS CLUB OF ANN ARBOR FOUNDATION INC. BEGINS OCTOBER 1, 2022.

This report from co-chairs Mark Wishka, Steve Hiller, and Alan Burg



Kiwaniis[®]
CLUB OF ANN ARBOR FOUNDATION, INC.

OUR FOUNDATION'S STRATEGIC PLAN FRAMEWORK

The Kiwanis Club of Ann Arbor FOUNDATION Inc. MISSION Statement

Our Mission is to generate and effectively manage our resources to provide for the needs of people, primarily children and families in Washtenaw County, and in so doing to promote diversity, collaboration, and financial and environmental stewardship in harmony with the mission of the Kiwanis Club of Ann Arbor.

The Kiwanis Club of Ann Arbor FOUNDATION Inc. VISION Statement

Our Vision is to be exceptional in providing needed support to people primarily in Washtenaw County, especially children and families, to achieve welcoming, healthy, and just communities.

The Kiwanis Club of Ann Arbor FOUNDATION Inc. strategic GOAL

Update the Foundation's Administrative and Management Structure.

The Kiwanis Club of Ann Arbor FOUNDATION Inc. strategic OBJECTIVES

- 1. Create and implement a new Foundation Board and management structure.***
- 2. Create a new paid Foundation Executive position and define responsibilities.***
- 3. Make some changes to some Foundation Committees and update administrative and management procedures.***

THE SIX OBJECTS (value statements) of Kiwanis International and our Club are:
(Adopted in 1924. / 2008)

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

In 2008, the delegates at the Kiwanis International convention adopted a resolution that encourages and empowers clubs to create environments that develop and nurture mutual respect for all, and to celebrate the inclusiveness of all Kiwanis members.

The language reads:

“Resolved that all Kiwanis leaders and members take action to create a culture and club environment that develops and nurtures mutual respect for all and celebrates the inclusiveness of our beloved Kiwanis.”

Kiwanis International current MOTTO is:

“Serving the children of the world.”

Kiwanis International short quick MOTTO (#hashtag) for Public Relations / Marketing messaging is:

“#Kids Need Kiwanis”

Our own local Kiwanis Club / Foundation of Ann Arbor informal MOTTO version as part of our Public Relations / Marketing messaging is:

“Help us help kids, families, and our community.”

And our own Kiwanis Club / Foundation of Ann Arbor shorter informal MOTTO is this short strong message:

“Help Us Help Kids!”

Why do strategic planning?

From Kiwanis International (KI) regarding what a Strategic Plan can provide.

Think of a strategic plan as an organization's road map. You can choose the roads you want to take, and the strategic plan ensures you reach your destination - your goals. Kiwanis International's strategic plan is designed for each club to use as a guide for creating their own plans and choosing their own paths toward accomplishing common goals.

It helps to make the case for change . . . and understand the cost of doing nothing.

Our history.

For just over 100 years our Kiwanis Club and Foundation through its service projects, grants, and scholarship has a strong history of on-going support to children, families, and the community, including some international projects.

Present status of our Club, our Foundation and community needs.

Our Club and Foundation membership numbers have been declining, the age of our members is increasing, and our current membership does not reflect the makeup of our community. We need to bring new energy to the Club and its activities. We need to operate our Kiwanis Thrift Sale using best business practices. The needs of children and families across our community continues to grow in the areas of basic needs, housing, safety, and education.

How to respond?

Given our honored history, our aging membership, and the growing important needs of the community we have taken on the journey of creating a strategic plan, a road map into the future, to provide guideposts and check points so working together, the Kiwanis Club of Ann Arbor and the Kiwanis Club of Ann Arbor Foundation Inc., can grow its membership and its ability to support the needs of children, families, and the community.

Our journey to develop our strategic plans.

Beginning with our two Boards' approval in November 2021, a group of about 20 members of our Club and Foundation, working with an outside facilitator and staff support, met almost weekly through August 2022 to discover and explore the thoughts of our members, volunteers, and staff, the important needs of our community, reflect upon who we are as an organization presently, and then dream about who we could become as an organization in the future when we are at our very best.

The committee.

Members of the original committee included Larry French, Ann Mattson, Mary Stewart, Kathie Wilder, Jim Wolfington, Steve Hiller, Margaret Krasnoff, Evan LeRoy, Peter Schork, Jim Dries, Kathy Barden, Francine Bomar, Nick Dever, Billy Finch, Anne Hiller, Co-chairs Mark Wishka and Alan Burg. Facilitator, Al Blixt and Staff Mary Schwartz. Starting in June Gordon Beeman, Lynne Lande, Susan Smith, and Bob Gray were added for a total of 22 members.

President Ellen's support.

From the beginning of this journey, President Ellen has been supportive and involved in the discovery and development processes. The committee thanks her for her on-going support.

Mr. Al Blixt, facilitator.

Beginning in March 2022, Al has been our strategic planning guide and resource. We could not be at this point getting ready to implement the strategic plans without his help. Thank you Al.

The result.

On the following pages you will find our Kiwanis Club of Ann Arbor Foundation Inc. Strategic Plan Framework, its Mission, Vision, Values, Strategic Goal, Strategic Objectives and Implementation Calendar. Our Foundation Board approved the Framework on August 10, 2022, and the Foundation members approved it on August 29, 2022.

SUPPORT from our two Boards

The Kiwanis Club of Ann Arbor Board and the Kiwanis Club of Ann Arbor Foundation Inc. Board both approved the establishment of a strategic planning process steering committee with two motions on November 16, 2021. *Each Board separately - Approved the establishment of a new committee to be called the Strategic Planning Process Steering Committee.*

- *The committee's assigned task was to facilitate the use of a consensus process for the membership to provide their input towards the development of a new strategic plan for both our Club and Foundation.*
- *The proposed timeline for the development process to seek input, identify strengths, weakness, opportunities, and threats, reach consensus, and write a strategic plan and its related goals was between November 2021 through May 2022 and, after approval by the Boards and membership, begin implementation in June 2022. (January 24, 2022, the Boards extended the development timeline from June to August 2022 and increased the budget.)*
 1. *This process included the development of vision statements and lists of goals for our Club and for our Foundation that describes what the Club and Foundation will look like going forward over the next five (5) years when we are at our very best. The strategic plan will identify, focus, and provide increased clarity on which community services and supports will continue to be provided and/or changed. And identify the resources, activities, and members' interest needed to support those services as well as the identified strategic vision. Expenses for Strategic Planning will be shared between the Club and Foundation with the cost percentages to be determined later as the strategic planning process develops.*
- **Our two Boards approved the Club's Strategic Plan Framework and a separate Foundation's Strategic Plan Framework on Aug 10, 2022, and our members approved both on Aug 29, 2022.**

SURVEY OF MEMBERS, VOLUNTEERS, AND STAFF – What we learned.

An online and paper survey was completed in March 2022. Individuals were asked to identify our organization's strengths and weakness and share what they considered to be external opportunities and challenges and hopes for the future.

Participants identified that our membership represented a great strength providing service, however at the same time represented a great weakness, which is our aging membership. Our membership numbers are trending downward while the needs of our community continue to increase. We need to find ways to attract new members of all ages and greater diversity from across our community.

We are challenged by the annual turn-over of leadership and loss of information, processes, and on-going planning from year to year, while at the same time both running a successful thrift sale business and an active social/service club. The pressures to keep the thrift sale running and growing push against time to slow down and enjoy each other's company and fellowship and participation in other important club activities. The rapid growth and success of the Kiwanis Thrift Sale as part of our Kiwanis Foundation requires that we implement even more best business practices, and the Club needs to be able to support both the sale and a variety of other short-term service projects.

A sample of some of the survey comments include. We need to grow the Club. Reactivate/re-energize the Club. Increase joy and fun of being a member. Increase our giving. Reduce the pressure on the President. Too much on-going pressure running the sale. Continue our legacy of success into future years. Create sustainability and use better business practices. A complete copy of the survey results is available upon request.

A SCAN OF THE COMMUNITY NEEDS - What we learned.

The committee shared information with members during January and February about the community needs surveys from the United Way of Washtenaw County and the Ann Arbor Community Foundation Youth Survey. Unmet needs identified included a lack of access mental health support, basic safety, healthy food, quality and affordable housing, education opportunities, and there is an increase in income inequity.

A Strategic Planning Process

Helps to make the case for change . . . and understand the cost of not changing.

TIMELINE of DISCOVERY and DEVELOPMENT of our Foundation's proposed Strategic Plan.

- November 2021: Our two Boards created a Strategic Planning Process Steering Committee. The Boards amended the motions in January 2022 to extend the development timeline from June through August 2022 and to increase the development budget.
- December 2021 through August 2022: **A committee of 18 members** began meeting almost weekly. Starting in June four additional members were added **for a total of 22 members**.
 - **ASSIGNED TASK: Develop a Strategic Plan(s).**
 - **Clarify our Mission and core Values, develop a preferred Vision and propose Goals, Objectives, and Action Plans for implementation.**
- January thru April 2022:
 - **A Process of Discovery** included:
 - 1) A Review of previous work and efforts.
 - 2) A SURVEY of members, volunteers, and staff.
 - 3) A Review of our COMMUNITY'S CURRENT AND FUTURE NEEDS.
 - 4) A Review of our current Bylaws and Admin Manuals.
 - 5) A Search Process to identify an outside Strategic Planning Facilitator.
- March 2022: Hire facilitator.
- March and April 2022: Two sets of Mission and Vision statements were drafted. Core Values reviewed using Kiwanis International updated "Objects of Kiwanis" statements.
- May and June 2022: Two draft Strategic Plans were developed, one for the Club and one for the Foundation. Each set of plans included Goals and Objectives.
- July and August 2022: The two draft Strategic Plans were shared with members. Sought comments and responded to questions and work to clarify and refine the plans.
- July and August 2022: Developed a 5-year budget report on the effects of the strategic plan recommendations, especially the cost of hiring a Foundation Executive.
- August 10, 2022: Vote by the two Boards to approve the two separate Strategic Plans.
- August 29, 2022: Vote by the membership who approved the two Strategic Plans.
- September 2022: Begin implementation of both strategic plans,
- October 1, 2022: Continue our year-long implementation steps of both strategic plans.
- Plan on quarterly reviews of implementation steps.
- October 15, 2023: Annual review of strategic plans. Celebrate, revise, and continue implementation.

“An OVERVIEW” of our Kiwanis Club of Ann Arbor FOUNDATION’s Strategic Plan Framework

- The Foundation Bylaws will need to be updated to reflect the proposed Foundation’s Strategic Plan.
- The updated Foundation Bylaws will need to be reviewed and approved by the general membership, the Foundation Board, and Kiwanis International (KI).
- The Foundation Administrative Manual will need to be updated.
- The Foundation Officers and Directors – responsibilities and term of service will change based on updated Foundation Bylaws that reflect the Foundation’s Strategic Plan effective October 1, 2023.
- The new Foundation Board will be totally separate from the Club Board effective October 1, 2023.
- The on-going Annual Budget Costs of a new paid Foundation Executive position and filling the current Volunteer Coordinator (now proposed as a Volunteer Recruiter and a separate Scheduler/Data Analyst) need to be determined and built into future budgets.

The approved one (1) Strategic Goal for the FOUNDATION is to:

“UPDATE THE FOUNDATION’S ADMINISTRATIVE AND MANAGEMENT STRUCTURES.”

Three (3) Foundation strategic objectives to support the Foundation Strategic Goal are:

- A. **Create and implement a new Foundation Board and management structure.**
The new Board for the Foundation will be totally separate from the Club Board effective October 1, 2023. **Update the Foundation Bylaws and Admin Manual.**
- B. **Create a new paid position of FOUNDATION EXECUTIVE.** He/she will be responsible for and answerable to the Foundation Board and its Board Chair for the following five (5) areas: *Thrift Sale, Human Resources, Facilities, Information Technology, and Finance.*
 - a. Included under the Thrift Sale responsibilities is filling the current vacant paid positions of **VOLUNTEER RECRUITER and SCHEDULER/DATA ANALYST** formally called Volunteer Coordinator.
 - b. Adjust budgets to support these changes
- C. **Make some changes to Committee Structures and Responsibilities** and clarify the relationship for some Foundation Committees with the new Foundation Executive.

Some additional Foundation Strategic Goals were identified. However, at this time, their further development and implementation are recommended to be delayed for one Kiwanis fiscal year to provide time to implement the Foundation’s Strategic Plan Framework Goal and Objectives.

Two examples of future strategic goals include: further development of a five (5) year plan for facilities and property and the development of the KEEP with community partners.

- The following five (5) pages is a report that further developed the details and Action Plans for the three (3) objectives. The report is from the Kiwanis Strategic Planning Process Steering Committee’s Foundation Work Group that focused ideas to Update the Foundation’s Administrative and Management Structures.
- After that report an implementation guide / calendar is provided.

Kiwanis Club of Ann Arbor Foundation Inc.
Strategic Planning Process Steering Committee's Foundation Work Group Report:
Update our Foundation's Administration and Management Structures

The Strategic Planning Process

Helps to make the case for change . . . and understand the cost of doing nothing.

Development of our Foundation's Strategic Objectives and Action Plans

In May 2022, the Kiwanis Strategic Planning Process Steering Committee identified two major areas of concentration for the drafting of strategic plans for the Club and Foundation:

- A. CLUB - Enhance the membership experience of Club members.
- B. FOUNDATION – Update the administrative structure and management procedures of the Foundation.

The Strategic Planning Process Steering Committee then split into two working groups with each working group assigned to address one of the two areas of concentration, one focused on the Foundation and one on the Club. Club members not on the Strategic Planning Committee who represent relevant foundation committees, or who bring relevant perspectives not already represented among the working membership were invited to join the working group focused on the Foundation. This “Updating the Foundation Administrative and Management Structures Work Group” consisted of:

Mark Wishka, Chair, Kathy Barden, Mary Stewart, Nick Dever, Peter Schork, Ann Mattson, Larry French, Jim Dries, Margaret Krasnoff, and Mary Schwartz, staff, and Al Blixt, Facilitator.

The Strategic Planning Process Steering Committee tasked the Work Group with further developing the proposed three (3) Foundation objectives that support the proposed Strategic Foundation Goal to **Update the Administrative and Management Structures** of our Kiwanis Foundation and the **following objectives** which support that goal.

- 1. Create and Implement a New Foundation Board and Management Structure.**
- 2. Create a new paid Foundation Executive position and define responsibilities.**
- 3. Make some changes to some Foundation Committees and update administrative and management procedures.**

This Foundation Work Group refined and expanded the details of the list of three (3) Foundation objectives and agreed upon the suggested Objectives and their Action Steps as outlined on the following four (4) pages.

DESIGN CRITERIA for our FOUNDATION'S NEW ORGANIZATIONAL STRUCTURE

THINGS WE MUST HAVE IN THE NEW ORGANIZATIONAL STRUCTURE:

- Grant coordination will remain a membership responsibility of the Board and not the Foundation Executive.
- Clear lines of authority and accountability for paid staff and all workers
- Professional management that provides continuity over time including operations, finance, and technology
- Process for annual review and reflection to capture plans, results, and lessons learned. This will include master plans and calendars
- Written policies and procedures for all key functions as well as training for those policies and procedures
- Formalize cross functional communications between committees
- A five-year financial plan that predicts resource demands of the new structure
- Data collection and measurement of both monetary and non-monetary distributions
- Capacity to identify and implement best practices

Foundation Objective:

1. Create and implement a New Foundation Board and Management Structure.

KIWANIS CLUB OF ANN ARBOR FOUNDATION'S NEW BOARD STRUCTURE

effective October 1, 2023

There will be a total of nine (9) voting members of the Foundation Board.

The Foundation members will elect two (2) Foundation Officers and seven (7) Foundation Directors. One of the Foundation Directors will be chosen by the Foundation Board to serve as Board Chair and as an Officer for a three (3) year term. This will result in there being three (3) Foundation Board Officers and six (6) Foundation Directors.

- Vetted by the Nominating Committee and elected by the Foundation Membership.
- Foundation Board Members may not also serve on the Club Board at the same time.
- 3-year terms*

BOARD OFFICERS

- Board Chair (3-yr term, elected by Foundation Board from the 7 at-large directors).
- Foundation Treasurer (Vetted by Nominating Committee and elected by the Foundation Membership).
- Foundation Secretary (Vetted by Nominating Committee and elected by the Foundation Membership).

ADVISORS TO THE BOARD

- Current Club President (non-voting)
- Foundation Executive (non-voting)

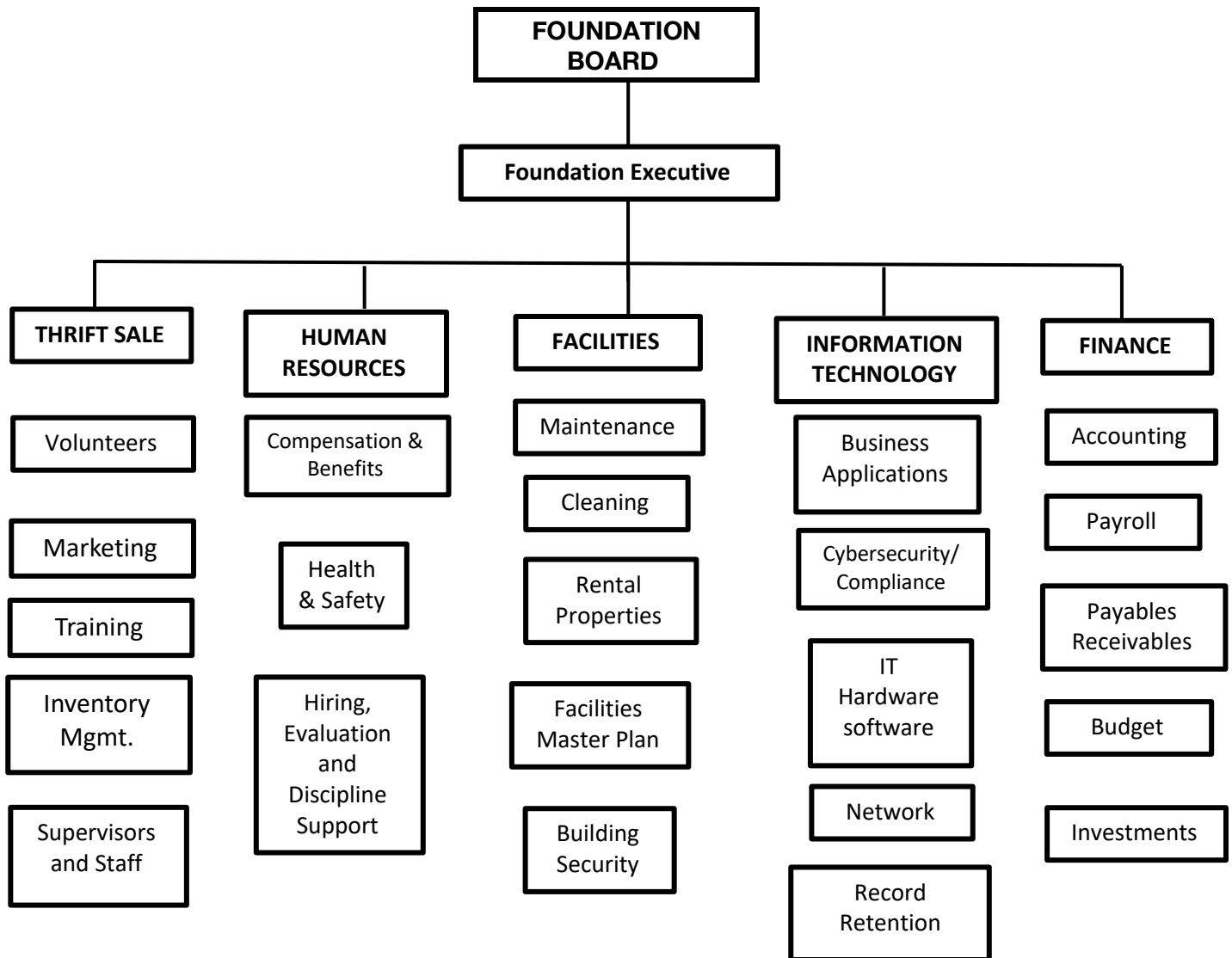
** Initially At-Large Members will have staggered terms. Term limited to a maximum of six consecutive years. The exception is that the combination of service as an at-large director and board chair cannot exceed eight consecutive years.*

Foundation Objective:

2. Create a new paid position of Foundation Executive and define responsibilities.

Plan to hire a Foundation Executive in March 2023

KIWANIS CLUB OF ANN ARBOR FOUNDATION'S EXECUTIVE ROLE



Foundation Objective:

3. Make some changes to some our Foundation's Committees and update administrative and management procedures.

Phase in between October 2022 and October 2023

Committees' Revised Structure

**Kiwanis Club of Ann Arbor
501(c)(4)**

**Kiwanis Club of Ann Arbor Foundation Inc.
501(c)(3)**

Club President

Foundation Board Chair

Club Board Committees

**Committees under
Foundation Board**

**Committees under
Foundation Executive**

<ul style="list-style-type: none">▪ Attendance & Reception▪ Centennial Celebration▪ Fines & Happy Dollars▪ Hospitality▪ Interclubs▪ K-Family Leadership▪ Member Recognition▪ Honorable Members▪ Member Digest	<ul style="list-style-type: none">▪ Membership Growth and Education▪ Newsletter▪ Programs▪ Social▪ Club Budget & Finance▪ Kiwanis of Michigan Foundation▪ Outreach▪ Meals on Wheels	Shared Committees <ul style="list-style-type: none">▪ Archive▪ Bylaws▪ Ethics▪ Nominating▪ Investment Oversight *▪ PR & Marketing *▪ Strategic Planning *	<ul style="list-style-type: none">▪ Grant Coordination▪ Child & Youth Services▪ Community Services▪ Greater Years▪ Human and Spiritual Values▪ KEEP▪ Scholarship▪ Real Estate*	<ul style="list-style-type: none">▪ Building and Equipment▪ Operations Coordination▪ Personnel▪ Risk Management▪ Sales Operations▪ Technology▪ Foundation Strategic Planning *▪ Foundation Budget & Finance▪ Vouchers
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**.Placement of these four (4) committees under further review.*

A Strategic Planning Process

Helps to make the case for change . . . and understand the cost of doing nothing.

Our Kiwanis Club of Ann Arbor FOUNDATION's proposed Strategic Plan Framework's IMPLEMENTATION Calendar Guide for the next 14 months follows on the next 3 pages.

A DETAILED IMPLEMENTATION Guide and “CALENDAR” for our FOUNDATION’S Strategic Plan Framework	Dates
The Strategic Plan Process Steering Committee determined / designed / planned the approval process of a proposed FOUNDATION Strategic Plan Framework by the members and the Kiwanis FOUNDATION Board.	June and July 2022
IMPLEMENTATION “STEPS” FOR OUR FOUNDATION’S STRATEGIC FRAMEWORK ITS MISSION, VISION, GOAL AND ITS THREE (3) OBJECTIVES.	
Shared information with members about the DESIGN CRITERIA for the new organization structure for the Foundation. <i>The criteria included a list of items the Strategic Plan Process Steering committee believed should be in the Foundation’s new organization design.</i>	July 25, 2022
Sought members’ input and ultimately their active support of the concepts and details of Kiwanis Foundation’s Strategic Plan FRAMEWORK.	July 25, 2022
Sought members’ support for our proposed Kiwanis Foundation’s Strategic “MISSION and VISION”.	July 25, 2022
<p>Sought members’ support for our proposed Kiwanis Foundation’s Strategic GOAL to “Update the Foundation’s Administrative and Management Structures”. This included three (3) specific objectives which are as follows on the next page:</p> <ul style="list-style-type: none"> A. Shared information about the proposed new officer and director structure of the Kiwanis Foundation Board and the need to update the Foundation Bylaws and Administrative Manual. B. Shared information about hiring a new Foundation Executive and the five (5) proposed Foundation administrative areas for which the new FOUNDATION EXECUTIVE will be responsible and answerable to the Foundation Board and its Board Chair. (<i>Thrift Sale, Human Resources, Facilities, Information Technology, and Finance</i>). Included under the Kiwanis Thrift Sale responsibilities is filling the current vacant paid positions of VOLUNTEER RECRUITER and SCHEDULER/DATA ANALYST. C. Shared information about a proposed list of changes to some Foundation Committee Structures and Responsibilities and clarify the relationship for those committees with the new Foundation Executive. 	<p>July 25, 2022</p> <p>July 25, 2022</p> <p>July 25, 2022</p> <p>July 25, 2022</p>
Shared that some possible additional Kiwanis Foundation Strategic Goals are recommended to be implemented at a future date, once the Foundation’s administrative structure is in place. Two examples are: Further development of a (5) year plan for facilities/property, security, financial assets, and the development of the KEEP with community partners.	July 25, 2022

A DETAILED IMPLEMENTATION Guide and “CALENDAR” for our FOUNDATION’S Strategic Plan Framework - continues	Dates
Developed an estimated 5-year annual cost to the Foundation budget for the addition of a Foundation Executive paid position and the vacant Volunteer Recruiter and Scheduler/Analyst positions. Worked with current and future Foundation Treasurers to develop the budget estimates. Shared this information with the Foundation Board and then the general membership.	July 25 thru August 10, 2022.
Asked President Ellen to consider scheduling a Foundation Special Board meeting to review, discuss, and approve the Foundation’s proposed Strategic Plan. Date for Special Meeting was August 10, 2022.	Mid July 2022
Wrote/created/printed a detailed Strategic Plan Framework document for the Kiwanis Foundation to share information with the general membership.	August and Sept 2022
The Strategic Planning Process Steering Committee provided our current Foundation Board with a review of the proposed Strategic Plan for the Foundation going forward and requests approval of the proposed Strategic Plan Framework via the Foundation Board for their vote of support. Asked the Board to schedule a vote by the Foundation’s general membership to approve the proposed FOUNDATION’S Strategic Plan Framework. Vote date was set for Monday, August 29, 2022.	August 10, 2022
Provided Strategic Plan information, reviewed the Foundation’s proposed strategic plan framework and implementation calendar for the next 14 months, and possible annual budget impact. Responded to questions. Announced to the general membership that a vote regarding strategic planning was scheduled for the regularly scheduled meeting on Monday, August 29, 2022.	Noon meeting August 15, 2022
Announced (2 nd time) to the general membership the vote about the strategic plan scheduled for Monday, August 29, 2022.	August 22, 2022
Held the scheduled vote by the membership to consider approval of our Foundation’s Strategic Plan Framework. The members approved the framework with a Yes vote = 67, and No = 2. Approval rate 97%.	August 29, 2022
BEGIN THE IMPLEMENTATION PROCESS FOR OUR KIWANIS FOUNDATION’S STRATEGIC PLAN FRAMEWORK, ITS MISSION, VISION, GOAL AND ITS THREE (3) OBJECTIVES.	September / October 2022
Implement our FOUNDATION’S Strategic Goal to “Update the Foundation’s Administrative and Management Structures” and its three (3) objectives.	Begin September / October 2022
Adjust our Foundation’s budget development for FY23 to reflect impact of the Foundation’s Strategic Plan Framework.	August / September 2022
Recommend and write changes to our Foundation Bylaws working with Kiwanis International.	September thru Nov 2022

A DETAILED IMPLEMENTATION Guide and “CALENDAR” for our FOUNDATION’S Strategic Plan – continues	Dates
Nomination Committee begins annual process to identify and vet candidates for the Foundation Board whose term begins October 1, 2023. Inform current Board members and candidates of the total separation of the two boards: the Club and the Foundation and its possible impact on terms of service and responsibilities.	Begin Oct 2022 – thru May 2023
Seek membership and Board approval of Foundation Bylaw changes.	Nov 2022
Submit new Foundation Bylaws to Kiwanis International (KI).	Dec 2022
Develop job description and title for the Foundation Executive.	No later than Dec 2022
Develop a pay scale for our Foundation Executive .	No later than Dec 2022
Update Foundation Administrative Manual to reflect impact of Foundation Strategic Plan and updated Bylaws.	No later than January 2023
Identify changes to our Foundation’s Committee Structure to reflect impact of Foundation’s Strategic Plan Framework.	No later than January 2023
Update job description(s) for the former Volunteer Coordinator or the recent concept of a Volunteer Recruiter and separate Scheduler/Data Analyst . (Currently vacant).	No later than December 2022
Review and make changes as needed to the pay scale(s) for the Volunteer Coordinator or the recent concept of a Volunteer Recruiter and separate Scheduler/Data Analyst . (Currently vacant)	No later than December 2022
THREE (3) MONTH IMPLEMENTATION REVIEW by President and the Foundation Board	January 2023
Seek candidates from the public for the paid position of Foundation Executive .	Jan thru Feb 2023
Interview and hire Foundation Executive .	March 2023
SIX (6) MONTH IMPLEMENTATION REVIEW by President and the Foundation Board.	April 2023
Provide support to Foundation Executive for four (4) months or more to assist her/his successful phase-in Foundation Executive’s responsibilities.	April – July 2023
Seek candidates for the paid position(s) of Volunteer Coordinator or the recent concept of a Volunteer Recruiter and separate Scheduler/Data Analyst . (Currently vacant).	May – June 2023
Annual Meeting and Election of the new Foundation Board for FY24.	By May 15, 2023
New Foundation Board term begins.	Oct 1, 2023
ANNUAL STRATEGIC PLAN IMPLEMENTATION REVIEW by Foundation Board Chair and our new Foundation Board .	Oct 15, 2023
END OF THE INITIAL CYCLE OF IMPLEMENTATION FOR OUR FOUNDATION’S Strategic Plan. Continue implementation into future years as required	Oct 15, 2023

/ end of this report about our Kiwanis Club of Ann Arbor FOUNDATION’S approved Strategic Plan Framework.