**CAMDEN ROTARY CLUB**

**STRATEGIC PLAN FOR GROWTH – FY2019 THROUGH FY2021**

**(July 1, 2018 – June 30, 2021)**

**Vision:** Improving the lives of others by putting service above self

**Mission**

Camden Rotary Club brings together business, professional and community leaders to help others through philanthropy, active engagement in community life, and hands-on service projects.

**GOAL 1: REDEFINE CLUB IDENTITY AND PURPOSE**

**Year 1 (2019) Strategies**

* Review and maintain written committee structure and responsibilities.
* Appoint members to each committee so that everyone participates. Appoint new members within one month of induction based upon interest/classification.
* Review the club’s by-laws and committee guidelines in April to ensure they align with the strategic plan.
* Develop plan to establish rotation in office for all board positions and committee chairs
* Refer to the Strategic Plan during board meetings.
* Prepare and implement succession plan through nominating committee.
* Review and edit the club website on a regular basis to align with Rotary International standards and convey the club’s purpose.
* Award two Paul Harris fellowships annually to non-club members who exemplify community service
* Firmly establish a Strategic Planning Committee to review/update the plan annually in April.
* Reinforce/evaluate/identify current community projects (e.g., rides for seniors, LED lighting).

**GOAL 2: REJUVENATE MEMBERSHIP**

**Year 1 (2019) Strategies**

* Grow and maintain active membership from 66 to 70 by June 2019 with emphasis on increasing diversity and lowering the average age of members.
* Evaluate, update and clearly communicate attendance/participation expectations.
* Strengthen and monitor the new member mentoring program.
* Use RI exit interview process and share results annually with membership (no names attached).
* Develop guest recruitment program, with goal of each member bringing at least one guest annually.
* Plan at least two social events for members and their families and friends.

**GOAL 3: ENHANCE FUND RAISING AND DISTRIBUTION**

**Year 1 (2019) Strategies**

* Grow fund-raising 5% based on the average net revenue for previous three years.
* Maintain fund-raising calendar for 4 to 5 events.
* Evaluate appropriateness of existing fund-raisers and adjust as necessary.
* Distribute every dollar raised the previous year, plus 3.5% of the endowment fund*.*
* Seek matching funds from District Grants when appropriate*.*

**GOAL 4: ESTABLISH, IMPLEMENT AND MAINTAIN STRONG INTERNAL AND EXTERNAL COMMUNICATIONS**

**Year 1 (2019) Strategies:**

* Implement ongoing communications plan for both internal and external audiences utilizing local publications, website, Facebook and e-mail, including an “I am Rotary” campaign.
	+ Submit at least one press release per month to local media
* Provide weekly updates about meetings, events and speakers – including District and RI events.
* Build stock of high-quality photos for use on the webpage and Facebook.
* Maintain club directory, including a brief biography of every club member.
* Present annual draft budget to club members at least 4 weeks prior to beginning of financial year.
* Provide quarterly financial reports to members at club assembly.
* Produce a club handbook, to include member details, club goals, strategic plan and other materials to guide the club’s work.
* Design and maintain a display/ brochure about beneficiaries for use at meetings and events
* Submit club news and phots to the District website.

**GOAL 5: DEVELOP, COORDINATE AND IMPLEMENT A ROBUST CLUB SERVICE PROGRAM**

**Year 1 (2019) Strategies:**

* Maintain thought-provoking, varied and engaging programs for weekly meetings and avoid having an individual presenter speak in two consecutive years.
* Schedule classification presentations by new members within 6 months of induction.
* Establish a mini-classification schedule (My Rotary Moment)
* Ensure that visitors and members are welcomed at each meeting by a different greeter each month.
* Change the meeting venue at least once during the year.
* Experiment with meeting format changes periodically.
* Rearrange tables to promote mixing among members.
* Enlist one new sergeant arms.

**GOAL 6: DEVELOP, COORDINATE AND IMPLEMENT YOUTH AND INTERNATIONAL SERVICES**

**Year 1 (2019) Strategies**

* Maintain and expand the Short-Term Youth Exchange Program (STEP).
* Recruit club members to serve on the joint Camden/West Bay Youth Exchange Committee
* Rejuvenate the Rotary Foundation EREY program with a goal of 100% participation and an average gift of $100, starting the drive November 1 and completing it by December 31.
	+ Support the drive with a presentation about the work of the Rotary Foundation.
* Financially support the Interact Safe Passage program as needed.
* Recruit two members to visit Interact meetings and provide a bridge to the club.
* Involve Interact members in club activities

**YEAR 2 AND 3 STRATEGIES**

**GOAL 1: REDEFINE CLUB IDENTITY AND PURPOSE**

**Year 2 (2020) Strategies**

* Learn from newer members through interviews what Rotary means to them, what makes them want to participate.
* Determine and prioritize opportunities for hands-on community projects.
* Consider establishing term limits for committee chairs and board members.
* Explore the idea of developing a Community Program Committee with a view to collaborating with other local Rotary clubs on joint projects.
* Promote participation in District meetings. Include brief presentations about them in club meetings.
* Implement rotation-in-office plan

**Year 3 (2021) Strategies**

* Implement new hands-on community project(s) as agreed in Year 2.

**GOAL 2: REJUVENATE MEMBERSHIP**

**Year 2 (2020) Strategies:**

* Grow and maintain active membership from 70 to 72 June 2020 with emphasis on increasing diversity and lowering the average age of members.
* Develop and implement strategies to strengthen volunteerism throughout the club.

**Year 3 (2021) Strategies:**

* Grow and maintain active membership from 72 to 74by June 2020 with emphasis on increasing diversity and lowering the average age of members.
* Consider establishing an e-attendance program*.*

**GOAL 3: ENHANCE FUND RAISING AND DISTRIBUTION Year 2 (2020) Strategies**

**Year 2 (2020) Strategies**

* Investigate and implement matching fund program from RI (PETS).
* Design and implement a planned giving society.
* Envision large-scale, visible projects that could be developed over a period of 4 to 5 years and establish the financial mechanism for this to happen.
* Communicate and collaborate with local Rotary clubs about joint fund-raising ideas.

**Year 3 (2021) Strategies**

* To be determined

**GOAL 4: ESTABLISH, IMPLEMENT AND MAINTAIN STRONG INTERNAL AND EXTERNAL COMMUNICATIONS**

**Year 2 (2020) Strategies**

* Submit club news and phots to the District website.

**Year 3 (2021) Strategies**

* To be determined

**GOAL 5: DEVELOP, COORDINATE AND IMPLEMENT A ROBUST CLUB SERVICE PROGRAM**

**Year 2 (2020) Strategies**

* Arrange a special presentation by a prominent speaker (with a possible honorarium) at a special meeting that does not include a meal.
* Implement rotation in office for sergeants at arms

**Year 3 (2021) Strategies**

* Arrange two special presentations by a high-powered presenter (See Year 2 strategy)
* Implement rotation in office for sergeants at arms

**GOAL 6: DEVELOP, COORDINATE AND IMPLEMENT YOUTH AND INTERNATIONAL SERVICES**

**Year 2 (2020) Strategies**

* Develop annual plan and specific interventions to maintain a goal for EREY of 100% participation and an average gift of $100.
* Support the drive with a presentation about the work of the Rotary Foundation.
* Explore Group Study Exchange Options

**Year 3 (2021) Strategies**

* Consider involvement in a specific international program, possibly including a grant from RI.
* Develop one annual club presentation on international outreach programs.