

# ROTARY CLUB OF KILLEEN HEIGHTS STRATEGIC PLAN

2021-2024

(Revised March 18, 2022)

## Rotary International

Rotary International is a network of inspired individuals who seek to translate their passion for humanitarian service into relevant action that changes lives in both their communities and around the world.

## District 5870

Together we see a world where people unite and take action to create lasting change across the globe in our communities and in ourselves.

We seek to translate our passions into relevant humanitarian, and to encourage and foster:

1. Fellowship as an opportunity for service
2. High ethical standards
3. The advancement of international understanding, goodwill, and peace.
4. Meaningful service within each of Rotary's seven areas of focus.

## Vision

The Rotary Club of Killeen Heights strives to be a positive, diverse, innovative, and welcoming community-minded service organization that fosters fellowship, honors our traditions and core values, and is the service organization of choice in Central Texas.

## Mission

The Five Avenues of Service, respectively, Club, Vocational, Community, International, and Youth Service are the philosophical and practical framework for the work of our Club and ensure that our service efforts are balanced and working to share Rotary in our club, our community, our vocations, and our world.

Our club annually undertakes a well-rounded program of activities in support of the Family of Rotary and within each of Rotary's Five Avenues of Service. We focus our resources - time, talents, and finances - to support Rotary areas of focus: Peace and conflict resolution, disease prevention and treatment, water and sanitation, maternal and child health, basic education and literacy and economic and community development.

We strive to be an effective Rotary club by,

- Sustaining or increasing our membership base
- Implementing successful service projects in our community and communities in other countries
- Supporting The Rotary Foundation, both financially and through program participation
- Developing leaders capable of serving in Rotary beyond the club level

### **Core Values**

RCKH is committed to Rotary's five core values which represents the guiding principles of our culture and help set our priorities.

1. **Service** We seek to have our service activities and programs bring about greater world peace and understanding
2. **Fellowship**: We believe that our combined efforts serve humanity and know no limitations, multiplies resources, and broadens our lives and perspectives
3. **Diversity**: We seek to have our membership reflect the business, professional, ethnic, cultural, gender and age diversity of Central Texas
4. **Integrity**: We are committed to and expect accountability and high ethical standards from our leaders and fellow members, both in the results of our efforts and in the process, we use to achieve them
5. **Leadership**: We believe in the importance of leadership development and in leadership as an indispensable quality of our members

### **Strategic Analysis**

The Rotary Club of Killeen Heights has identified significant internal strengths and weakness, and external opportunities and threats that impact our ability to achieve our primary goals.

#### **Strengths**

1. Proactively seeks community service projects!
2. Proactively supports the Rotary Foundation!
3. Proactively supports weekly Rotary Club meetings.
4. Proactively conducts monthly Board Meetings addressing key areas of focus and goals.
5. Proactively manages the fiscal Rotary Club budget.
6. Proactively conducts Newcomer Orientation Programs.
7. Proactively supports DAP grant projects to include international service projects.
8. Proactively recognizes outstanding contributions among club members to include

Rotarian of the Year, Patsy Derr Award, just to mention a few.

9. Proactively conducts and supports Rotary Club training to include PETS, District Assembly, and functional training seminars (Foundation, Membership, Public Image, and Grant Management}
10. Proactively provides Rotary scholarships and supports the Rotary Youth Service programs.
11. Proactively conducts monthly Rotary Club socials that promote interpersonal club fellowship.
12. Proactively conducts a Satellite Club and actively engages with the local Rotaract Club at CTC.
13. Proactively promotes Polio Plus among our Rotary Club members.

### **Weaknesses**

1. Improve weekly Rotary Club meeting participation / attendance either Zoom (Virtual) or In-Person participation; approximately 50% of the club currently participate in weekly meetings.
2. Improve Public Relations information about Rotary and its club's service projects and activities within the community. Too many of our members are still not aware of our programs.
3. Improve Rotaract Club participation to help promote Rotary among the young college students and our local community.
4. Improve educating and engaging our new members into Rotary Service projects and what Rotary is all about!
5. Improve community education on what Rotary is all about!
6. Improve Rotary Board members reaching out to our club members not just email but actually talking with our members to know more about our club members' concerns and status.

### **Opportunities**

1. Promote Rotary Club participation at other Rotary Club organizations (Georgetown Rotary Club and International Clubs) and community events such as Veteran Days, Wreath Laying Ceremonies at the State Veterans Cemetery.
2. District 5870 Rotary Foundation Gala to recognize Major Donors and recognize the good that the Rotary Foundation provides locally, nationally, and internationally.
3. Actively promoting our new in-person venue that will promote the safety of our members.

### **Threats**

1. Resistance to implementing the changes necessary to ensure Rotary's survival endangers the club's ability to be a vibrant force for good.
2. The aging of our leadership membership endangers Rotary's relevance to younger generations.
3. Many of the younger generation have less of a need or inclination to join a service organization.

## The Rotary Club of Killeen Heights Priority Goals

Over the next three years, RCKH will focus its primary efforts to achieving the following five priority goals in order to translate our expertise into making a difference, build connections and opportunities that will allow people who share our drive to do the same, recommit to putting the needs, expectations, and growth of our members at the center of all we do, and stay true to ourselves and ahead of change in our next 115 years.

1. Create and sustain an energy focused on growing membership and strength by:
  - a. Fostering club innovation and flexibility.
  - b. Encouraging our club to participate in a variety of service activities.
  - c. Establishing a Retention Coordinator to decrease the loss of established members.
  - d. Encouraging our club to be open to members of all cultures, experiences, and identities by promoting diversity, equity, and inclusion.
  - e. Developing leaders who are ready to serve at both the club and District level.
  - f. Encouraging our club to achieve the Rotary Citation every year.
2. Increase our support for The Rotary Foundation by:
  - a. Educating our members on what The Rotary Foundation does and why it matters.
  - b. Encouraging our club to set an attainable and challenging Annual Fund goal that represents both an increase in per capita giving from the previous year and 100% of our members contributing at least \$25 during the year.
  - c. Encouraging continued support of Rotary's ongoing effort to eradicate Polio.
  - d. Encouraging members to join the Paul Harris Society by pledging \$1,000 per year to the Annual Fund.
  - e. Encouraging members to support the Endowment Fund by becoming a Benefactor and/or joining the Bequest Society.
3. Grow our impact on America's youth by:
  - a. Increasing the number of
    - i. Early Act/First Knight programs in our elementary and home schools.
    - ii. Interact Clubs in both traditional high schools and charter schools.
    - iii. Rotaract Clubs, both university and community based, and making Rotaract an integral part of Rotary to foster good citizenship and to bolster Rotary's future.
  - b. Developing a partnership with industry to provide meaningful vocational training to young adults.

4. Strengthen the involvement of Club leadership in training and development programs by:
  - a. Actively promoting attendance at Pre-P.E.T.S., Lone Star P.E.T.S., the District Assembly, and functional training seminars (Foundation, Membership, Public Image and Grant Management) as a means to prepare for their roles.
  - b. Encouraging cross-training to help raise team spirits and allow flexibility when members need somebody to cover their responsibilities.
  - c. Providing the best quality programs.
5. Strengthen our focus on humanitarian service by:
  - a. Improving and increasing collaboration with other service and benevolent organizations.
  - b. Promoting and encouraging club networking as a means to share ideas and combine their efforts
  - c. Encouraging clubs to increase the scope of their community and international projects so they have a more meaningful impact.
  - d. Emphasizing vocational service to:
    - (1) Encourage Rotarians to contribute their professional expertise and skills to addressing societal problems and needs.
    - (2) Demonstrate high ethical standards in all their business dealings
  - e. Encouraging clubs to publicize action-oriented service to raise the awareness of Rotary among the general public, media, and local government officials.

Impact - This priority focuses on building effective practices, infrastructure, and capacity to meet the needs of our community while being good stewards of available resources (people, time, and money).

Reach - This priority focuses on how we share our values with new audiences, create new ways to bring people together to experience Rotary, and prove we are an organization that's inclusive, engaging, and compassionate in service for the betterment of our community and the world.

Engagement - Enhancing engagement means that whenever someone encounters RCKH through programs, events, or service projects, they have an exciting and meaningful experience that exceeds their expectations.

Adapt - We pursue innovative approaches to respond to changing environments, and embrace new perspectives and opportunities to strengthen our club and community.

## Implementation Plan

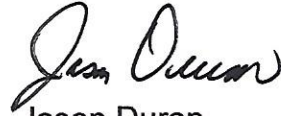
1. The Club President has the responsibility to organize and establish an annual Action Plan to address the priority goals set out in this plan. This plan will contain measures of performance that quantitatively tell us whether or not we are making progress to achieving these goals.
2. The RCKH Strategic Planning Committee, with Club President as chair, which will meet at least three times per year to review progress toward achieving the priority goals. The committee will consist of:
  - a. Immediate Past President
  - b. President-elect,
  - c. Vice President
  - d. Foundation Chair
  - e. Membership Chair
  - f. Youth Service Chair
  - g. Others as necessary
3. The intent is that this plan will be updated annually by the Immediate Past President, President-elect, and Vice President. Nevertheless, it is dynamic in nature so that a future President can modify it between annual reviews if there is a compelling need to do so.



Miller Swayzer  
President 2021-22



Becky Isbell  
President 2022-23



Jason Duran  
President 2023-24