

Reno Rotary Foundation Strategic Plan

Mission Statement

The Reno Rotary Foundation serves as a steward of charitable efforts which support the mission of Rotary Club of Reno.

Key Issues

Communication and Education

Neither the Club Board, nor the full membership, is particularly knowledgeable about Foundation operations. This has led to some misinformation and the occasional misunderstanding. There is a memorandum of understanding which explains the relationship between the Club (and its Board of Trustees) and the Foundation (and its Board of Trustees). However, the strategic planning process tested the boundaries of the roles and responsibilities of each and has identified a need for further clarification. Based in part on the Club planning process and also on past experiences, participants identified a need to regularly educate the Club board and the membership regarding how the foundation works and how it benefits the Club, individual members and the community.

Communication strategies need to be developed to open two-way communication between the Club Board and Foundation Board and education strategies need to be developed for the membership. Communication and education efforts need to be ongoing and should include impact achieved through Foundation efforts.

In addition, members are not fully aware of the range of charitable giving opportunities available through the Foundation. Giving options include investing in the future through the endowment, supporting a specific initiative through a designated gift or supporting ongoing charitable efforts (grants, scholarships, service projects) through an unrestricted gift. The Foundation Board does not see its role as promoting one type of giving over the other but rather in educating the Club membership about the range of opportunities and then ensuring that gifts are used in accordance with the donor's wishes.

Finance

Four key issues were identified that would benefit from consensus with the Club Board as follows:

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)

Budgeting - The current one-year budget focus makes it difficult to consider multi-year projects. As it currently operates, when the Foundation board receives a request for funding it makes a decision primarily based on whether the funding is currently available. The lack of longer term budgeting and financial planning makes it difficult to determine the impact of a larger request on future requests or other potential activities. An annual budget based on a multi-year history would give the Foundation board as well as the Club board a better understanding of the amount of money regularly available for service projects. A three-year financial forecast would demonstrate the impact of multi-year commitments. The next budgeting effort will need to reflect strategies to expend excess available funds which have accumulated due to a lack of requests for financial support for service projects.

Reserve – The Foundation lacks specific policies regarding reserve funds to ensure that the Foundation is always able to meet financial obligations in the event of a shortfall. The membership survey indicated strong support for the concept of a reserve fund though members were not asked to evaluate any details. There is no current policy setting a minimum reserve figure. There is a policy to set aside at least 10% of fundraiser proceeds which has resulted in a set aside of \$76,067 in board designated assets.

Infrastructure – Board members are currently provided individual policies which are maintained in each board member’s binder. There are enough policies in place that it would be helpful to have a streamlined, accessible policy manual to capture board decisions and inform board members and other interested parties on the Foundation’s approach to stewardship. The policies and procedures need to be developed enough so that any interested member could read the manual and acquire a basic understanding of how the Foundation Board approaches permanently restricted funds, temporarily restricted funds, board restricted funds, what defines the endowment, asset allocation, budgeting, grant distribution, service project support and other key Foundation activities. A well written policy and procedure manual should support education efforts for new Foundation board members, Club board members and interested Club members at large.

Strategies, Goals, Objectives and Action Plans

Communication and Education Goal: Increase the level of understanding of Foundation operations and Foundation impact among Club Board members and Club members at large.

Strategy: Increase regular communication between Club Board and Foundation Board.

Strategy: Include brief Foundation updates regularly in Club meetings.

Strategy: Twice per year dedicate half of a Club program meeting to celebrating the Club and Foundation’s community investment accomplishments as well as describing the how Foundation works.

Objective: Club Board fully understands and endorses Foundation priorities, policies and procedures.

Objective: Membership is aware of Foundation efforts and has the proper information to make giving choices.

Objective: The Club Board and Members are proud of the community investments made possible through the Foundation.

Action	Responsibility	Deadline
Schedule a joint meeting of both boards shortly after elections	Presidents	Aug. 2007
Have each President provide regular updates to the other Board	Presidents	June 2008
Project 10-word-or-less facts about the Foundation at Club meetings	Educ. Task Force	Aug. 2007
Prepare and present a Foundation update to the Club twice per year	Found Pres.	June 2008
Regularly include brief giving success stories in Club programs.	Club Pres.	
Determine and then implement the proper education tools to explain giving opportunities including brochure, Q&A, contribution selection ballot, presentations, etc.	Educ. Task Force	June 2008
Prepare annual statements for each member including explanation of all opportunities.	Educ. Task Force	June 2008

Finance Goal: Further develop the Foundation’s finance tools and processes to develop a sustainable approach to meeting single- and multi-year commitments.

Strategy: Use a budgeting process which relies on at least three years of financial history in conjunction with the best judgment of the finance committee to develop a final annual budget for approval by the Board

Strategy: Develop a simple three-year forecast tool which allows the board to make sustainable decisions regarding multi-year community service project funding commitments.

Strategy: Establish a reserve which ensures the Foundation can always meet at least one year’s commitment to scholarships, grants and service projects. Identify where the reserve fund will come from and how it will be managed in the future.

Strategy: As agreed upon with Club Board, maintain Endowment goal at \$500,000. Review 1999 Board designation to determine if action is necessary. intent of the Board of Directors who made the designation and determine if designation should remain as part of the endowment or be re-allocated by the current board.

Objective: Adequate funds are secured and available to support annual scholarship program.

Objective: Adequate funds are secured and available to support annual grant program.

Objective: Adequate funds are secured and available to support single-year service projects.

Objective: Adequate funds are secured and available to support multi-year service projects.

Action	Responsibility	Deadline
Compile three-year financial history.	Finance Comm.	June 2007
Develop 2007 – 2008 budget based on history and projections	Finance Comm.	July 2007
Using three-year history identify define one year and set reserve	Finance Comm.	June 2007
Create a three-year forecast based on history and projections	Finance Comm.	Sept. 2007
Determine intent of 1999 Board and determine necessary action	Found. Board	Aug. 2007
Update financial policies and procedures to reflect planning	P&P Task Force	Dec. 2007

Infrastructure Goal: Foundation documents, tools and processes result in efficient and effective operation of the Foundation.

Strategy: Ensure all documents and tools are accurate, are updated to reflect recent decisions and are adequately detailed to inform Foundation operations.

Strategy: Designate Secretary as keeper of all records and develop.

Strategy: Institute a regular process to review and update Foundation documents, processes and tools.

Objective: Current Bylaws and Articles of Incorporation by December 2007.

Objective: Brief but useful Policy and Procedure manual in place by June 2008

Objective: Updated MOU with Club Board including accurate description of the roles and responsibilities of each organization in place by June 2008.

Action	Responsibility	Deadline
Convene Task Force and review and update Articles and Bylaws.	Task Force	Dec. 2007
Convene Joint Task Force and review and update MOU.	Joint Task Force	June 2008
Collect and compile current version of existing policies.	Secretary	Aug 2007
Identify policies and procedures which need to be developed.	P&P Task Force	Sept. 2007
Solicit necessary input and write policies and procedures	P&P Task Force	Mar. 2008
Compile and distribute P&P manual	P&P Task Force	June 2008

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