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## News From The Rotary Club of East Jefferson County

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East Jefferson County Rotary <info@ejcrotary.club>

Tue, Jun 13, 2023 at 6:07 AM

Reply-To: info@ejcrotary.club

To: thompsoned.16@gmail.com

# Rotary

## Club of East Jefferson County



Hello Ed,

Our Next Meeting:  
Thursday, June 15, 12 pm at the  
Tri-Area Community Center  
[10 West Valley Road, Chimacum, WA](#)

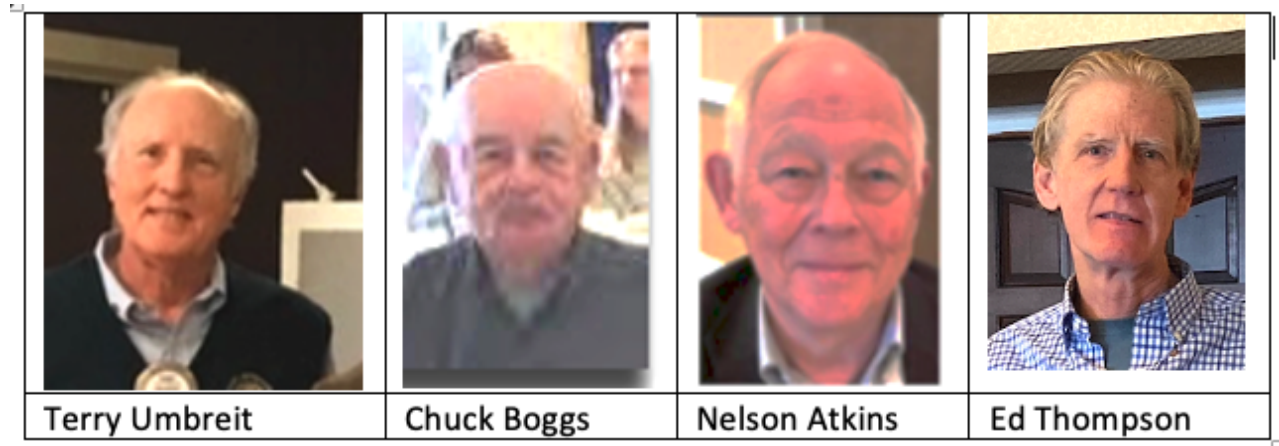
### Topics of the Day:

1. Thought of the Day
2. Meeting Set-Up Heroes
3. **President Paul's Notes**
4. **East Jefferson County Rotary Scholarship Awardees**
5. This Week's Program.
6. Last Week's Program,
7. Future Programs
8. **A Round of Golf for Measuring a Candidate's Character**
9. **Leading Change: Why Transformation Efforts Fail**
10. Rotary Club Officers and Board of Directors (updated)

11. East Jefferson County Rotary Members (updated)
12. Past EJC Presidents
13. Officers and Committee Members 2022-23

# Thought of the Day

## The Meeting Set-Up Heroes for our Meeting on Thursday



## President Paul's Notes

1. **New Officers: The annual induction of our club's new officers** is at 5:30 PM, Thursday, June 29, at the Port Ludlow Yacht Club. Pizza will be provided. Come, bring a friend, and hear a review of the great year we had to come out of the Covid.
2. **Annual Rotary Dues:** All members should have paid their \$135 dues from July 1, 2023, through December 31. In addition, your dues notice includes the request for the optional \$60 (\$10 each month) donation to the Rotary Foundation.
3. **Our Rotary Club has to pay dues for every member** on board as of the end of the month, so we need your payment to ensure you want to



stay a member in good standing. Please send in your dues and the donation as soon as possible.

Sincerely,  
Paul Rogers, President

## **East Jefferson County Rotary Scholarship Awardees.**



**Rotary Club incoming President, Diane Johnson, presented the East Jefferson County Rotary Scholarship awardees for 2023.**

**Eugenia Frank**, \$1,000 for her second year at the University of Chicago.

**Viola Frank**, \$1,000 for her second year at the University of California Berkeley, College of Natural Resources.

**Robin Weaver**, \$2,500 for her first year at the Oregon Institute of Technology

**Connor Paterson**, \$8,000 for his first year at the University of California at Davis.

**Maria Powell** received \$9,000 from the Rotary Scholarship fund and the \$1,000 Cloudy Beyer Award for her first year at the University

of North Texas.

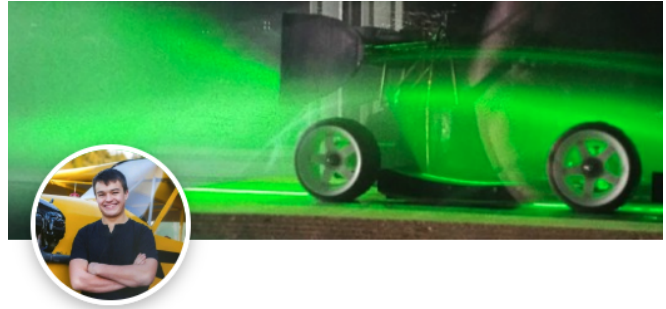
## **Next Week's Program.**

**June 22nd**, Cheri Klussendorf - Life on a Wisconsin Dairy Farm

## **Last Week's Program, June 8th**

Miguel Salguero -  
Hello,

I am an Aerospace engineer with a passion for vehicle design and manufacturing. I like things that go fast.



In college, I spent a significant portion of my time as a member of Cal Poly Racing, the school's FSAE team. In my first two years on the team, I manufactured precision components and applied coatings to the car. I moved to a design role in my second two years where I actually had a chance to apply what I've learned in class, that was a valuable experience.

I was a team member on dozens of aeronautics-related projects for my coursework. The most notable of these were related to data collection in the Aerospace Department's low-speed wind tunnel, laminating parts in my composites class, and my senior project: preliminary design of a purpose-built firefighting aircraft.

To see more about me you can read more about me here or take a look at my Weebly page where I have photos and details about many of my projects.

<https://miguelsalguero.weebly.com/>

## **This Week's Program**

**June 15th**, Pete Leenhouts

The Great Voyage to Alaska





## This Week's Menu

Assorted sandwiches. Only  
**\$10!**  
*includes chips and cookies!*



## Future Programs

**June 22nd**, Cheri Klussendorf -  
Life on a Wisconsin Dairy Farm

**June 29th**, Presidential Ceremony  
and Party - 5:30-7:30 pm

**July 6th**, President Diane Johnson

**July 13th**, TBA

**July 20th**, Sheriff Joe Nole

To access ChatGPT, [click here.](#)

**A Round of Golf for Measuring a  
Candidate's Character** by Jack McKay  
on the School Administrator Journal site.

**Have you ever considered playing golf as  
part of interviewing someone to join your  
organization?** It can reveal so much.  
You can learn much about people by observing  
how they play the sport.



- Might an individual who reacts in a raised voice on the course be the same in their work habits? If the golfer handles both the good and bad shots calmly, can this inform you about the person's approach to the ups and downs of the job?
- **If you're considering someone for a position on your leadership team**, consider taking the candidate to a round of golf.

Then keep watch for the following signs.

1. **Cooperation and trust.** Golf may be a competition, but a clear spirit of collaboration underscores it. Can the individual abide by the game's rules and be honest on the scorecard?

2. **Humility.** Does the person recognize the talent of competing players and know the next challenge is only a swing away? Win or lose, does the person show other players the respect they deserve? Can the individual handle praise and display a sense of calm after a bad round?
3. **Luck and Practice.** The chance of success increases tenfold when people work hard. The more individuals practice, the “luckier” they are likely to be. Is the person willing to put in the time to improve?
4. **Never say never.** This saying applies whether it’s learning the game of golf or seeking to improve oneself. Anything is possible. Golf teaches people to persevere, even after repeated failures.
5. **Silence is golden.** There’s nothing wrong with a raucous atmosphere, but many people fail to recognize the value of silence. Golfers revel in peace. Is the potential leadership partner comfortable with silence when appropriate?
6. **The small things.** Does the person do the little, seemingly menial tasks on the course, such as replacing the flagstick, volunteering to rake the bunker for a playing partner, or helping to find a lost ball?
7. **Making the most of situations.** The circumstances in golf are rarely ideal. Shots often must be taken from the worst imaginable locations. Complaining doesn’t accomplish anything. Good golfers accept the situation and strategize and remedy it best while following the game’s rules.
8. **Stressing about failures.** The longer golfers worry about bad shots, the less capable they are of making up for them. Each hit is a different story — and a chance for redemption. This concept is precious in daily life, especially in the work world. How does the individual handle bad drives and missed putts?
9. **Jitters and pressure.** Jitters on the first tee happen even for the best golfers. Pressure is part of the game (of golf and life). Learning how to optimize the jitters will pay dividends in the long term. Does your fellow golfer show calm in stressful situations?
10. **Visualization.** This can be valuable in most situations and environments, including the golf course. Athletes, business professionals, and stage performers, professionals from all walks of life, use visualization to help them achieve success. Can they visualize what they must do to get in the best position for the next shot?
11. **The big picture.** Golf is a series of swings, but each swing aims for one specific goal. The same can apply to pursuing any other goal.
12. **Finally, is your playing partner able to enjoy the game and the pleasure of the job?**

**Jack McKay**, a former superintendent and proessor, retired this year as executive director of the Horace Mann League.

## Leading Change: Why Transformation Efforts Fail

by John P. Kotter on the HBR site.

Efforts to reform an organization have gone under many banners: total quality management, reengineering, rightsizing, restructuring, cultural change, and turnaround.



1. **In almost every case, the basic goal has been to make fundamental changes** to help cope with a new, more challenging environment.
2. The lessons that can be drawn are interesting and relevant to even more **organizations** in the increasingly competitive environment of the coming decade.
3. **The most general lesson to be learned from the more successful cases is that the change process goes through a series of phases** that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces a satisfying result.
4. **A second very general lesson is that critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains.** Perhaps because we have little experience renewing organizations, even capable people often make at least one big error.

### Error 1: Not Establishing a Great Enough Sense of Urgency

1. **Most successful change efforts begin when some individuals or groups look hard at an organization's situation**, community support position, technological trends, and financial performance.
2. They find ways to communicate this information broadly and dramatically, especially concerning crises, potential crises, or great opportunities that are very timely.
3. **This first step is essential because just getting a transformation program started requires the aggressive cooperation of many individuals.** Without motivation, people won't help, and the effort goes nowhere.

4. Compared with other steps in the change process, phase one can sound easy. It is not.
5. **What are the reasons for that failure?** (a) Sometimes leaders underestimate how hard it can be to drive people out of their comfort zones. (b) Sometimes they grossly overestimate how successful they have already been in increasing urgency. (c) Sometimes they lack patience: "Enough with the preliminaries; let's get on with it." (d) In many cases, leaders become paralyzed by the downside possibilities.
6. **They worry that employees with seniority will become defensive**, that morale will drop, that events will spin out of control, that short-term business results will be jeopardized, that the stock will sink, and that they will be blamed for creating a crisis.
7. **A paralyzed team often comes from having too many managers and not enough leaders.** The leader's mandate is to minimize risk and to keep the current system operating.
8. **Change, by definition, requires creating a new system, which in turn always demands leadership.** Phase one in a renewal process typically goes nowhere until enough real leaders are promoted or hired into senior-level jobs.
9. **Transformations often begin, and begin well, when an organization has a new head who is a good leader** and who sees the need for a major change. If the renewal target is the entire organization, leadership is key.
10. **If change is needed in an organization, leadership is key.** Phase one can be a huge challenge when these individuals are not new leaders, great leaders, or change champions.
11. **Bad results are both a blessing and a curse in the first phase.** On the positive side, losing support does catch people's attention. But it also gives less maneuvering room. With good results, the opposite is true: Convincing people of the need for change is much harder, but you have more resources to help make changes.
12. **But whether the starting point is good performance or bad, in the more successful cases, an individual or a group always facilitates a frank discussion of potentially unpleasant facts** about the new competition, shrinking support, a lack of student growth, or other relevant indices of a declining base of community support.
13. **Because there seems to be an almost universal human tendency to shoot the bearer of bad news**, especially if the leader is not a change champion, the purpose of all this activity is "to make the status quo seem more dangerous than launching into the unknown."
14. **A leader has manufactured a crisis in a few of the most successful cases.** On the surface, such moves can look unduly risky. But there is also a risk in playing it too safe: When the urgency rate is not pumped up enough, the transformation process cannot succeed, and the organization's long-term future is jeopardized.



## Error 2: Not Creating a Powerful Enough Guiding Coalition

1. **Major renewal programs often start with just one or two people. In successful transformation efforts, the leadership coalition grows** and grows over time. But whenever some minimum mass is not achieved early in the effort, nothing much worthwhile happens.
2. **It is often said that major change is impossible unless the head of the organization is an active supporter.** In successful transformations, the leader, plus another five or 15, or 50 people, develop a shared commitment to excellent performance through renewal.
3. **In the most successful cases, the coalition is always pretty powerful—regarding titles, information and expertise, reputations, and relationships.**
4. In small and large organizations, **a successful team may consist of only three to five people during the first year of a renewal effort.**
5. Because the guiding coalition includes members not part of the leadership team, **it tends to operate outside of the normal hierarchy by definition.**
6. This can be awkward, but it is necessary. **If the existing hierarchy were working well, there would be no need for a major transformation.** But since the current system is not working, reform generally demands activity outside formal boundaries, expectations, and protocol.
7. **A high sense of urgency within the leadership team helps form a guiding coalition.** But more is usually required.
8. **Someone needs to get these people together,** help them develop a shared assessment of their company's problems and opportunities, and create a minimum level of trust and communication.
9. **Organizations that fail in phase two usually underestimate the difficulties of producing change** and, thus, the importance of a powerful guiding coalition.
10. **Sometimes they have no history of teamwork at the top and therefore undervalue the importance of this type of coalition.** Sometimes they expect the team to be led by a staff executive from human resources, quality, or strategic planning instead of a key line manager.
11. **Efforts that don't have a powerful enough guiding coalition can make apparent progress for a while.** But, sooner or later, the opposition gathers and stops the change.

## Error 3: Lacking a Vision

1. **In every successful transformation effort, the guiding coalition develops a picture of the future** that is relatively easy to communicate and appeals to.
2. **A vision always exceeds the numbers typically found in five-year plans.** A vision says something that helps clarify the direction in which an organization needs to move.
3. **Sometimes the first draft comes mostly from a single individual.** It is usually a bit blurry, at least initially. But after the coalition works at it for three, five, or even 12 months, something much better emerges through their tough analytical thinking and a little dreaming. Eventually, a strategy for achieving that vision is also developed.
4. **One central idea in the final version—getting out of low-value-added activities—comes only after a series of discussions** over several months.
5. **Without a sensible vision, a transformation effort can easily dissolve into a list of confusing and incompatible projects** that can take the organization in the wrong direction or nowhere at all.
6. **In failed transformations, you often find plenty of plans, directives, and programs but no vision.**
7. A useful rule of thumb: ***If you can't communicate the vision to someone in five minutes or less and get a reaction that signifies understanding and interest, you are not yet done with this phase of the transformation process.***

## Error 4: Under Communicating the Vision by a Factor of Ten

1. **Three patterns concerning communication are all very common. First,** a group does develop a pretty good transformation vision and then proceeds to communicate it by holding a single meeting or sending out a single communication.
2. In the **second pattern**, the head of the organization spends a considerable amount of time making speeches, but most people still don't get it.
3. In the **third pattern**, much more effort goes into newsletters and speeches, but some very visible leaders still behave in antithetical ways to the vision. The net result is that cynicism among the troops goes up while belief in communication goes down.

4. **Transformation is impossible unless most people are willing to help, often to the point of making short-term sacrifices.**
5. People will not make sacrifices, even if they are unhappy with the status quo unless they believe useful change is possible.
6. **Without credible communication**, and a lot of it, the hearts and minds of the troops are never captured.
7. Gaining understanding and support is tough when downsizing is a part of the vision.
8. **For this reason, successful visions usually include new growth possibilities and the commitment to treating fairly anyone laid off.**
9. **Leaders who communicate well incorporate messages into their hour-by-hour activities.** In a routine discussion about a business problem, they discuss how proposed solutions fit (or don't) into the bigger picture.
10. **Leaders use all existing communication channels to broadcast the vision** in more successful transformation efforts. They turn boring, unread company newsletters into lively articles about the vision.
11. **They take ritualistic, tedious quarterly management meetings** and turn them into exciting transformation discussions.
12. **Perhaps even more important, most leaders in successful cases of major change learn to "walk the talk."**
13. They consciously attempt to become a living symbol of the new culture. This is often not easy.
14. **Communication comes in words and deeds, and the latter is often the most powerful form.** Nothing undermines change more than behavior by important individuals that is inconsistent with their words.

## **Error 5: Not Removing Obstacles to the New Vision**

Successful transformations begin to involve large numbers of people as the process progresses. **Leaders are emboldened to try new approaches, to develop new ideas, and to provide leadership.**

1. **The only constraint is that the actions fit within the broad parameters of the overall vision.** The more people involved, the better the outcome.
2. **A guiding coalition empowers others to take action simply by successfully communicating the new direction.**
3. But communication is never sufficient by itself. **Renewal also requires the removal of obstacles.** Too often, an employee understands the new vision and wants to help make it happen, but an elephant appears to be blocking the path.

4. **Sometimes, the elephant is in the person's head, and the challenge is to convince the individual that no external obstacle exists.** But in most cases, the blockers are very real.
5. **Sometimes the obstacle is the organizational structure:** Narrow job categories can seriously undermine efforts to increase productivity or make it difficult to think about customers.
6. **Sometimes compensation or performance-appraisal systems make people choose between the new vision and their self-interest.** Perhaps worst of all are managers who refuse to change and make demands inconsistent with the overall effort.
7. **No organization has the momentum, power, or time to eliminate all obstacles.** But the big ones must be confronted and removed. If the blocker is a person, he or she must be treated fairly and in a way consistent with the new vision.
8. **Action is essential to empower others and maintain the credibility of the change effort as a whole.**

## **Error 6: Not Systematically Planning for and Creating Short-Term Wins**

**Real transformation takes time,** and a renewal effort risks losing momentum if there are no short-term goals to meet and celebrate.

1. **Most people won't go on the long march unless they see compelling evidence** in 12 to 24 months that the journey produces the expected results.
2. **Without short-term wins, too many people give up** or actively join the ranks of those people who have been resisting change.
3. **Quality is beginning to rise on certain indices** or decline in others one to two years into a successful transformation effort.
4. But whatever the case, the win is unambiguous. The result is not just a judgment call that those opposing change can discount.
5. **Creating short-term wins is different from hoping for short-term wins.** The latter is passive, the former active.
6. In a successful transformation, **leaders actively seek ways to obtain clear performance improvements,** establish goals in the yearly planning system, achieve objectives, and reward the people involved with recognition, promotions, and even money.
7. **Commitments to produce short-term wins help keep the urgency level up and force detailed analytical thinking that can clarify or revise visions.**



## Error 7: Declaring Victory Too Soon

After a few years of hard work, managers may be tempted to declare victory with the first clear performance improvement.

1. **While celebrating a win is fine, declaring the war won can be catastrophic.** Until changes sink deeply into a company's culture, a process that can take five to ten years, new approaches are fragile and subject to regression.
2. **Typically, the problems start early in the process:** The urgency level is not intense enough, the guiding coalition is not powerful enough, and the vision is not clear enough.
3. **But it is the premature victory celebration that kills momentum.** And then, the powerful forces associated with tradition take over.
4. **Ironically, a combination of change initiators and resisters often creates a premature victory celebration.**
5. The initiators go overboard in their enthusiasm over a clear sign of progress. They are then joined by resisters, who quickly spot any opportunity to stop change.
6. **After the celebration, the resisters point to the victory as a sign that the war has been won and the troops should be sent home.** Weary troops allow themselves to be convinced that they won. Once home, the foot soldiers are reluctant to climb back on the ships. Soon thereafter, change stops, and tradition creeps back in.
7. **Instead of declaring victory, leaders of successful efforts use the credibility afforded by short-term wins to tackle even bigger problems.**
8. **They go after systems and structures inconsistent with the transformation vision** and have not been confronted before. They pay great attention to who is promoted and hired and how people are developed.
9. They understand that **renewal efforts take not months but years.**

## Error 8: Not Anchoring Changes in the Corporation's Culture

In the final analysis, change sticks when it becomes "the way we do things around here" when it seeps into the bloodstream of the corporate body.

1. **Until new behaviors are rooted in social norms and shared values, they are subject to degradation as soon as the pressure for change is removed.**
2. Two factors are particularly **important in institutionalizing change** in corporate culture.

3. **The first is a conscious attempt to show people how the new approaches, behaviors, and attitudes have helped improve performance.** People who are left alone to make connections sometimes create very inaccurate links.
4. **Helping people see the right connections requires communication.** Time was spent at every major management meeting to discuss why performance was increasing.
5. **The second factor is taking sufficient time to ensure that the next generation of top management personifies the new approach.**
6. **If the requirements for promotion don't change, renewal rarely lasts.** One bad succession decision at the top of an organization can undermine a decade of hard work.
7. **Poor succession decisions are possible when boards of directors are not integral to the renewal effort.**

People still make more mistakes, **but these eight are the big ones.** In reality, **even successful change efforts are messy and full of surprises.** But just as a relatively simple vision is needed to guide people through a major change, **a vision of the change process can reduce the error rate. And fewer errors can spell the difference between success and failure.**

## Cartoon for the Week



## EJC Rotary Calendar

Nearly all of our meetings are open to the public, so please feel free to invite friends and acquaintances to those you think they might find of interest.

**We are always looking for interesting and varied speakers, and welcome your suggestions!**

Contact us here: [progersw@gmail.com](mailto:progersw@gmail.com)

**The East Jefferson County Rotary Club Officers**









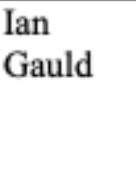














<b>President</b>  <b>Paul Rogers</b>	<b>President-Elect</b>  <b>Diane Johnson</b>	<b>Secretary</b>  <b>Nelson Atkin</b>	<b>Treasurer</b>  <b>Ned Luce</b>	<b>Past President</b>  <b>Pete Leenhouts</b>
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## The East Jefferson County Rotary Board of Directors

 <b>Chuck Boggs</b>	 <b>Tamara Meredith</b>	 <b>TJ Plastow</b>	 <b>Pete Leenhouts</b>	 <b>Bob Shaw</b>	 <b>Rick Smith</b>
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East Jefferson County Rotary  
(An ongoing process as of May 1, 2023)



## Past EJC Presidents

**Pete Leenhouts** '21-'22

**Rick Smith.** '20 - '21

Paul Wynkoop '19 - '20

Caleb Summerfelt '18 - '19

**Terry Umbreit** '17 – '18

**John Erickson** '16 - '17

**Pete Leenhouts** '15 - '16

**Ned Luce** '14 – '15

Karen Griffith '13 – '14

Mike Cavett '12 – '13

Bill Kraut '11 – '12

Mike Blair '10 – '11

Mike Burkart '09 – '10

Jack Marley '08 – '09

**Pat Cooper** '07 – '08

Mel Gates '06 – '07

Larry Wiener '05 – '06

Don Young '04 – '05

John Rodrigues '03 – '04

Milt Morris '02 – '03

Mary L Darrington '02 – '03

**Larry Howland** '00 – '01

Bob Peden '99 – '00

Dee Weinstein '98 – '99

Bud Babcock '97 – '98

Don Burrell '96 – '97

**Brian Belmont** '95 – '96

Gary Jensen '94 - '95

Marcia Harris '93 – '94

Wanda Grady '92 – '93

Jim Larimer '91 – '92

Henry Rogers '90 – '91

Gary Rowe '89 – '90

Chuck Russell '88 – '89

Mike Boucher '87 – '88

Ron Reed '87 – '87

Roger Keyes '85 – '86

Bob Schlade '84 – '85

**John Barrett** '83 – '84

Jim Humphrey '82 – '83

(Past Presidents in bold remain members of the Club)

## Officers and Committee Members **2022-23**

**President** – Paul Rogers

**President-Elect (PE)** - Diane Johnson

**PE RY 23-24** -

**Past President** – Pete Leenhouts

**Secretary** - Nelson Atkin

**Treasurer** – Ned Luce

### Board of Directors

Chuck Boggs, Diane Johnson, Pete Leenhouts, Tamara Meredith, TJ Plastow, Bob Shaw, Rick Smith, Paul Rogers

### Administration

Terry Umbreit

### Committee Chairs

**Awards** -Terry Umbreit

**Candy Sales** - Cammy Brown

**Cycle Marrowstone '24** – Rick Smith

**Flags** – Ed Davis, Ned Luce

**Friendship Exchange** – Betsy Pentz

**Leadership Plan** –Rick Smith

**Long-Range Plan** - Pete Leenhouts

**Nomination** - Pete Leenhouts

**Programs** – Pete Leenhouts

**Retail Sales** – Terry Umbreit

### Finance

Ned Luce

**Foundation** - John Erickson

**Annual Fund** - John Erickson

**Polio Plus Fund** - Pete Leenhouts

**Endowment Fund** - John Erickson

**Foundation Recognition** - John Erickson

**Foundation Awards** – Pete Leenhouts

**Foundation Scholarships** - Pete Leenhouts

**Membership** - Marv Vose

**Attraction** - Hal Brunstad

**Orientation** - Ed Thompson

**Rotary Alumni** - TJ Plastow & Pete Leenhouts

**Rotary Citation** – Ed Thompson

**Public Image** - (**Open**)

**Newsletter** - Jack McKay, editor

**Port Townsend Leader** – Ned Luce

**Social Media** - Pete Leenhouts

**Website** – (**help needed!**)

**Secretary** - Nelson Atkins

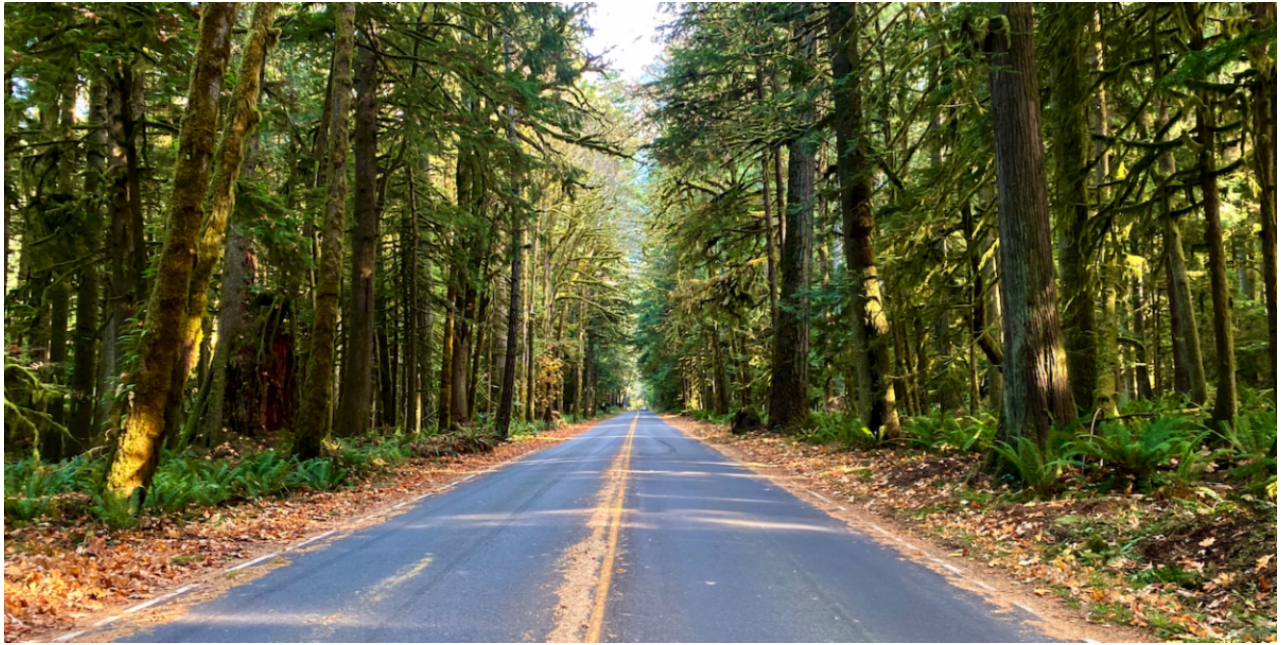
**Service Projects** - Diane Johnson  
**Club Scholarships** – Nancy McDaniel  
**Community Grants** - Diane Johnson  
**Global Grants** – Diane Johnson  
**HJ Carroll Park Pavilion** - Ed Davis  
**Interact** – TJ Plastow  
**Local Grants** - Diane Johnson  
**Road cleanup** – Diane Johnson  
**Rotary Citation** - Pete Leenhouts  
**ShelterBox** – need help!  
**Students of the Month**- Tammi Roboeker  
**Teen Center** – Pete Leenhouts  
**Youth Counselor** - Tammi Roboeker

## Regional Photo Gallery (Add to the collection. [Click here.](#))

by















East Jefferson County Rotary | P.O. Box 654, Port Hadlock, WA 98339

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