

Rotary Club of El Paso

Strategic Plan

March 28, 2013

The process of Long Range Planning has been in place for several years and has proven useful to previous President, President-Elect and the President Elect-nominee of the Rotary Club of El Paso. Its main purpose is to have continuity, thus ensuring that short term goals will lead to the long term aspirations of a seamless and effective management approach and to provide a blue print to facilitate the management of change as we go forward.

The fact that there is coordination and involvement of those responsible for the administration of the Club over a three year period permits individuals who have been elected to work together and to thus provide the leadership appropriate to reach the stated goals. The process is set out in a manner that permits its evaluation, adaptation and renewal as circumstances change on an annual basis. The Board of Director's shall review, confirm and/or modify this Strategic Plan within the first quarter of each new Rotary Year.

The initial segment of this discussion centers on the current STRENGTHS of the Rotary Club of El Paso.

The following are not ranked or in order of priority:

- Members are proud of the Club and recognize that our present impact and contribution to our community is the culmination of the work of many Rotarians over the last 99 years
- History of positive impact in the Community for almost 100 years
- Quality, quantity and breath of membership dedicated to serve
- Economic resources
- Support to and from Rotary International and the Rotary International Foundation
- The El Paso Rotary Club Foundation
- Broad base of integrity, skills, experience and leadership of Rotarians
- Established and effective leadership, organization and management processes inclusive of Officers, Committees, Foundation, and Administrative Assistant
- Reputation, values, policies, image, processes and accomplishments of Rotary International
- Opportunities for greater Community impact due to growing needs of the Region in particular El Paso

- The perception among business and professional community that the Rotary Club of El Paso is the premier service club in the area

The purpose of this document shall pertain to retention of membership and the need to improve the work of the Committees.

ROTARY CLUB OF EL PASO

Strategic Plan 2013 - 2016

This plan embraces seven priorities a number which may be subject to modification as the Club needs require to ensure progress. The following priorities are listed in order of importance although implementation may be simultaneous for several of them. Each priority is supported by suggested goals.

OBJECTIVE	ACTION ITEMS
A Vision and a Mission Statement are to be formalized	<p>Vision Statement: "To be the premier service organization contributing to making El Paso and surrounding community an outstanding place to live, thrive as individuals, families, professionals and business people."</p> <p>Mission Statement: "The Rotary Club of El Paso will pursue its Vision through the commitment of its members to make a difference, their dedication to service above self in order to advance understanding, collaboration, good will, peace and fellowship all while exercising the highest ethical standards in communion with the precepts of Rotary International".</p>
Expand recognition and public image of the Rotary Club of El Paso	<ol style="list-style-type: none"> 1. Design and approve a written "Media Program" that will encourage membership participation and support. 2. Provide the necessary leadership, budget, personnel and oversight to make a Media Program successful. 3. Ensure that the Media Program is designed to achieve measurable results, most importantly increased awareness about the work of Rotary International, the work of the Rotary Club of El Paso, the Rotary International Foundation and the Rotary Club of El Paso Foundation to achieve renewed interest and participation among current members, to expanded membership and to foster additional funding sources.

<p>Accept that “Membership” involvement is the basis of a healthy and vibrant volunteer organization building on its past strength, proud of its current achievements while setting the stage for its continuing growth and sustainability as El Paso’s premier service organization</p>	<ol style="list-style-type: none"> 1. Design, approve and carry out an organized and consistent plan for the RETENTION of members. 2. Agree and formalize a RECRUITMENT strategy that is based on measurable goals, continuous monitoring, feedback on actions taken and results achieved. Such strategy should embrace the policies of Rotary International. 3. Continue with current recruiting efforts while developing specific activities and on- going dedication to growth by also bringing into the Club younger members, more women and greater ethnic diversity. 4. Contact and motivate members to become more involved in Club activities/projects, community programs, Club administration, fellowship, development of new initiatives and projects, social interaction within the membership and promotion of the accomplishments of the Rotary Club of El Paso, Rotary International, Rotary International Foundation and the Rotary Club of El Paso Foundation. Actions in this context are needed in order to help assure the sustainability and growth of the organization.
<p>Support current SERVICE activities that have proven beneficial to the community and to the Rotary Club. These include the Wild West Wine Fest, Sun Bowl Team Luncheon, Children’s Holiday Party, R.Y.L.A., Rotaract, Youth Appreciation, International Youth Exchange, Distinguished Service Award, Military Affairs, Texas Tech, World Understanding, Mil-Sonrisa’s/Cleft Palate, Literacy, Matching Grants, Ambassadorial/Peace Scholarships, Upcoming Programs</p>	<ol style="list-style-type: none"> 1. Review each activity in order to evaluate its place in the scheme of Club endeavors. In particular to know which projects should continue, how these can be improved, how the participation of members may be enhanced and how internal and external communications can be an effective element for obtaining added support and interest in what Rotary endeavors. 2. Designate Committee chairs and vice-chairs which structures committee leadership on Learn One Year – Do One Year – Teach One Year to ensure a rotation to maximize involvement to increase greater depth of management, continuity, and accountability and to provide expanded opportunities for greater number of members to become involved. In this arrangement a committee Vice Chair will learn the first year, rise to Chair the second year and drop to Vice or Co-Chair the third year. 3. Ensure that each SERVICE project has written guidelines, measurable goals and objectives, realistic time lines, sufficient Rotarian participation and effective monitoring and resources to obtain desired results.

	<ol style="list-style-type: none"> 4. Encourage evaluation and innovation in what is being done in order to be more efficient. 5. Concerted efforts to identify and attract new opportunities for Rotarian involvement in projects needed in the community thus growing the SERVICE component as appropriate.
<p>Maintain and sustain an effective management organization that will provide the Rotary Club of El Paso with the required leadership, structure and procedures to achieve the purpose of the enterprise</p>	<ol style="list-style-type: none"> 1. Ensure that Policy is made at the Board level and that such policy is within the flexibility permitted by Rotary International. 2. Reinforce efforts to make clear the responsibilities of different positions within the administrative structure, among them, those of Officers, Committee Chairs, Committee vice Chairs, Ad-hoc groups and Administrative Assistant. 3. Ensure that Board members do not serve as Chairs or Vice Chairs of Committees. 4. Committees, with few exceptions, should have a Chair and a Vice Chair. These positions to receive oversight from designated Board members. 5. Require Committees to have measureable goals, provide them with necessary support to accomplish their charge while holding the Chair accountable for results. 6. Expand and improve communication within the Club. 7. Encourage participation of members in training opportunities such as STAR, Institute for Leadership and Rotary International offerings. 8. Strengthen the efforts to obtain monetary resources (not necessarily from Rotarians) in order to grow the Rotary Club of El Paso Foundation. 9. Emphasize the advantages of having active participation of COPPER members. 10. Continuously explore new initiatives for the Club to have greater impact on the community through active participation of members. Initiatives such as Rotacare and Rotary Centers for Peace are examples of what can be staffed. 11. Emphasize and ensure continuous improvement in the area of communication with the membership, the Rotary Club of El Paso Foundation, the media and the community at large.

	<ol style="list-style-type: none"> 12. Review and update bylaws as needed 13. Insist on comprehensive and continuous updating of the Rotary Club of El Paso Manual.
<p>To assist the Rotary Club of El Paso Foundation in expanding the number of possible external funding sources in support of the Clubs program initiatives</p>	<ol style="list-style-type: none"> 1. Accept the notion that the traditional sources of funds are no longer sufficient to provide the basis for the desired growth of the Clubs' SERVICE Program. 2. Explore the suggestion that the acquisition of a fund raising person or grant writer would prove to be a positive investment. 3. Develop new funding sources.