



# Strategic Plan

---

July 2014 – June 2019

Kate's Club empowers children facing life after the death of a parent or sibling. We build healing communities through recreational and therapeutic group programs, education, and advocacy.

7/8/14



# Strategic Plan 2014-2018

## Table of Contents

- Strategic Plan 2014-2018..... 1
- Executive Summary..... 2
- Planning Process Overview ..... 3
- Vision, Mission & Values..... 4
  - Vision Statement..... 4
  - Mission Statement ..... 4
  - Core Values ..... 4
- Kate’s Club History ..... 5
- Kate’s Club Programs at A Glance..... 5
- Strategic Goals and Initiatives ..... 7
  - Strategic Goal 1: Program Expansion..... 7
  - Strategic Goal 2: Sustainable Resource Development..... 7
  - Strategic Goal 3: Expanded and Improved Clubhouse Facility ..... 7
    - Chart 1: Summary of Strategic Goals, Key Initiatives, Metrics ..... 8
- Financial Analysis ..... 9
  - Resource Development History ..... 9
    - Chart 2: Financial Summary 2009-2013..... 9
  - 5 Year Budget Projection..... 10
    - Chart 3: 2018 Budget Projection ..... 10
  - Human Resources Investments ..... 11
    - Chart 4: Pre-Approved Human Resources Investments ..... 11
- Ongoing Monitoring and Metrics ..... 12
- Appendix A: Environmental Scan ..... 13
  - Referral Partner Research ..... 13
  - Comparable Organization Research ..... 14
  - SWOT Analysis..... 16
    - Graph 1: Current service vs. Target Population: A compelling case for growth ..... 17
    - Graph 2: Kate’s Club Current Member Geographic Diversity ..... 17
- Appendix B: Steering Committee and Task Force Members ..... 18
- Appendix C Strategic Goal 1: Program Expansion Full Report from the Programs Task Force..... 19
- Appendix D Strategic Goal 2: Sustainable Resource Development Full Report from the Fundraising Task Force .... 19
- Appendix E Strategic Goal 3: Expanded and Improved Clubhouse Facility Full Report from Facilities Task Force. 19
- Appendix F Performance Metrics Dashboard..... 19

## **Executive Summary**

Kate's Club's (KC) has developed a comprehensive five-year strategic plan to cover the period from July 2014 through June 2018. In 2013, KC celebrated its 10<sup>th</sup> anniversary. KC's first decade of service was marked by steady growth in mission impact and in organizational resources. The decade was also marked by KC's recognition of the magnitude of the unmet need for support programs for grieving children. As the only local organization of its kind, KC feels the responsibility and the opportunity to support as many grieving children as possible.

This plan builds on KC's existing strategic plan. It reaffirms KC's commitment to its Mission, Vision, and Core Values. It also formalizes KC's intention to pursue aggressive, yet carefully-paced, program expansion.

This plan lays out three Strategic Goals: (1) Program Expansion; (2) Sustainable Resource Development; and (3) Facility Expansion and Improvement. Each goal is supported by a set of initiatives, summarized below and detailed in appendices to this plan. Each goal will be supported by annual KC work plans and metrics to measure success or failure.

By 2018, KC will increase the number of children actively participating in its core programs by 250%. In addition, KC will grow its community grief support groups by 300% and its grief education programs by 50%. KC will continue to prioritize service to children who are facing life after the death of a parent, sibling, or primary caregiver. KC believes that this population has unique needs that KC is designed to meet. In the context of more completely serving this population, we will offer additional programs that include caregivers, mixed groups of children, and professionals who work with children. We will continue to serve an intentionally diverse cross section of metro Atlanta children. We will continue to offer services to grieving children and their families free of charge.

KC will achieve the Strategic Goals by: (1) establishing three satellite locations; (2) leveraging strategic partnerships; (3) expanding and enhancing its core Clubhouse facility; and (4) investing in organizational capacity. KC estimates that such expansion will necessitate doubling its annual operating budget to \$1,000,000 by fiscal year 2018.

## **Planning Process Overview**

KC developed its strategic plan during the July 2013 through April 2014 time frame using a Toolbox Grant from The Community Foundation for Greater Atlanta. Oversight was provided by The Georgia Center for Nonprofits (GCN). The plan was developed prior to the expiration of its existing plan (1/1/16) because a majority of the initiatives had already been achieved.

A five person steering committee worked closely with KC staff and GCN Senior Consultant, Cindy Cheatham, to: (1) evaluate a range of scenarios for growth; (2) analyze internal financial and program data; and (3) execute market research with referral partners and comparable organizations.

KC reaffirmed its current vision and core values, but upon robust steering committee and board discussions, KC decided to amend its original mission statement through the addition of a second sentence: “We build healing communities through recreational and therapeutic group programs, education, and advocacy.”

After the strategic goals were identified in the fall of 2013, three task forces began additional research and planning to better understand what would be needed to achieve envisioned growth. Each task force refined its assigned goal, identified the major strategic initiatives to drive success against the goal, and analyzed the resources needed to achieve the goal.

The task forces met in March 2014 with the full Board of Directors and senior staff for a day-long strategic planning retreat. At the conclusion of the meeting, the board adopted the strategic goals and related key initiatives. Specific action items and metrics were created for each of the plan years, along with detailed Year One implementation strategy. The written plan was reviewed at the April 2014 board meeting. In May-June 2014, the task forces reconvened to finalize performance metrics. The final version of the plan, including a metrics dashboard, was approved by the board in July 2014.

KC will review and update this plan on annual basis, with the board providing oversight with respect to metrics and progress reports quarterly. KC's Governance Committee, along with KC's Executive Director, will continually update and refine the plan's implementation.

## **Vision, Mission & Values**

Kate's Club has a vision to improve how children grieving the death of a parent or sibling are supported by their families, friends, schools, support professionals, and broader communities. Below are the vision, mission and values that KC staff, board and volunteers ascribe to meet through KC programs and the manner in which KC works with all of its stakeholders.

### ***Vision Statement***

A world in which it is OK to grieve

### ***Mission Statement***

Kate's Club empowers children facing life after the death of a parent or sibling. We build healing communities through recreational and therapeutic group programs, education, and advocacy.

### ***Core Values***

Community - a common sense of purpose and shared experiences

Empathy - acceptance, lack of judgment

Support - long-term peer support

Fun - laughter is the best medicine; opportunity to laugh is opportunity to live

Empowerment - building of coping skills, encouraging finding one's own voice

Trust/Safety - mutual respect in a safe and comfortable environment

Teamwork - cohesive group of volunteers and staff, working towards a common goal

Advocacy - leadership role in raising awareness and speaking for needs of grieving children

Growth - provision of quality support while meeting the needs of more children

Stability - stability for kids and families, provided by a stable organization with a long-term presence

## **Kate's Club History**

KC was founded in 2003 by Kate Atwood, a 24 year old woman whose mother died from breast cancer when Kate was 12. Like most children who experience a devastating loss, Kate received no formal support as she faced her teen and young adult years. As a college student, Kate volunteered at a bereavement camp in Virginia. The culmination of these experiences transformed her life and inspired Kate to create an organization providing support for grieving children in Atlanta. Kate intentionally named KC after herself, as a statement of empowerment and as a way to focus on the surviving children.

In 2010, Kate transitioned KC operations to bereavement support and nonprofit management professionals but remains very involved as a Board Advisor, a KC fundraiser, and as a mentor to KC members.

KC is located in midtown Atlanta and serves members from over 20 counties in the metropolitan Atlanta area. KC has grown steadily for over ten years and now serves hundreds of children and their families with a full range of grief support programs.

KC has an important and unique mission, a strong reputation, a consistent track record, careful governance, and sound financial management. In 2013, KC received awards including The Georgia Center for Nonprofits' Revolutions Award for Outstanding Nonprofit Organization, 11 Alive's Community Service Award, and The Community Foundation for Greater Atlanta's Common Goods Grant. KC is a mature and stable organization poised to take the next step in its evolution.

## **Kate's Club Programs at A Glance**

More than 40,000 children in metro Atlanta are grieving the death of a parent or sibling. KC is the only organization in this community that provides long-term therapeutic and recreational support for this population. Evidence demonstrates that grieving children who are provided with a strong community of support, an outlet for emotional expression, and healthy coping skills achieve significantly improved long-term life outcomes. In annual surveys conducted since 2009, 95-100% of KC members indicate that they would recommend KC to another grieving child.

KC serves children in the greater metro Atlanta area, from five to 18 years old, who have experienced the death of a parent, sibling, or primary caregiver, at no cost to the child's family. These children become "members,"<sup>1</sup> and represent a diverse cross-section of metro Atlanta, in terms of race, gender, religion, family socio-economic status, geography, school,

---

<sup>1</sup> A member is a child who has experienced the death of a parent or sibling who participates in KC programs

and loved one's cause of death and time since death. KC also serves the parents, caregivers and extended families of its members.

KC's core suite of member programs includes:

- New Member Family Orientations –small group orientation dinner programs for new members and their families
- Clubhouse Saturdays and Sundays – full day recreational and therapeutic group support programs
- Club Outings – full day field trips that allow grieving children to “just be kids” and to bond with peers who can understand them
- Camp Good Mourning – a three day overnight bereavement camp
- Holiday H.U.G.S. – family support programs around Siblings', Mothers' and Fathers' Days and the winter holidays
- Park Bench –support programs for parents and guardians of KC members

Core member programs are offered exclusively for children who are facing life after the death of a parent, sibling or primary caregiver.

Additionally, KC offers "Kate's Club Connects", a suite of outreach programs. These programs include:

- Grief Support Groups – six sessions of discussion and activity groups
- Professional Trainings on Grief Topics – for counselors, social workers and school and medical personnel
- Grief Education Programs – for children and adults
- Crisis Response Consultation – work with schools, companies, and organizations following the death of a community member
- Children's Grief Awareness Advocacy – speaking out on behalf of grieving children, including active participation in National Children's Grief Awareness Day

Kate's Club Connects programs are designed for children who have experienced the death of a significant person in their lives, not limited to a parent, primary caregiver or sibling.

## **Strategic Goals and Initiatives**

Below is a summary of the Strategic Goals and corresponding key initiatives. A full presentation of each is included as an appendix to this plan.

### ***Strategic Goal 1: Program Expansion***

Significantly increase the number of individuals receiving grief support and education services over the next five years by expanding geographical reach, service diversity and community partnerships.

- Increase number of individuals receiving grief support and education
  - Total active members grow 250%+ (250 to 850)
  - Establish three satellite locations by 2018
  - Increase support groups for members/participants<sup>2</sup> by 300% (110 to 400)
  - Increase grief awareness education to children/adults by 50% (1340 to 2000)
- Continue to serve diverse families in terms of income and ethnicity
- Increase sophistication of needs assessment, program tracking and evaluation processes

### ***Strategic Goal 2: Sustainable Resource Development***

Plan and execute effective fund development to finance growth to estimated \$1M annual budget by fiscal year 2018 and raise capital to support enhanced Clubhouse facility.

- Invest resources to develop a mature development organization focusing on data management, staffing, team alignment, process documentation, and cultivating and retaining donors
- Plan and implement integrated strategic marketing
- Maximize foundation opportunities
- Plan and execute a capital campaign to fund program expansion and a new facility

### ***Strategic Goal 3: Expanded and Improved Clubhouse Facility***

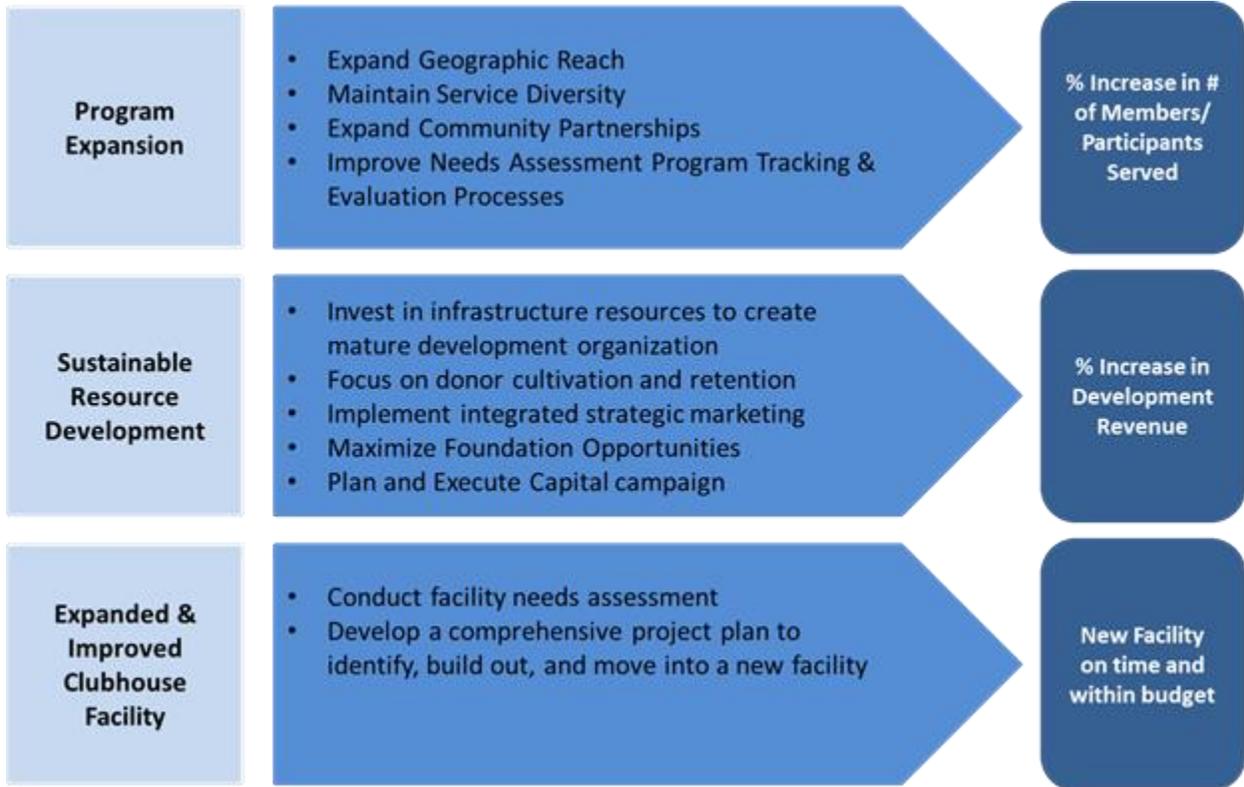
Plan and execute a move to secure a Clubhouse facility that meets KC's unique program and staff needs. The facilities task force has completed an extensive analysis of space and architectural wants and needs. In consultation with the fundraising task force, the facilities task force recommends pursuing a long-term lease and tenant build-out.

- Transition the facilities task force into a standing committee that will lead the clubhouse facility initiatives
- Develop a comprehensive project plan to identify, build out, and move into a new facility

---

<sup>2</sup> A participant is a child who has experienced a death of someone close to them who was not a parent or sibling

**Chart 1: Summary of Strategic Goals, Key Initiatives, Metrics**



## Financial Analysis

### *Resource Development History*

KC's average annual revenue growth over its history has greatly exceeded the industry standard of 0-2%. From 2009-2012, revenue growth was 63% and program hours grew 80% while expense growth was just 31%. Efficiencies were gained through scale, staff experience and refinement of the program model. In 2013, KC's tenth anniversary year, the organization achieved record fundraising success (*i.e.*, revenues of \$950,000, a 56% increase from fiscal year 2012). For all of these reasons, KC set aggressive growth objectives for the future. Nevertheless, KC recognizes that the economic and fundraising climate is ever-changing and that sustained resource development success requires continuous organizational commitment and investment.

### Chart 2: Financial Summary 2009-2013

Revenue					
	2013	2012	2011	2010	2009
Individuals	38%	27%	33%	27%	29%
In-kind Goods & Services	12%	14%	8%	7%	•
Corporate Contributions	3%	5%	9%	6%	4%
Special Events	23%	19%	20%	19%	31%
Foundations	24%	35%	30%	41%	36%

Expenses					
	2013	2012	2011	2010	2009
Program	79%	77%	78%	71%	54%
Fundraising	15%	16%	15%	20%	23%
Management	6%	7%	7%	9%	23%

Summary of Activities and Financial Position					
	2013	2012	2011	2010	2009
Total Revenue	\$950,113	\$607,149	\$435,737	\$384,376	\$372,544
Total Expenses	\$607,642	\$503,623	\$371,284	\$368,797	\$371,386
Change in Net Assets	\$342,471	\$103,526	\$64,453	\$15,579	\$1,158
Net Assets at Year End	\$692,623	\$350,152	\$246,626	\$182,173	\$166,594

## 5 Year Budget Projection

The Program Task Force estimates that KC must grow to an annual operating budget of approximately \$1,000,000 by fiscal year 2018 in order to cover the costs of vital strategic program expansion. Budget growth is estimated by type of service, since camp and clubhouse services cost more per person than support groups. The budget projection set forth below represents the total costs of fundraising and administrative costs. The budget projection does not include a potential capital campaign.

**Chart 3: 2018 Budget Projection**

<b>2018 Services</b>	Ave cost/pp	#people	Total Cost	Notes
Clubhouse/Camp Member-Year 1	\$1500	<b>325</b> (225 central Clubhouse/camp, 100 satellite)	\$ 487,500	
Clubhouse/Camp Member- Yrs 2+	\$850	<b>325</b> (225 central Clubhouse/camp, 100 satellite)	\$ 276,250	
KC Connects: Support groups	\$500	400 ( <b>200</b> members, 200 participants)	\$ 200,000	50 groups of 8 children/parents
KC Connects: Educational (adult/child)	\$25	2000	\$ 50,000	80 programs of 25 people each
<b>2018 Budget</b>			<b>\$1,013,750</b>	

## ***Human Resources Investments***

KC's Board of Directors has approved the following staff and consulting expenses to support the execution of this plan. These investments are possible because of financial reserves built over the past four years from KC's positive net revenue. The expenses are pre-approved; however, if program expenses dip below 75% of total expenses, KC requires a special explanatory note be added to its public financials to explain the strategic reason for the change. Final decisions on expenditures will be made by KC's Executive Director, with oversight from the Treasurer and the Internal Committee.

**Chart 4: Pre-Approved Human Resources Investments**

<b>Resource</b>	<b>Low Estimate</b>	<b>High Estimate</b>	<b>When</b>
Program Outreach Coordinator	\$40,000	\$45,000	Annual
Development Coordinator	\$40,000	\$45,000	Annual
Database Consultant	\$3,500	\$7,500	2014
Facility Design Consultant	\$5,000	\$10,000	2015
Development Consulting - Annual Fund	\$2,500	\$7,500	2014
Capital Campaign Feasibility Study	\$10,000	\$20,000	2014
Capital Campaign Management	\$20,000	\$50,000	2015
Raise maximum limit of Board to 24	\$0	\$0	Annual
<b>Total</b>	<b>\$121,000</b>	<b>\$185,000</b>	

# Ongoing Monitoring and Metrics

KC's board committees and staff leadership will develop and execute annual work plans supporting KC's strategic goals and initiatives. The board will regularly review the progress and metrics of these plans as set forth below:

<b>Area of Implementation</b>	<b>Owner</b>
Big Picture Monitoring	Governance Committee
Board Development and Policies	Governance Committee
SG 1 - Program Expansion	Internal Committee
SG 2 - Resource Development	External Committee
SG 3 - Facility	Facilities Committee (new)

## **Appendix A: Environmental Scan**

KC began its strategic planning process with an environmental scan. Key findings included:

- National studies indicate that between 1 in 20 and 1 in 7 people will experience the death of a significant loved one during their childhood.
- The death of a parent, sibling or primary caregiver triggers a particularly difficult set of challenges.
- Organizations that serve children and families recognize that grief following the death of a loved one is an issue for a sizable portion of their members
- Professionals who work with children have rarely received any training on recognizing and responding to grief
- Currently, KC only meets the needs of a small fraction of grieving children in metro Atlanta.
- KC membership is skewed to core metro Atlanta (e.g., Fulton-DeKalb make up about half of members) demonstrating a need for increased geographic diversity via partnerships and/or satellite locations in order to serve the broader metro area.
- KC would like to maintain the current mixed member profile (e.g., race/ethnicity, age and gender) but there is a gap in KC's Latino and Asian members. Thus, KC has made the decision to target those populations.
- KC is helping more children each year and has aggressive growth objectives. Expansion of KC's outreach is crucial for achieving these objectives.

### ***Referral Partner Research***

KC conducted interviews with six referral partners as part of the environmental scan research for its strategic plan. These referral partners gave insight into KC's reputation, as well as perceived barriers to participation. Interviews also provided the opportunity for the referral partners to discuss their interest in pursuing program collaborations to serve more geographically diverse potential members. Below is a summary of key findings:

- KC has a good reputation because children feel that they can “just be” with others sharing similar experiences. Most alternatives to KC provide only individual or family counseling.
- Several partners noted that KC's provision of quality services for free is an asset making it easier for referral partners to highly recommend the program.
- There are geographic barriers and transportation challenges to participating in KC. Many suburban families are unwilling or cannot commute to KC's midtown Clubhouse.
- Other barriers to participation include competition for time of kids and families who are busy with Saturday sports and other activities, ease of accessing important information for participation and fear of the unknown or lacking a trusted partner.

- Of the interviewed referral partners, Rockdale Schools, Gwinnett Schools, KIPP, Wellstar and Care & Counseling Center of Georgia are interested in exploring partnership programs.
  - Rockdale Schools are interested in helping with establishment of support groups within schools and a reach to the county. KC may need to target multiple schools and/or to assist with marketing within the school system to get critical mass since counselors when asked in this interview could only think of 3-5 families with parent or sibling loss per school.
  - Gwinnett Schools believes critical mass in the network could be found by targeting a number of schools in a common geography (e.g. Norcross). Gwinnett Coalition is a potential partner as well for access to those affected who are served by Gwinnett Medical, Emory and Eastside Hospital.
  - KIPP Ways Academy recognizes that many of their families are confronting grief. The academy believes there is potential for in-school groups and can work to modify calendar to ensure continuation of whole child education. Kate's Club is already working closely with several KIPP schools and has identified a sizable community of children with parent or sibling loss.

### ***Comparable Organization Research***

Another part of the research Kate's Club conducted was interviewing comparable organizations across the country. Four organizations were interviewed and they represented a variety of sizes (\$750K-\$1.3M) and locations (suburban Maine-Dallas, TX). They were chosen because they are the most successful and well-established children's bereavement support organizations in the country. The purpose of the interviews was to gather information on best practices among children's grief support organizations for serving the largest audience possible. All organizations mentioned working at school and community centers as a key strategy for reaching grieving children.

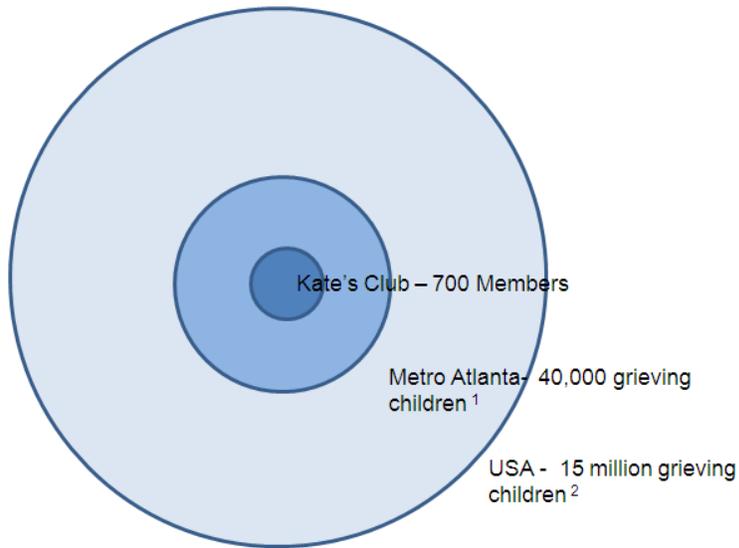
- Three of four organizations operate off-site after-school sessions. One organization has off-site sessions in donated space, one organization has a satellite location, and one organization has a partnership with Boys and Girls Club. The grief organizations all go out to their partner location or provide transportation from the partner location.
- Children's grief support organizations believe that educational programs on grief and free trainings for counselors and school staff and other professionals result in more regular and committed referrals.
- Organizations interviewed indicated that programs are offered primarily during the week in the evening. They are offered at the organizations' facilities, at schools, and at Boys & Girls Club or community-loaned facilities. One organization meets on the weekends with Sunday having the highest attendance.
- The average length of program attendance is eight months to a year.

- Kate's Club staff is actively engaged in a national community of peer organizations through the National Alliance of Grieving Children. The National Alliance's annual conference is held June 19-21<sup>st</sup> in Atlanta with Kate's Club playing a significant role in this conference. Kate's Club plans to use this conference as an opportunity to give visibility to the cause of grieving children and to advocate for organizations serving grieving children.

## SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Mission is clear, relevant &amp; emotionally compelling</li> <li>• Kate’s Club is FUN</li> <li>• Engaged leadership (active board, staff and founder)</li> <li>• Productivity. We do a lot with limited resources.</li> <li>• Uniqueness of program model and services offered</li> <li>• Positive brand/reputation</li> <li>• Established sense of community</li> <li>• Engaged and energized community of supporters with sense of personal stake in mission</li> <li>• Organized and professional</li> <li>• Quality of services provided</li> <li>• Entrepreneurial spirit</li> <li>• Steady stream of new families</li> <li>• Distinct programs and structure and approach</li> <li>• Licensed therapists</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Limited Human &amp; Financial Resources <ul style="list-style-type: none"> <li>◦ Risk of burnout and turnover</li> </ul> </li> <li>• Limited of major donors and corporate partners <ul style="list-style-type: none"> <li>◦ Individual giving; sustainable and predictable base of donors &amp; fundraising infrastructure</li> </ul> </li> <li>• Reliance on volunteers can impact quality</li> <li>• Reactive vs. strategic</li> <li>• Limited resources for proactive communications and marketing (awareness/messaging/visibility)</li> <li>• Current space not optimal for larger program and has other challenges such as lack of accessible parking; Weak individual giving (breadth and depth)</li> <li>• Modest benefits and compensation for staff</li> <li>• No stable recurring revenue</li> <li>• Not using volunteers to maximum capacity</li> <li>• Limited parent engagement and communication</li> <li>• Board Diversity (all elements)</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Partnerships and future geographic satellites as starting points for expansion</li> <li>• Partnerships (programmatic) with other organizations; faith based organizations; schools &amp; military</li> <li>• Advisory Board engagement</li> <li>• Increased visibility for Kate’s Club</li> <li>• Storytelling initiative</li> <li>• Formal Alumni Program</li> <li>• Expanded reach—40,000 kids</li> <li>• Marketing and communications program</li> <li>• Support from celebrity with a loss</li> <li>• Online community for kids and families</li> <li>• Grief Awareness Day</li> <li>• In-kind corporate sponsorships, e.g. bus companies</li> <li>• Leverage volunteers for more personally meaningful and intensive involvement</li> <li>• More focused fundraising efforts (major donors)</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Donor fatigue and volunteer turnover/burnout</li> <li>• Risk of losing sense of community with expansion</li> <li>• Incident at program and resulting publicity</li> <li>• Lack of affordable and workable facilities</li> <li>• Change in the IRS rules regarding charitable contributions</li> <li>• Weak economic conditions with foundations and corporations increasingly focusing funds to fit strategy</li> <li>• Disaster hitting Atlanta</li> <li>• Competing grief organization and other non-profit organizations</li> <li>• Sale of pending building accelerating need for new facility sooner than ready</li> <li>• More attractive benefit/comp options at other organizations</li> <li>• Many constituencies to please and not prioritizing</li> </ul>

### Graph 1: Current service vs. Target Population: A compelling case for growth

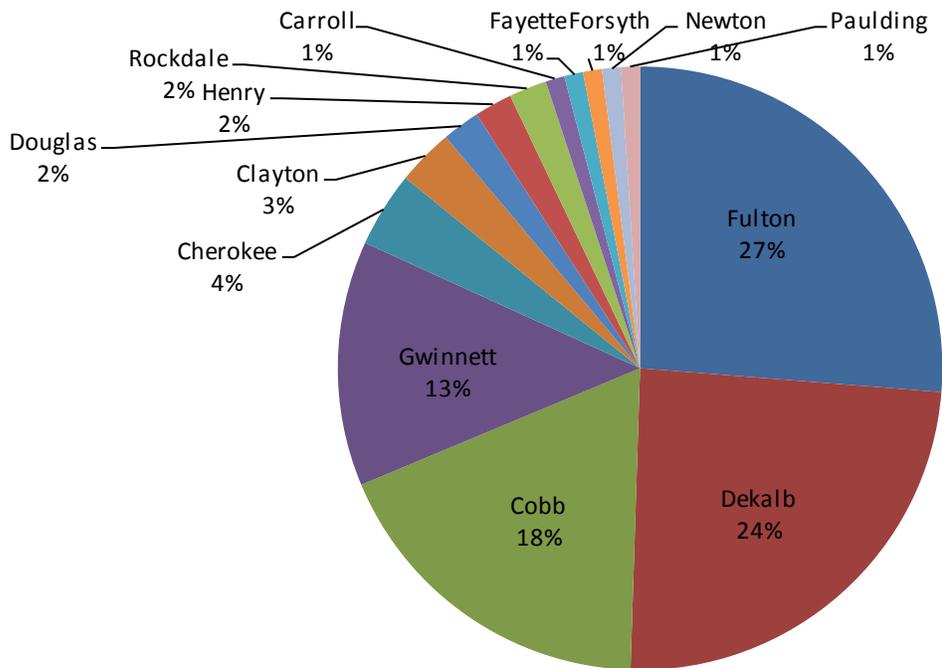


<sup>1</sup> Source: US Census, 2010

<sup>2</sup> Source: US Census 2010

<sup>3</sup> Source: The Child Bereavement Study (Silverman and Wooden, 1992)

### Graph 2: Kate's Club Current Member Geographic Diversity



## **Appendix B: Steering Committee and Task Force Members**

Each of the 19 members of the 2013 and 2014 Board of Directors<sup>3</sup>, plus the five members of the Kate's Club Staff, actively participated in the development of this strategic plan. Kate's Club Founder Kate Atwood offered input, reviewed and approved the plan.

Strategic Planning Steering Committee: Stephanie Brun de Pontet, Emily Hawkins (Executive Director), Ann Hazzard, Mary Howell (Board Chair), Jen Robinson, Judy Train

Program Task Force: Stephanie Brun de Pontet (Co-Chair), Ann Hazzard (Co-Chair), Lane Pease (Staff), Keisha Hunt, Samantha Mandell, Cindy Schoell, Jeff Romig

Fundraising Task Force: Jen Robinson, (Co-Chair), Sameer Vyas (Co-Chair), Rachel Ezzo (Staff), Amy Ferber, Megan Holder, Brian Santa Barbara, Sandra Feinsmith

Facilities Task Force: Nitesh Sapra (Co-Chair), Judy Train (Co-Chair), Debra Brook (KC Staff), Kanata Herring, Lisa Loften, Robert Poirier, Ben Yin

Emily Hawkins (ED) and Mary Howell (Board Chair) sat in on meetings of each of the Task Forces.

---

<sup>3</sup> No board members rolled off and no new board members were added during this planning period.

**Appendix C**  
**Strategic Goal 1: Program Expansion**  
**Full Report from the Programs Task Force**

Separate document with this title.

**Appendix D**  
**Strategic Goal 2: Sustainable Resource Development**  
**Full Report from the Fundraising Task Force**

Separate document with this title.

**Appendix E**  
**Strategic Goal 3: Expanded and Improved Clubhouse Facility**  
**Full Report from Facilities Task Force**

Separate document with this title.

**Appendix F**  
**Performance Metrics Dashboard**

Separate document with this title.