



Fayetteville, North Carolina Rotary Club

Strategic Plan

2022-2025

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Purpose

The purpose of the 2022-2025 Fayetteville, NC Rotary Club Strategic Plan is to develop a strategic vision for the club and to set long-term priorities, objectives, and initiatives that support the club's mission and vision.

Letter from the Club President, Brandon K. Price, 2022-2023

This rotary year has started out as another strong year for the Fayetteville Rotary Club as we continue to reflect on our club and its mission, vision, and values. Much of our success reflects a deep commitment to our ideals, authenticated by the *4-Way Test*. Our commitment to our future has brought our club attention from fellow clubs, the areas, and our district. Whether fundraising \$20,000 from the Walker Classic to fund our outreach and service efforts or bringing smiles to the faces of our neighbors through our Christmas parade endeavors, Fayetteville Rotary Club is making an impact in the community, globally, and within ourselves.



Diversity, equity, inclusion, and accessibility are key values for success in business, our club, and the Rotary brand. I believe that our group of local business professionals can demonstrate global leadership through the economic and social benefits of DEI&A, as they contribute to our servant leadership. Our speakers and leaders for programs and community engagements will continue to represent the diversity of Fayetteville’s companies and institutions including the city and county government, local colleges and universities, and service organizations, throughout the region.

In the end, this strategic plan is to assist in moving our club forward, while informing, edifying, and inspiring our future work in and around this community and world. Our vision illustrates our successes and provides context for the future of our service for current Rotarians and future Rotarians alike. Above all, it is our mantra of “Service Above Self” manifested through our unique set of values while shaping our service strategy and driving our impact. Simply put, what, where, when, how, and why we serve. However it is done, we will serve!

A handwritten signature in black ink that reads "Brandon K. Price". The signature is written in a cursive, flowing style.

The Strategic Planning Process

The Strategic Planning Committee followed the following process, in coordination with club members and under the direction of the club leadership and board, to develop a strategic plan that advances the mission of the club and contributes to its strategic vision. The committee ensured the strategic plan aligned to Rotary International's strategic vision and Rotary International and District 7730 strategic plans, constitutions, and bylaws.

1. Establish Strategic Planning Team
2. Phase I: Current State – *How is the club doing?*
 - a. Club member survey, satisfaction, and demographics
 - b. SWOT analysis – Strengths, Weaknesses, Opportunities, and Threats
3. Phase II: Desired End State – *What's the vision?*
 - a. Mission and Vision statements
 - b. Club characteristics and attributes
4. Phase III: Operational Approach – *Framing the Problem and Solutions*
 - a. Framing the Problem – Gap and root problem analysis
 - b. Framing the Solution – Operational Approach
 - c. Strategic Priorities
 - i. Priorities, objectives, initiatives
 - ii. Committees, activities, timelines, resources
5. Phase IV: Assessment – *Track Progress*
 - a. Monitor progress
 - b. Continuous refinement

The Strategic Planning Team

Strategic planning members should consist of past, present, and incoming club leaders and non-leader members to develop a plan that achieves the club's goals. The members of the 2022-2025 Strategic Planning Team included:

Gerome Q. Banks, Committee Chair,
Secretary, President-elect (2023-2024)



Bonnie Dawdy, Committee Member



Jim Dawdy, Committee Member



Lisa Raiche, Committee Member



Gordon Johnson, Committee Member, Past
President



Resources

1. Rotary International Action Plan: <https://my.rotary.org/en/learning-reference/about-rotary/action-plan>
2. Manual of Procedure: <https://my-cms.rotary.org/en/document/manual-procedure-035>
3. RI Constitution: <https://my-cms.rotary.org/en/document/constitution-rotary-international-doc>
4. RI Bylaws: <https://my-cms.rotary.org/en/document/bylaws-rotary-international-doc>
5. Standard Club Constitution: <https://my-cms.rotary.org/en/document/standard-rotary-club-constitution-doc>
6. Recommended Club Bylaws: <https://my-cms.rotary.org/en/document/recommended-rotary-club-bylaws-doc>
7. Fayetteville Rotary Club Bylaws, dated 2011:
<https://www.dacdb.com/Rotary/Accounts/7730/Downloads/6151/Bylaws%20of%20the%20Rotary%20Club%20of%20FAYETTEVILLE%2020110620%20CLEAN.pdf>

Phase I: Current State – How is the club doing?

SWOT Analysis

The Strategic Planning Committee administered a member survey to the club. The full results are found in [Appendix A](#). The Strategic Planning Committee then performed a SWOT analysis, based on the results of the survey, club participation, and committee meetings and the results are as follows:

1. Strengths
 - Food and professional venue
 - Historical knowledge and experience
 - Weekly club communication
 - Utility and diversity of speaker agenda
 - Project organization
 - Enthusiasm of new members
 - Welcoming environment
2. Weaknesses
 - Siloed information and efforts
 - Not involving new members
 - Not using member skills and expertise
 - Slow to update processes and procedures
 - Lack of fundraisers
 - Limited service projects
 - Lack of new member education
 - Limited committees
 - Weak social media
3. Opportunities
 - Member skills inventory
 - Marketing and branding
 - Internal networking and fellowship
 - Expose Rotary to friends, family, colleagues
 - Project involvement

- Regular committee updates
 - Diversity member demographics
 - Structured program agenda
 - Rotary/club education and orientation
4. Threats (or Challenges)
- Ageing club demographic
 - Meal cost, if barrier to entry
 - Competing service club market share
 - Low member involvement and activity
 - Entrenched mindset of legacy members
 - Meeting time and duration for working professionals

Phase II: Desired End State – What’s the vision?

1. Mission, vision, and values of the club in three to five years
2. Mission Statement.
 - a. Rotary International Mission Statement: *“We provide service to others, promote integrity, and advance world understanding, goodwill, and peace through our fellowship of business, professional, and community leaders.”*
 - b. ***Our mission is to develop a diverse network of community and business leaders, providing mutual social and economic support, to advance service and peace in the regional and global communities.***
3. Vision Statement.
 - a. Rotary International Vision Statement: *“Together, we see a world where people unite and take action to create lasting change — across the globe, in our communities, and in ourselves.”*
 - b. ***Our vision is a local, national, and international community dedicated to serving one another and affecting lasting and positive change.***
4. Values.
 - a. RI Core Values: *Fellowship, Integrity, Diversity, Service, and Leadership*
 - b. ***The values of the Fayetteville Rotary Club remain consistent with those of Rotary International. We underscore the importance of club and community fellowship, integrity in all we do, diversity that reflects the local business community, community and international service above self, and leadership in the local community, particularly amongst our youth, as they are our future.***

Phase III: Operational Approach – Framing the Problem and Solutions

1. Framing the Problem - Gap analysis

- a. What is the difference between the current state of an operational environment and the desired end state?
- b. What is preventing the club from reaching the desired end state?
- c. What needs to change?
- d. What does not need to change?

Current state: The Fayetteville, NC Rotary Club is a club with strong historical ties and community partnerships. However, the club 1. lacks overall membership participation that leverages unique skills and member attributes, including amongst new and legacy members; 2. suffers from siloed communications in the club and community; and 3. risks attrition from an ageing membership demographic.

Future state: The Fayetteville, NC Rotary Club is a club with strong historical ties and community partnerships that 1. leverages club and Rotary International education and networking opportunities to access and take advantage of unique membership skills and attributes; 2. reduces barriers to communication through increased committee and leadership updates and intentional processes and procedures; and 3. attracts new members by increased community involvement, fundraising, events, and branding.

Problem statement: The Fayetteville Rotary Club 1. lacks overall membership participation that leverages unique skills and member attributes, including amongst new and legacy members; 2. suffers from siloed communications that limit and stifle broad member participation in club activities; and 3. lacks a vision to attract new members, risking attrition from an ageing membership demographic.

2. Framing the Solution – Operational Approach

- a. How do we go from the existing conditions to the desired end state?
- b. What obstacles or tensions exist between the two?
- c. What broad actions help attain these conditions?
- d. What type of resources are required?

- e. What are the risks?

To achieve its strategic vision, the Fayetteville, NC Rotary Club must:

1. Leverage club, district, and Rotary International education and networking opportunities to access and take advantage of unique membership skills, industries, and attributes to increase participation and belonging.
2. Reduce barriers to club and community communication through increased committee and leadership communication updates and intentional club process and procedures.
3. Attract new members through increased community involvement, fundraising, events, and branding.

3. Strategic Priorities (See [Appendix B](#))

a. *Rotary International Strategic Priorities:*

- i. Increase our impact – As People of Action we make decisions grounded in evidence
- ii. Expand our reach – As People of Action we are inclusive, engaging, compassionate, and ambitious on behalf of the world
- iii. Enhance participant engagement – As People of Action we create meaningful relationships across decades and continents
- iv. Increase our ability to adapt – As People of Action we seek new perspectives and new ideas that can strengthen Rotary and create lasting change

- b. Club strategic priorities >> Objectives (what do we want to accomplish?) >> Initiatives (action steps to achieve objectives)

Priority #1. Belonging

Objective: Increase buy-in by leveraging club, district, and Rotary International education and networking opportunities to access, develop, and influence unique membership skills, industries, and attributes.

Initiatives:

1. Establish and implement new member orientation and ensure 90% of new members are oriented within three months of joining the club – Membership Committee
2. Regularly communicate – at least twice monthly – club, area, district, and zone opportunities for education and Rotary networking – Administration (Events), & Club Image (Communication) Committees
3. Develop opportunities for club networking and social events at least semiannually – Membership (Outreach) & Administration (Events) Committees

Priority #2. Collaboration

Objective: Reduce barriers to club collaboration through increased committee and leadership updates and intentional club processes and procedures.

Initiatives:

1. Develop long range calendar, to include board meetings and updates, calendar of events, and regular committee updates – Strategic Planning Committee
2. Revise club bylaws, processes, and procedures to ensure each is updated annually to reflect club interests and objectives – Strategic Planning Committee
3. Ensure monthly committee updates scheduled during regular club business meetings – Strategic Planning (Planning) & Administration (Scheduling) Committees

Priority #3. Purpose

Objective: Attract new members through increased community and international service and events, grant-writing, and fundraising.

Initiatives:

1. Increase access to district grants by identifying opportunities for and ensuring application to 3-5 grants per year – Service Committee

2. Identify and participate in or organize 3-5 service projects per year, in which 60% of the club participates – Service Committee
3. Identify 2-3 new opportunities and avenues per year to reach local youth, including RYLA, Rotaract Clubs, Interact Clubs, and Youth Exchange sponsorship and/or participation, or other youth activities – Service Committee

Priority #4. Branding

Objective: Increase club visibility, presence, and market share by focused and targeted branding and marketing.

Initiatives:

1. Leverage club, area, district, and RI Facebook branding and reach to increase club social media reach and engagement statistics by 20% each quarter – Club Image Committee
2. Promote 100% of club meetings, events, service projects, and outcomes via social media and other news outlets and press releases – Club Image Committee

Committees

The five committees that will serve to align the club's objectives and initiatives with its strategic priorities are Membership, Administration, Image, Service, and Strategic Planning. *Each member of the Fayetteville, NC Rotary Club is required to serve on at least one of the established committees.* Committees retain the latitude to establish subcommittees and elect their committee chairs, according to the unique committees' needs. Committee responsibilities listed below are neither all-inclusive nor mutually exclusive. The board may assign additional responsibilities or priorities to committees.

1. Membership – responsible for welcoming, new member orientation and communication, and community membership outreach strategy.
2. Administration – responsible for weekly meeting agenda, club socials, and club and community networking events.
3. Club Image – responsible for social media strategy, club promotion, marketing, branding, and strategic communications.
4. Service – responsible for community and international service projects, fundraising, grants, and Rotary Foundation education and donations

5. Strategic Planning – responsible for strategic planning, long range calendar, bylaws, and facilitation of club strategic priorities and efforts

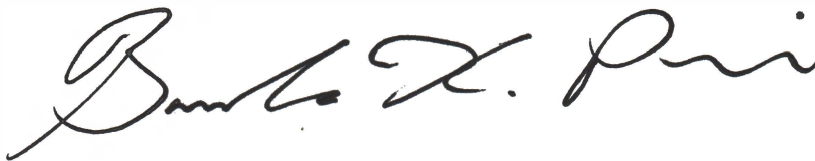
Phase IV: Assessment – Track Progress

1. Monitor Progress
 - a. How often should we measure progress toward our goals (Milestones)?
 - b. How should we communicate our progress to club members?
 - c. Who should approve changes to action plans or annual goals?
2. Review and Adjust
 - a. What milestones and goals were met?
 - b. What milestones and goals were not met?
 - c. What are the top reasons we fell short of those goals?
 - d. What adjustments need to be made to help us achieve those goals?

The Strategic Planning Committee will monitor, compile, and facilitate progress to the board and club quarterly. All changes to the strategic plan, including priorities, objectives, and initiatives will be reviewed by the Strategic Planning Committee and presented to the board for approval.

Committees will develop initial action plans by Dec 31, 2022, and begin to execute plans by Jan 1, 2023. Committees will provide monthly updates, on a rotating schedule, to be scheduled by Strategic Planning Committee, in conjunction with the Administration Committee. The President and the Board will assign other objectives, as needed.

Approved by my hand, this 10th day of November, two thousand twenty two:



Brandon K. Price, Fayetteville Rotary Club, 2022-2023

Appendix A



FAYNC Member
Survey Results 2022.p

Appendix B

Strategic Priority	Objective	Initiative #1	Initiative #2	Initiative #3				
#1 Belonging	Increase buy-in by leveraging club, district, and Rotary International education and networking opportunities to access, develop, and leverage unique membership skills, industries, and attributes.	Establish and implement new member orientation and ensure 90% of new members attend	Regularly communicate – at least monthly – club, area, district, and zone opportunities for education and Rotary networking	Develop opportunities for club networking and social events at least semiannually				
					Committees	Membership Committee	Membership (Outreach)	Membership (Outreach)
							Administration (Events)	Administration (Events)
							Club Image (Communication)	
#2 Collaboration	Reduce barriers to club collaboration through increased committee and leadership updates and intentional	Develop long range calendar, to include board meetings and updates, calendar of events, and	Revise club bylaws, processes, and procedures to ensure each is updated annually to reflect	Ensure monthly committee updates scheduled during regular club business meetings –				

	club process and procedures.	regular committee updates	club interests and objectives	
	Committees	Strategic Planning	Strategic Planning	Strategic Planning (Planning)
				Administration (Scheduling)
#3 Purpose	Attract new members through increased community and international service and events, grant-writing, and fundraising.	Increase access to district grants by identifying opportunities for and ensuring application to 3-5 grants per year	Identify and participate in or organize 3-5 major service projects per year, in which 60% of the club participates	Identify 2-3 new opportunities and avenues to reach local youth, including RYLA, Rotaract Clubs, Interact Clubs, and Youth Exchange sponsorship and/or participation, or other youth activities
	Committees	Service	Service	Service
#4 Branding	Increase club visibility, presence, and market share by focused and targeted branding and marketing.	Leverage club, area, district, and RI Facebook branding and reach to increase club social media reach and engagement statistics by 20% each quarter	Promote 100% of club meetings, events, service projects, and outcomes via social media and other news outlets and press releases	
	Committees	Club Image	Club Image	