

Kansas City Metropolitan Bar Foundation

STRATEGIC PLAN

2021-2024

KANSAS CITY METROPOLITAN BAR FOUNDATION 2021-2024 STRATEGIC PLAN

Our Mission

The mission of the Foundation is to serve the community by creating and supporting public service or educational programs which promote the administration of justice, delivery of legal services, professional development or respect for the law.

Our Vision

Kansas City Metropolitan Bar Foundation is a force in the community, channeling lawyers' commitment to solving problems and building an equitable future.

By 2024, KCMBF:

- Has successfully demonstrated its unique contributions to the community,
- Has significantly expanded the number of lawyers who support it,
- Is well established financially, and
- Is effectively partnering with the philanthropic and business communities to extend its impact.

Kansas City Metropolitan Bar Foundation 2021-2024 Strategic Plan

<p>Goal 1: Strengthen KCMBF's impact in the community</p>	<p>Strategy 1: Expand Military Matters Strategy 2: Deepen the collaboration of Domestic Violence Alliance participants Strategy 3: Strengthen the Student Law Academy</p>
<p>Goal 2: Increase KCMBF's visibility within the legal profession and community at large</p>	<p>Strategy 1: Promote the unique mission and impact of KCMBF Strategy 2: Broaden awareness of and increase engagement with KCMBF among members of the legal profession Strategy 3: Develop relationships with other community organizations</p>
<p>Goal 3: Build KCMBF's long-term sustainability</p>	<p>Strategy 1: Diversify KCMBF's revenue streams Strategy 2: Assess KCMBF's capacity to support its developing program portfolio Strategy 3: Ensure adequate staff support for KCMBF programs and operations</p>

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Goal 1 Strengthen KCMBF's impact in the community

Key performance indicators (KPIs): See individual program metrics

Current supporting activities: Military Matters, Domestic Violence Alliance, Student Law Academy

	Next Steps	Responsibility	Timeframe	Comments
Strategy 1: Expand Military Matters				
Initial supporting ideas:				KPIs: # of referrals received; match rate; # of hours attorneys spent on each referral
1. Integrate software for greater efficiency	→ In process	→ KCMBF Staff	→ 2021	
2. Continue to increase support from grants	→ Explore opportunities	→ TBD	→ TBD	
3. Create a framework so that the program can be replicated elsewhere	→ Determine expansion objectives and create a template	→ TBD	→ 2022	
4. Maintain a healthy body of volunteers	→ Continue raising visibility and engagement (see also Goal 2)	→ KCMBF Board and Staff	→ 2021 and ongoing	
Strategy 2: Deepen the collaboration of Domestic Violence Alliance participants				
Initial supporting ideas:				KPIs: # of attendees; ↑ participation by other professional groups; metric RE how participants are connecting/sharing; long-term metric relating to domestic violence court
1. Continue to build the collaboration of the various professional groups	→ Determine priority/create an action plan	→ TBD	→ TBD	
2. Create a community that is active beyond the symposium (e.g., ongoing programming or a forum for the community to share resources)	→ Determine priority/create an action plan	→ TBD	→ TBD	

Strategy 3: Strengthen the Student Law Academy

Initial supporting ideas:				KPIs: High sponsor interest; # of applications; 100 participants in 3 years; long term, participants complete college, pursue a legal career
1. Build a legal pathway in the schools	➔ In process	➔ TBD	➔ TBD	
2. Establish college credit for taking a high school class	➔ In process	➔ TBD	➔ TBD	
3. Develop opportunities for alumni to engage with the program and each other	➔ Determine priority/create an action plan	➔ TBD	➔ TBD	
4. Increasing awareness and energy among students about the program	➔ Create an action plan	➔ TBD	➔ TBD	

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Goal 2

Increase KCMBF's visibility within the legal profession and community at large

Key performance indicators (KPIs): ↑ volunteerism, ↑ in the number of donors, ↑ in competition for seats on the board, ↑ in awareness of community organizations who are serving individuals in need (quantified by X)

Current supporting activities: KCMBF events, KCMBF/KCMBF communications, partnerships with community organizations

We will achieve this by:

Next Steps

Responsibility

Timeframe

Comments

Strategy 1: Promote the unique mission and impact of KCMBF

<ol style="list-style-type: none"> 1. Use key performance indicators to succinctly communicate the impact of KCMBF programs 2. Ensure partners are referencing the KCMBF in their communications 	<ul style="list-style-type: none"> ➔ Refine KPIs and integrate into communications ➔ Circle back with partners 	<ul style="list-style-type: none"> ➔ KCMBF Board of Directors and Staff ➔ KCMBF Staff 	<ul style="list-style-type: none"> ➔ 2021 and ongoing ➔ 2021 and ongoing 	
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Strategy 2: Broaden awareness of and increase engagement with KCMBF among members of the legal profession

<ol style="list-style-type: none"> 1. Nurture the relationship with KCMBF (e.g., KCMBF board involvement, officer dialogue) 2. Build engagement with young lawyers <ul style="list-style-type: none"> • Engage around volunteer opportunities (e.g., enthusiasm for Law Academy and 5K) • Continue to offer leadership opportunities • Build support with the KCMBF Young Lawyers Section (e.g., meet with YL leadership, share marketing materials, capitalize on YLS chair crossover on foundation board) • Demonstrate importance/benefit of YL involvement to firm leadership 3. Build support of large firms 	<ul style="list-style-type: none"> ➔ Continue ➔ Create an action plan ➔ Determine priority/develop an action plan 	<ul style="list-style-type: none"> ➔ KCMBF Officers and Staff ➔ KCMBF Board of Directors and Staff ➔ TBD 	<ul style="list-style-type: none"> ➔ 2021 and ongoing ➔ 2021 and ongoing ➔ TBD 	<p>Messaging emphasis: There's an opportunity for you here, no matter what you can give</p>
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Strategy 3: Develop relationships with other community organizations

1. Deepen relationship with existing community partners	→ Continue ongoing dialogue	→ KCMBF Board of Directors and Staff	→ 2021 and ongoing	
2. Build a relationship with the Greater Kansas City Community Foundation	→ Complete KCMBF profile; identify a small group to connect with GKCCF leaders	→ KCMBF Staff, small volunteer group to be appointed	→ 2021 and ongoing	
3. Build relationships with local corporations and philanthropic community, leveraging the connections of KCMBF board members	→ ID connections of KCMBF board/stakeholders; consider hiring a consultant/grant writer	→ KCMBF Board of Directors and Staff	→ TBD	
4. Implement social media plan	→ Determine priority and implement	→ KCMBF Staff	→ TBD	

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Goal 3 Build KCMBF's long-term sustainability

Key performance indicators (KPIs): Double the budget in three years; ↑ the number of donors; ↑ volunteerism

Current supporting activities: Fundraising activities, grants, governance and staff

We will achieve this by:

Next Steps

Responsibility

Timeframe

Comments

Strategy 1: Improve strategic oversight of KCMBF programs

1. Create a dashboard for each KCMBF program that crisply articulates short-term performance indicators and desired long-term outcomes	→ Refine KPIs; introduce as a board tool; determine how to integrate into regular board meetings and deliberation	→ KCMBF staff, KCMBF Board of Directors	→ 2021 and ongoing	
2. Ensure representation from each program on the Board of Directors	→ Examine the board structure to ensure there is a high level of expertise	→ KCMBF Board of Directors	→ 2021 and ongoing	
3. Implement the use of chairs and vice chairs to promote continuity in program leadership	→ Do it	→ KCMBF Board of Directors	→ 2021 and ongoing	
4. Reassess the frequency of board meetings and number of board members for optimal engagement and oversight	→ Determine ideal frequency/ composition and adjust bylaws/board policy, as necessary	→ KCMBF Board of Directors	→ 2021	

Strategy 2: Diversify KCMBF's revenue streams

1. Create a year-round fundraising plan Develop fundraising opportunities that expand the breadth/depth of the giving community (e.g., different smaller events like the 5K, pursue larger individual donations)	→ Determine priority/create an action plan	→ KCMBF Board of Directors and Staff	→ 2021 and ongoing	
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2. Seek corporate involvement and sponsorship	➔ Identify KCMBF/KCMBBA relationships with corporate leaders to begin dialogue	➔ KCMBF Board and Staff	➔ TBD	
3. Increase grant funding	➔ Explore the feasibility of hiring a grants professional who is familiar with the local landscape	➔ KCMBF Board and Staff	➔ TBD	

Strategy 3: Assess KCMBF’s capacity to support its developing program portfolio

1. Appoint a small group to create guidance for the board to evaluate capacity, such as: <ul style="list-style-type: none"> • Is there a limit to the number of programs we can support? What’s our capacity given staff, budget and volunteer interest? • Do we have the ability to support programs that are not mature while we launch something new? Is there risk of losing momentum? • At what point are programs sustainable enough that they aren’t competing with one another? 	➔ Small group to use Strategic Planning group feedback as a foundation	➔ TBD	➔ TBD	
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Strategy 3: Ensure adequate staff support for KCMBF programs and operations

KCMBF Executive Staff to make recommendation based on plan priorities	➔ Firm up the planning timeline and determine additional staffing needs	➔ Executive Director	➔ 2021	
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Implementation timeline

Strategies/Action Items	Responsibility	Timeframe	Comments
1. Present strategic framework to the board for discussion and vote	Officers	November 2020	
2. Finish prioritizing items and refine the timeline	Board/Executive Staff	By February 2021	
3. Confirm an individual to shepherd the plan and/or board leaders for each goal area. <ul style="list-style-type: none"> • These individuals can be liaisons to those involved in implementation and will be responsible for reporting to the board on progress 	Officers/Board	By February 2021	
4. Resource discussion <ul style="list-style-type: none"> • Begin to explore budget implications for 2021 priorities • Do we have the monetary resources? If not, can we redirect funds from other areas or do we need to seek new money? • Do we have adequate staff and volunteer resources? • Are there revenue-generating opportunities in any of our ideas? • What will we scale back/phase out/stop in order to make room? 	Board/Executive Staff	By February 2021	
5. Revisit your success benchmarks and refine them <ul style="list-style-type: none"> • ID data you have readily available; determine what data you need and create a plan for obtaining it. Be selective. 	Board/Executive Staff	By April 2021	
6. Once a final plan is accepted, communicate with members about your priorities <ul style="list-style-type: none"> • Venues: Publications, introductory remarks for events, social media • Use the plan to engage individuals who haven't been involved 	Officers/ Board/Executive Staff	As soon as the plan is adopted	
7. Maintain momentum <ul style="list-style-type: none"> • Keep items from the plan on every board agenda • Check in on the plan at six months. Assess progress and make adjustments • Call Jennifer for additional resources or whenever questions arise 	Officers/ Board/Executive Staff	Ongoing	