

Rotary Club of Reno Strategic Plan

Vision Statement

The Rotary Club of Reno embraces The Object of Rotary its vision statement as follows:

The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

- First - The development of acquaintance as an opportunity for service;
- Second - High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian's occupation as an opportunity to serve society;
- Third - The application of the ideal of service in each Rotarian's personal, business and community life;
- Fourth - The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

Mission Statement

The Rotary Club of Reno exists to create fellowship among business, professional and civic leaders through activities and charitable projects. We advance the Rotary Avenues of Services including club, vocational, community and international to meaningfully improve quality of life in the Truckee Meadows and to advance Rotary's worldwide goals.

Philosophy

The Rotary Club of Reno embraces the four Avenues of Service and the Four-Way Test as Rotary's philosophical cornerstones and the foundation on which club activity is based.

Avenues of Service

- Club Service focuses on strengthening fellowship and ensuring the effective functioning of the club.
- Vocational Service encourages Rotarians to serve others through their vocations and to practice high ethical standards.
- Community Service covers the projects and activities the club undertakes to improve life in its community.
- International Service encompasses actions taken to expand Rotary's humanitarian reach around the globe and to promote world understanding and peace.

Four-Way Test

The Four-Way Test is followed by Rotarians worldwide in their business and professional lives. The Test was created by Rotarian Herbert J. Taylor in 1932. It has since been translated into more than 100 languages and is used by organizations and individuals throughout the world.

Of the things we think, say or do

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?

Key Issues

Foundation Assets and the Endowment

As part of the Strategic Planning process the Club Board worked with the Foundation Board to gain a greater understanding of and make collaborative key decisions regarding Foundation finances.

Briefly, the Foundation was established as a 501c3 charitable tax exempt organization as a tool to manage funds generated by the Club membership to support charitable efforts. The Foundation Board of Trustees has established investment and financial policies to ensure appropriate fiduciary oversight of the charitable funds. The Foundation funds are comprised of four types of assets: unrestricted, board designated (which the Foundation Board may re-designate at any time), temporarily restricted (which are designated by donors for a specific project and will expire), and permanently restricted (which are permanently restricted by the donor and do not allow for the invasion of principal).

As part of the Foundation's assets, an endowment was established to collect enough principal to reach a point in the future where a portion of charitable efforts could perpetually be supported using income generated from endowment assets. The current policy is to grow the endowment to \$500,000 and to reinvest interest until that goal is achieved. The endowment currently grows through Nugget contributions, trust established by Rotarians, and interest earned. As of Dec. 31, 2006 the endowment value was \$366,571 comprised of \$292,414 in permanently restricted assets and \$74,157 in board designated assets. Current policy states that when the \$500,000 goal is achieved, 4.5% of endowment assets will be made available each year. Any additional interest income will be reinvested in the endowment to assure continued growth. Endowment assets are not available for use on current service projects. The membership survey indicated strong support for the concept of an endowment though members were not asked to evaluate any details.

Four key decisions regarding Foundation assets need to be made as part of the process:

1. Confirm the \$500,000 goal for the endowment (addressed in Foundation plan).
2. Address the need for a reserve to insure the Foundation is always capable of meeting its commitments in the event of a shortfall (addressed in Foundation plan).
3. Review the 1999 Foundation Board designation of \$74,157 to the endowment to determine if future action is necessary (addressed in Foundation plan).
4. There is consensus that the **available** Foundation assets have grown to an amount that is higher than necessary as the direct result of too few requests for support for service projects from the Club Board. The Club has identified the need to locate and support quality, service projects as a key issue to reverse this trend. Decide the best approach to reducing any excess assets available after a reserve is set aside. (Addressed in Club plan)

Service Projects

Participants in the planning process noted a need to increase the community and international service opportunities available to the membership. In recent history the number and scope of service projects has been limited and there has been no ongoing strategy to ensure that there are high quality service projects in the pipeline. Participants described a need to increase all types of service projects including local, international, those that can be completed within a year and those that require a multi-year commitment.

There is an appetite to regularly engage in some service projects that require multiple years to execute in order to increase the potential impact. However, multiple-year projects should be subject to greater scrutiny as they will require greater commitment on the part of the Club and Foundation. The current infrastructure does not support a strategic approach to multiple-year service projects and must be addressed as part of the service goal as well as part of an infrastructure goal. Under the current process the Board of Directors approves any service project commitments. Ideas for service projects are generally brought to the board by a member. The Board does not currently have published parameters to guide its decision process on what makes for a high-quality service project or to choose among competing requests.

Membership

A strong and vital membership is the key to the success of every Rotary Club. The membership committee has recently completed an effort to eliminate those members who were not meeting the attendance guidelines. The current Club membership is 196 and the current goal is 217. The Club has added 16 new members in 2006-2007.

A membership survey indicated the following: the Club supports the implementation of a membership recruitment campaign but places importance on making sure the campaign targets high quality members; quality programming is key to recruiting and maintaining membership; and prospects and new members need to be engaged in activities and Club traditions early. Currently members have significant input in guiding the activities of the Club. Those activities that have the support of members tend to thrive and those that do not tend to go away.

Infrastructure

Information in the survey as well as board perception indicates a need to modernize and in some cases formalize the Club infrastructure to build efficient and effective systems that support the member-driven business model of the Club. Traditionally, the President of the Club has been given significant leeway to influence Club priorities. On the positive side, this tradition has fostered leadership and created a nimble organization. On the negative side, the President's one-year term results in a short-term focus for the organization and potential down-time for the Club while the President gears up. It also exposes the organization to swings in activity dependent on the particular talents and interests of the President. The desire is to maintain significant opportunities for a President to make an impact while still implementing select infrastructure improvements which make the organization more effective for the long term.

There are a few separate areas which need attention including a need to plan past one year, the need for additional support for volunteers, finance, and the need to develop processes which capture information and make it readily available to those who need or desire access.

Planning - To date the Club has utilized a relatively informal annual planning process. Each year the Club President writes a plan, often rewriting vision and mission and identifying short-term goals and objectives. The short-term focus does not encourage and even discourages any organizational, service, fellowship or other initiatives which require multi-year effort. This one-year focus by its nature makes it difficult to support and sustain multi-year service projects that serve to engage the Club and provide an opportunity for a larger or longer-term community impact as discussed in the Service key issue. In addition every service project needs time to ramp up and a one-year timeline is not always appropriate or realistic. A more inclusive and comprehensive planning process should serve to engage more members in the work and success of Club efforts.

Volunteer Support - Members who step forward to volunteer often receive very little formal guidance on their role and often an approach to tasks must be re-invented by each successive volunteer. Volunteer position descriptions and/or to do lists would capture the wealth of knowledge regarding the implementation of ongoing Club activities and give new volunteers a head start. The current orientation process is not sufficient by itself to engage new members quickly in Club activities and increase participation.

Finance – The Club does not have a policy regarding a cash flow reserve and due to the differences in tax-exempt status, could not access Foundation assets in the event of a shortfall. In addition, the Board recognized a need to further institutionalize the budget process. The President has been responsible for creating a budget to present to the Board. There is a preference for basing the budget process on several years of past financial history and standardizing the process. This must be done in conjunction with the Foundation to ensure the Club understands how much is available to support service projects rather than submitting projects for review on a case by case basis.

Information Collection and Accessibility - Policies are voted on by the Board of Trustees of both the Club and the Foundation and are collected by the Club Secretary in board binders. Still, policies do not appear to be readily understood or readily accessible by all Board members. In addition, the information available to prospects and new members does not appear to be sufficient to support early engagement in Club activities. Participants acknowledged the need to communicate information in electronic formats (email, website) to make it readily accessible and support Club participation.

Strategies, Goals, Objectives and Action Plans

Available Foundation Assets Goal: Increase investment of available Foundation assets in quality projects in order to reduce available assets in excess of one-year reserve.

Strategy: Actively seek, evaluate and approve service projects and advance requests for funding from the Club Board to the Foundation Board. Use standards developed by committee to insure projects are high quality.

Strategy: Monitor financial reports to insure adequate progress toward reduction in excess available assets. Modify strategy if assets are not being reduced.

Strategy: Evaluate grants, scholarships and other charitable giving to determine if an increased giving is warranted.

Objective: Reduce unrestricted, available Foundation assets to no more than one-year reserve by no later than July 1, 2010. If quality service projects are available sooner, strive to reduce assets prior to the three-year deadline.

Action	Responsibility	Deadline
Obtain standards for evaluating service projects from committee.	Club Board	July 2007
Evaluate financial reports and determine available excess funds.	Finance. Comm.	July 2007
Evaluate project proposals based on guidelines and forward to Board for approval.	Club Board	Ongoing
Forward approved project budgets to Foundation for support.	Club Board	Ongoing

Work with Foundation to budget available assets annually

Club Board

Ongoing

Service Project Goal: Increase Club participation in multi-year and single-year service projects which engage members in volunteerism and service.

Strategy: Educate the membership on the desire to increase service and the process for bringing new service projects forward.

Strategy: Actively pursue new high-quality, service projects that have member support to be ready to replace existing projects upon completion.

Strategy: Develop and implement a process including standards to determine which multi-year projects to pursue to ensure projects can be supported through completion. Ensure each project has measurable objectives, member support, a budget and a timeline.

Objective: Maintain active participation in at least one multi-year service project annually.

Objective: Participate in an international service project every year.

Objective: Continue to participate in several short term projects (one year or less), based upon community need and the Club's ability to respond.

Objective: Engage every member in at least one community activity or service project annually.

Action	Responsibility	Deadline
Create a process, guidelines and standards for evaluating service projects for quality and sustainability.	Service Task Force	July 2007
Monitor the pipeline to ensure quality projects are being developed.	Serv. Comm.	Sept. 2007
Evaluate project proposals based on guidelines.	Club Board	Ongoing
Engage new members in community service early.	Mem. Int. Comm.	Ongoing
Engage existing members in service projects	Serv. Comm.	Ongoing

Membership Goal 1: Retain current members.

Strategy: Maintain member ownership of Club activities through a menu of activity options and help members to find their niche.

Strategy: Create a mechanism to encourage members to participate in committee activities and Club projects.

Objective: Strive for 100% membership retention. Retain at least 90% of members.

Action	Responsibility	Deadline
Publish committees and chairs in Rotarian and on website	Ad. Board Mem.	Ongoing
Have Club Organization Chart on display at every meeting with Committees, members and board responsibilities.	Ad. Board Mem.	Ongoing
Inventory practice currently in place to retain members.	Memb. Comm.	Sept. 2007
Have Club event display up at every meeting to show pictures and materials related to Club activities	Ad. Board Mem.	Ongoing
Develop mentoring program for new members using past Presidents and key members as mentors.	Mem. Int. Comm.	June 08
	Memb. Comm.	Ongoing
Require new members to complete their COG Club activities within six months of induction.	Mem. Int. Comm.	Ongoing

Sponsor Club events on a quarterly basis for new members that provide information, invite spouses.

Membership Goal 2: Recruit new members.

Strategy: Implement a membership campaign supported by the Club.

Strategy: Overhaul the orientation process in order to engage and sustain new members.

Strategy: Involve new members and prospects in Club activities as soon as possible.

Strategy: Task the membership committee with creating a mentor program.

Objective: Increase membership by 11% in 2007 – 2008.

Objective: Diversify membership to more accurately reflect cultural and business sectors of our community.

Action	Responsibility	Deadline
Create a simple, fun, effective membership campaign. Report on progress regularly.	Memb. Comm.	Dec. 07
Communicate regularly to the membership that the entire Club is responsible for membership growth.	President	Ongoing
Require new members to recruit a new member within six months of induction.	Memb. Comm.	Ongoing
Have special Club meeting programs that demonstrate Rotary’s mission and encourage members to invite prospects.	President	Ongoing
Develop a public relations program that increases awareness of Rotary in the community.	Pub. Rel. Comm.	June 08
Publicize Rotary activities at meetings, on website, etc. so members feel proud of accomplishments.	President	Ongoing
Maintain quality speakers and programs.	Program Chair	Ongoing

Infrastructure Goal: Build efficient and effective systems that support the member-driven business model of the Club and which support members in fulfilling their roles.

Strategy: Create written tools which provide the information board members, committee chairs, committee members and members need to be successful.

Strategy: Collect and publish governing documents, policies and procedures in an accessible format.

Strategy: Establish direct electronic member access to Club information and member resources.

Strategy: Develop a budget process which relies on three years of financial history in conjunction with the best judgement of the finance committee- and establish a cash flow reserve to ensure the Club does not experience a shortfall.

Objective: Board members report a good understanding of Club Policies and Procedures by first quarter 2007/2008.

Objective: Club Bylaws are current with new RI Bylaws by June 2008.

Objective: Committee Chairs demonstrate ability to articulate responsibilities and tasks and capture information for successive volunteers by June 2008. Chairs recruit committee members and increase member involvement in committee work.

Objective: Board members report a good understanding of budget trends and resources available for 2007/2008 activities by July 2007.

Objective: Members have immediate access to information which encourages participation electronically via a website and email correspondence by July 2008. Create technology tools which in the end reduce the work load for the Secretary.

Action	Responsibility	Deadline
Review/compile policy and procedure manual.	Caryl and Board Committee	June 2008
Review new RI Bylaws and make amendments if appropriate.	Past President	June 2008
Create job descriptions for each committee chair	All Chairs	Dec. 2007
Create to do lists for all major jobs, programs and events	All Chairs	June 2008.
Implement a new budget process based on three-year history.	Finance Comm.	July 2007
Develop and launch new website.	Tech Volunteer	Dec. 2007

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