

Rotary Club of Everett

Strategic Plan: 2016, 2017, 2018, 2019

Adopted by RCE Board of Directors August 27, 2015

Executive Summary

The Rotary Club of Everett held its first ever meeting in December 1916 and was officially chartered by Rotary International in March 1917 as the 272nd Rotary Club in the world. This 2015-2019 four- year strategic plan embraces and celebrates the Club's 100 year history and positions the Club for launching its second 100 years.

Service, fellowship and networking are the overarching purposes of Rotary and are the core drivers for structuring Club meetings, service projects and events. Club members experience personal growth and derive satisfaction from membership because of these three purposes.

Three organizational principles guide the Club's operational model:

- 1. **Service Area.** The focus is both local and international. The Club has defined the City of Everett boundaries as its primary focus locally. The Club aligns its international service activities with the goals and focus areas of Rotary International and adopts projects that advance the objectives of Rotary.*
- 2. **Leadership.** Succession planning is at the core of the Club leadership structure, designed to foster effective multiyear implementation of the Club's strategic vision and plans. The Officers and Chairs for Avenues of Service and Committees are selected and prepared in advance for their role as leaders. The Past President, President, President Elect and President Nominee provide coordinated leadership.*
- 3. **Impact.** The Club provides services that matter. It believes that multi-year projects generate greater results and are therefore preferred whenever feasible.*

The Club is organized into five Avenues of Service. Each Avenue has a Chairperson who facilitates communication with Committee Chairs and to the Board of Directors. The Avenue Chairperson provides leadership to focus activities within the Avenue toward achieving the Strategic Plan of the Club.

During the 2015-19 period, the club will pursue several multiyear projects:

- 1. The Next Generation Project will help create a "college going environment" in Everett Public Schools for students in families without college degrees or with barriers to college pathways.*
- 2. College scholarships for graduating seniors from Everett schools*
- 3. International service projects in partnership with Rotary Clubs in the Dominican Republic*
- 4. Local Impact projects that address needs in the Everett area*

As the Club celebrates its 100 year history, it will actively recruit new members with interest in service and leadership, especially younger members. It will sponsor an Interact Club for high school students at Everett High School. Service projects, fellowship and programs that interest young members will be enhanced. Weekly Club meetings will provide value to members through featuring topics of significant interest which have educational value and presentations that inspire members to action.

The Rotary Club of Everett Strategic Plan: 2015-2019

The Club is organized into five Avenues of Service. Each Avenue of Service has a Chairperson who facilitates communication with Committees Chairs within the Avenue of Service to align activities of each committee with the overall strategic objectives of the Club. Each Club member serves on at least one committee. The Avenue Chairperson reports regularly to the Board with a goal of keeping the Board informed and engaged in addressing challenges and opportunities related to the Club Strategic Plan. The Club employs a part-time Assistant to the President, who coordinates operations of Club meetings events and activities under the supervision of the President.

Avenue of Club Administration.

The charge. This Avenue is to create a vibrant operating environment for the Club that is engaging for members and inviting to guests and prospective members. It is the vital operations arm of the Club which provides the essential structure for success in all other areas.

Committees. This Avenue prepares and distributes a roster of all members, facilitates a Club Bulletin that keeps members informed on activities, makes arrangements for meetings, plans weekly programs, prepares resolutions, schedules music and thought for the day presentations.

Weekly Programs. Developing a plan for programs is a particularly important agenda for this Avenue. Over the years, the Club has prided itself on bringing significant public and private sector leaders to its meetings to share the latest updates from their sectors, including elected leaders for our State, County and City. The goal is for members to leave meetings inspired, educated or challenged in new ways by what they have heard. A strategic objective will be to create a feedback loop for Club members to evaluate and provide suggestions for programs that are perceived as “stimulating and inspiring”.

Centennial Celebration. A significant responsibility of Club Administration is the 100 year Centennial Anniversary, as the Rotary Club of Everett turns 100. It will be the oldest club in District 5050, the third oldest in the State of Washington and Club number 272 out of 34,000 clubs in the world. The impacts for good that the Club has made during these 100 years will be celebrated. A Centennial Committee will update the Club’s history, plan an event to commemorate the first ever meeting of the Club (December 1916) and organize an event to celebrate the Charter bestowed on the Club in March 1917.

Programs and events to highlight significant moments in the Club history will be planned. Former Presidents of the Club will provide inspiration through highlights from Club history

during their tenure. Engagement of leaders from other clubs that have been sponsored and formed through the efforts of the Rotary Club of Everett will be planned.

Commensurate with the significance of 100 years, the Centennial Committee will propose one or more \$100,000 projects during the year including an international project, a local project and the Next Generation Project. This celebration is to be conducted in ways that generate awareness of the important role Rotary plays in the Everett community and through global initiatives.

Avenue of Membership

The Charge. This avenue is responsible for recruitment, retention and education of members. With declining membership in recent years, the Membership Avenue is encouraged to explore new strategies for recruitment.

Committees. Membership Development, Attendance, Wheelers, Firesides and Fellowship are the five committees. Each has a Chair. Member retention and new member recruitment are two companion goals for this committee. The Club does not have targets established as the four year plan begins. The Avenue of Membership will generate proposed targets for both retention and new member recruitment by November 2015 for Board adoption. These targets will be reviewed and adjusted by the Board annually in June. Four priority strategic tasks will be undertaken by the Membership Avenue.

1. **Recruitment, orientation and development of new members.** The Club has an aging membership with declining membership. It begins the four year period with 140 members. An important strategic task is to explore and implement new ideas for attracting younger members, especially those in the 30 to 50 age range. Rotary International provides for waiving or reducing fees for members between 30 and 40 years of age, a model that will be explored. Alternatives to the \$350 annual expected contribution from each member to the Club fundraiser will be studied. Program ideas and Club events that will appeal to younger members will be explored, using under-40-year-old members as a sounding board and planning group.
2. **Mentoring of new members.** The onboarding approach for incorporating new members into the Club will be reviewed. The idea of assigning new members with a mentor will be explored. Wheelers will be continued as a vehicle for education of new members but ideas for moving members more quickly through the process to their classification talk will be considered. Ways to engage and connect new members during Club meetings will be explored.
3. **Retention of members.** Effort will be injected into the Club processes to ascertain level of satisfaction and engagement of members. Surveys will be utilized to determine interests of members and to understand what each member wants to get out of their

Club experience. Members leave the Club for many reasons, some personal and some related to dissatisfaction with the Club. Exit interviews will be conducted with resigning members to gain understanding of factors that generated satisfaction and dissatisfaction.

4. **Attendance.** Rotary International has suggested that attendance policies and practices be revised. The Club will explore new approaches to understand the rationale for changes being proposed and those implemented in other places within Rotary and consider which are relevant for Rotary Club of Everett.

Avenue of Rotary International

The Charge. This Avenue informs and engages members and promotes awareness of responsibilities, programs, and opportunities available to Rotary Club of Everett through Rotary International, Rotary Foundation and Rotary District 5050. It raises funds to support the Rotary Foundation. It connects members to conventions, trainings and events that benefit the member, Club or Rotary International.

Committees. This Avenue has five committees: RYLA/YAIL, Youth Exchange, Peace/Global Scholarship, Rotary Foundation and Vocational Training Teams. These committees each have a Chair. The five Chairs are coordinated by the Avenue Chairperson who seeks to keep committee activities aligned with the Rotary Club of Everett Strategic Plan and keep the Board of Directors informed and engaged on strategic questions, opportunities and initiatives. The committees also recruit eligible candidates for participation in leadership and learning opportunities available through Rotary.

Strategic Opportunities. Key strategic tasks during the four year plan include:

- Explore ideas for inbound or outbound youth exchange students in conjunction with the multiyear world community service focus in the Dominican Republic.
- Explore ideas for aligning a Vocational Training Team project with the Club's Dominican Republic initiative.

Avenue of Service Projects

The Charge. This Avenue is responsible for coordinating Club service projects and alignment with Board goals and the Strategic Plan. This encompasses local and international areas of service. It also includes fundraising to support the service projects of the Club.

Committees. The Avenue operates through the following committees: Scholarship/Student of the Month, Interact Club, Next Generation Project, Local Impact, Environment, World Community Service and Fundraising. Each committee has a Chair. The Avenue Chairperson

coordinates activities of the committees and reports progress, challenges, opportunities and discussion topics to the Board for use in planning and updating the Club's Strategic Plan.

World Community Service. The world Community Service (WCS) committee plans to implement a multiyear service project in partnership with Rotary Clubs in the Dominican Republic (DR) during the four year plan period. The project will coordinate with Dominican Rotary Clubs to tackle significant development challenges that address one or more of the six focus areas identified by Rotary Foundation.

The Committee has identified a four way partnership through an exploratory trip in June 2015. The anticipated partners include:

- The Dajabon Rotary Club (and other clubs in DR)
- The US Peace Corps in Dominican Republic (DR)
- The Friends of Dominican Republic (a nonprofit formed by former DR Peace Corps Volunteers – 1962 to present)
- The Rotary Club of Everett

The WCS provided \$3,000 for a high energy-efficient stove project in 2015. Building on this project a new investment is planned for 2015-16 with the goal that this lead to a significant (\$100,000) matching grant project during the Club centennial year of 2016-17. Toward defining appropriate projects the WCS committee will send planning teams to DR in the first year of the Strategic Plan with a goal of formulating a major project by March 2016.

The WCS committee will seek to continue the project through the four year strategic plan period, with the expectation that social, health and economic impacts would grow over time through this unique collaboration.

Multiple purposes for this project have been identified:

1. Collaborate with DR Rotary to address health, education, youth, community development or economic development challenges facing the people of the Dominican Republic.
2. Provide exposure to as many members of the Rotary Club of Everett as possible to the opportunities and importance of international service
3. Provide youth learning opportunities for Interact Club members, AVID students or family members of Rotarians.
4. Generate opportunities for participation by other committees of the Club or potential community participants (Youth Exchange, Vocational Training, other Rotary Clubs, District 5050, Healing the Children, etc).

Local Impact. The Local Impact Committee has annually provided grants for local human service programs and community projects. The committee approves grants up to \$1,000. Any larger grants require Board approval.

The committee will better align its approach by providing at least one multiyear grant of a larger amount designed to address a significant need in the community. The desire is to find a project that will allow hands-on participation of Club members in addition to the grant. Leveraging the grant from other sources may also be pursued. Technical support or volunteer work parties from Club members could be provided (technology, marketing, strategic planning, grant writing, board development, construction, financial modelling, remodeling are examples). By making a multiyear commitment and through personal engagement, the Club hopes to support new solutions to community issues in ways that help the Club see the impact of their service.

The Local Impact committee will explore ways to design and develop this new model during the first year of the plan and expand the concept through strategic implementation.

The Local Impact committee in partnership with the Centennial Committee will seek a local capital project for implementation during 2016-17. This project will be funded by the \$100,000 bequest provided by the Saunders Trust received in early 2015.

Next Generation Project

Next Generation Project was envisioned in 2012 as a four year signature pilot project with a \$200,000 investment from the Rotary Club of Everett. The purpose of the Next Generation Project is to foster and create college going pathways for students through wrap-around support structures and processes. The program is targeted towards Everett Public School students who participate in the district's AVID program at Cascade, Everett and Sequoia High Schools and feeder pattern schools; North and Evergreen Middle Schools as well as Hawthorne and Garfield Elementary Schools. Since its inception, the Next Generation Project has grown from serving 240 students to over 800 students annually.

AVID student participants are defined as first generation college eligible students who are in the academic middle; typically 2.0 to 3.0 GPA. These students have demonstrated individual determination and grit to see beyond their circumstances. Through peer and classroom support, AVID students have demonstrated the ability to outperform their non-AVID peer group.

A core function of this project was ensuring collaboration and partners. During the initial three years of this project, the community has supported this effort with \$47,000 in additional funding. These funds were matched with an additional \$50,000 from the Bill and Melinda Gates Foundation. In May 2015 Rotary Club of Everett along with AVID students and teachers created the Rotary Days High Five Walk-A-Thon to increase awareness of Rotary's Next Generation Project while having current student participants "pay it forward" through soliciting additional support for this program. The Walk-A-Thon will be continued as an important source of funds for the Club's contribution to AVID and toward the following goals:

- Build connections between Rotarians and AVID students
- Engage parents of AVID students in their student's program
- Raise funds to support the sustainability of the Next Generation Project and possibly to expand financial support
- Raise community awareness of Rotary and the Next Generation Project.

As part of its support for the AVID program, the Club provides financial support for college visits for elementary, middle and high school students, over \$30,000 in scholarships annually. Next Generation Project provides support through classroom career speakers (140 in 2014-15), funds Advanced Placement and College in the High School Tests as well as College Application costs. It also funds Summer School Tuition assistance.

The three year pilot phase has demonstrated the value of this service program. The Club and its Next Generation committee will continue to support the AVID program through collaboration with Everett Public Schools. The goal is to help advance the results of this nationally proven program. The approach will evolve through experience and evaluation of the outcomes. The Club will seek to leverage its funds and grow the Walk-A-Thon to increase its financial support.

Interact

The Club has had an Interact Club at Everett High School for a number of years. A member of the Club is appointed as a Liaison to Interact for the purpose of coordination with the Advisor of the Club. Interact is designed to be for high school students who learn about Rotary and the concept of service above self. The Interact Club elects officers and carries out service projects of interest to its members. At times Interact supports Rotary Club of Everett service projects.

A Strategic Plan goal is to strengthen the connections between Interact and the Rotary Club. The Liaison will work to increase reports on the Interact Club at Rotary weekly meetings, engage members in projects of the Club and seek opportunities for participation in international service projects or Interact exchange programs in the Dominican Republic.

Environment

The Club created Rotary Park in the Lowell area of Everett in approximately 1992 and annually conducts a park cleanup to help with maintenance. This activity will be led by the Environment committee under the leadership of the Chair. No expansion of environmental projects is anticipated during the 2015-19 period.

Scholarships & Student of the Month

The scholarship program is a huge point of pride for the Rotary Club of Everett. With over \$3 million given out in scholarships, this program has impacted the futures of many youth since the 1950s. The Scholarship Committee organizes a process to provide scholarships to graduating high school seniors from Everett area schools. These include AVID scholarships, designated “named scholarships” for students entering specific fields and “Education Partner” scholarships contributed by local corporations, businesses or families, which are matched with Rotary funds. The total scholarships have been averaging \$150,000 per year. These are announced at an end of the school year event with great emotion and positive feeling.

The Education Partner program involves cultivating relationship with persons and entities desiring to align their scholarship with the Rotary Club. A plan for solicitation, cultivation and recognition of partners is needed. The Scholarship Committee will prepare recommendations to the Board by December 2015 for how to plan for strengthening the Education Partners program.

The Scholarship pool will be enhanced in 2015-16 with the first annual Saunders funded scholarships, in an estimated total amount of \$25,000 derived through bequest earnings from the Steve and Jo Saunders Trust. The committee will seek avenues to publicize this special new fund to honor past Club President Steve Saunders.

The Scholarship Committee will explore the possibility of designating a scholarship aligned with the Dominican Republic project for education in cultural competency, Spanish language skills and possibly STEM education. The committee will work with the World Community Service Committee for the assessment of this concept and a recommendation to the Board by January 2016.

Monthly, the committee will seek Students of the Month to recognize at regular program meetings. School counselors or related school personnel from Everett, Cascade and Sequoia High Schools will nominate deserving students who meet the criteria identified by the committee. These recognitions will be utilized as opportunities to share the values of Rotary with the youth being honored.

The work of this committee is quite demanding, especially in the spring when scholarship candidates are being interviewed. Good leadership is pivotal to success in this important area of Club service. A stronger leadership plan is desired. The idea of a Vice Chair, Chairperson, Past Chairperson three year succession plan has been suggested and will be explored by the Scholarship Committee during 2015-16 for discussion with the Board of Directors. A report from the committee and recommendation on succession plan will be presented to the Board by December 2015 for adoption of an action plan for 2016-17 and beyond.

Avenue of Public Relations

The Charge. This committee is mandated to devise and implement creative methods of providing the public with information and publicity about Rotary Club of Everett projects. It is led by a Chairperson who reports directly to the Board of Directors. The Club benefits from positive media and other publicity by enhancing ability to recruit and retain members, which **strengthens the Club ability to provide meaningful community impacts.**

The Committee. There are no subcommittees but the Chairperson is supported by committee members. The Public Relations committee will have an important role during the Club centennial year as 100 years of Rotary in Everett is celebrated. The Public Relations committee will develop a publicity strategy during 2015-16 for implementation in 2016-17. This plan will be presented to the Board in May 2016 for approval.

Fundraising

The President Nominee for the Club will organize and implement an annual fundraiser to raise a targeted dollar amount identified in the annual Rotary Club of Everett and Everett Rotary Youth Foundation budget. The Club has chosen to do this fundraiser by asking each member to contribute \$350 during the month of February toward funds for the service projects in the Strategic Plan. This is done in lieu of conducting a fundraising event. There are several issues to be addressed with this approach to fundraising.

- The total funds raised through member contributions in recent years have been declining due to lower Club membership.
- There are Club members who feel this \$350 amount is a burden they cannot afford and some members have resigned from Everett Rotary over this issue.
- In 2014-15 a Walk-A-Thon was organized as a complement to the traditional “give \$350” approach. This event raised \$13,000 through a sub-committee working with the President Nominee.

The 2015-16 President Nominee will explore options for 2015-16 fundraising and discuss a plan for the year with the Board of Directors by November 2015. Specifically the concept of

providing an opportunity for members to commit to raising \$350 in conjunction with the 2016 Walk-A-Thon will be considered for those members seeking an alternative to the “give \$350”.

Finances

The elected Treasurer of the Club oversees financial record keeping for the Club. This includes profit and loss statements and balance sheets for Rotary Club of Everett and the Everett Rotary Youth Foundation. The Treasurer is supported by the Club Secretary and the only paid position in the organization, Assistant to the President. The Treasurer assures that the Club remains compliant with accounting standards, fiscal policies of the organizations and reserves management. The Treasurer reports to the Board at least quarterly and more often as requested by the Board President.

An Investment Manager is appointed to oversee the investment funds of the organization. This Manager reports to the Everett Rotary Youth Foundation Board and works closely with the Rotary Club of Everett Treasurer.

Several funds are donor restricted for specific uses. In these cases the Club always complies with donor directions. Three Board designated funds have been established.

1. Partners Scholarship Fund. This fund was created through Board action to enhance the Club ability to provide scholarships. The Fund was capitalized through with \$146,973 from the Everett Rotary Youth Foundation and \$50,000 from the Rotary Club of Everett General Fund. This fund is to be used to provide matching funds to the Foundation’s annual Partner Scholarship program.
2. Suskin Foundation Fund. This fund was established through a \$300,000 gift for use as the Club chooses. The fund had grown to over \$360,000 in 2015.
3. Loren Baker Scholarship. The quasi-endowment was created by the Board of Directors in 1990. It has been funded by a portion of the initiation fee for new members, current gifts, bequests and investment earnings toward an original goal of \$200,000. A scholarship in memory of Loren R. Baker is intended for a well-rounded student.

Strategic Plan

The Charge. This committee provides continuity of effort to ensure that the Strategic Initiatives approved in the Club’s four year Strategic Plan are accomplished. The committee shall review progress toward goals quarterly and report results, challenges, opportunities and progress to the Board at least twice each year in January and June. The Chairperson of this committee reports to the President and provides reports to the Board of Directors.