

1. Overall Club Health: Strong but Uneven Engagement

What's working

- Widely described as “**vibrant,**” “**strong,**” “**active,**” and “**growing**”
- High **attendance, participation, and leadership quality**
- Strong **culture of service and generosity**
- Positive **energy from younger members and newer ideas**

Underlying concerns

- **Engagement gap:** same core group doing most of the work
- **Turnover vs. recruitment** feels like a wash
- Some question **long-term sustainability and relevance**
- Perception of **imbalanced professional diversity**

What it means

Your club is **healthy at the surface level**, but the risk is **over-reliance on a core group** and uneven member activation.

2. Community Presence: High Awareness, Low Clarity

What's working

- Strong recognition, especially tied to:
 - Rotary Lights (dominant brand association)
 - Long-standing reputation and visibility
- Seen as **generous, active, and well-connected**

Gaps

- People **know Rotary—but don't know what you actually do**
- Perception of:
 - “Check-writing club”
 - Lack of hands-on visibility
- Confusion between **different Rotary clubs**
- Limited awareness beyond signature events

What it means

You have **brand awareness but not brand understanding**—a classic visibility vs. meaning gap.

3. Innovation & Relevance: Open, but Inconsistent

Strengths

- Leadership **encourages new ideas**
- Good mix of **tradition + innovation**
- Strong **social and engagement programming**
- Members feel **heard and invited to contribute**

Friction points

- Some perceive:
 - **Resistance to change**
 - Ideas happening in **silos or “closed groups”**
- Activities:
 - Sometimes **too many**, overwhelming participation
 - Often **small-scale, not bold or visible**

What it means

You are **trying new things**, but:

- Not always **scaling or promoting them**
- Not always **inclusive in participation**

4. Club Size: A Strategic Advantage with Cultural Tradeoffs

Strengths

- Enables:
 - Large impact projects
 - Diverse opportunities
 - Financial strength
- Generally considered **“about right” or slightly expandable**

Challenges

- Members feel:
 - **Disconnected or anonymous**
 - Harder to build relationships
- Size allows:
 - **Low engagement to go unnoticed**

What it means

Size is a **power asset**, but without intentional connection, it creates **passive membership risk**.

5. Diversity, Equity & Inclusion: Progress with Structural Barriers

Progress

- Increased:
 - Gender diversity
 - Age diversity
- Strong **intent and openness**
- DEI conversations are happening

Barriers

- **Cost (meals, dues, expectations)** is a major obstacle
- Membership doesn't fully reflect **community diversity (especially ethnicity)**
- "Open to" ≠ **actively welcoming and inclusive**
- Meeting time limits accessibility

What it means

You've made **cultural progress**, but **structural barriers (cost, format, expectations)** still limit true diversity.

6. Public Image & Storytelling: Strong Internally, Weak Externally

Strengths

- Active **Public Image committee**
- Good **social media presence**
- Strong storytelling within the club

Gaps

- Limited reach beyond:
 - Facebook
 - Internal channels
- Community **doesn't see full impact**
- Over-reliance on **Rotary Lights for visibility**

What it means

You have **great stories**—but they're not reaching the right audiences consistently.

7. Engagement in Service & Leadership: High Opportunity, Low Distribution

Strengths

- Many opportunities:
 - Service
 - Leadership
 - Committees
- Strong, committed **core group**
- Flexible participation for different life stages

Challenges

- Repeated theme:
 - “Same people doing everything”
- Barriers:
 - Time
 - Awareness
 - Confidence stepping into leadership
- Some members feel:
 - Guilty for not participating
 - Unsure how to engage meaningfully

What it means

The issue is not lack of opportunity—it's **activation, clarity, and accessibility**.

8. Service Strategy: Wide Variety, Lacking Focus

Strengths

- Many service opportunities
- Strong community impact
- Flexibility for members to engage

Gaps

- Too many **small projects with limited participation**
- Lack of:

- A **clear signature project** (beyond Rotary Lights)
- Broad participation initiatives
- Desire for:
 - More **hands-on work**
 - More **inclusive, large-scale efforts**

What it means

You're doing a lot—but impact may feel **fragmented instead of unified**.

9. Fundraising: Strong but Needs Diversification

Strengths

- Highly **generous membership**
- Consistently meeting goals
- Strong fundraising culture

Risks

- Dependence on:
 - Key individuals (e.g., single-event leaders)
- Perception issues:
 - Pressure or inequity in giving capacity
- Lack of:
 - Long-term funding strategy
 - Diversified revenue streams

What it means

Fundraising works—but may not be **sustainable or inclusive long-term**.

10. Key Cross-Cutting Themes

Across all sections, these patterns show up repeatedly:

1. Core vs. Crowd Problem

- Small group drives most activity
- Large portion of members are under-engaged

2. Awareness vs. Understanding Gap

- Known in the community
- Not understood in impact or purpose

3. Opportunity vs. Accessibility

- Many ways to engage
- Not always clear, manageable, or inclusive

4. Tradition vs. Evolution

- Strong legacy
- Tension around change and modernization

5. Size vs. Connection

- Big enough to do anything
- Too big for everyone to feel connected

Bottom Line (Executive Summary)

Your club is:

- **Strong, respected, and active**
- Financially and operationally healthy

But to move to the next level, focus on:

- **Broader member activation (not just more members)**
 - **Clearer, more visible community impact**
 - **Reducing barriers to inclusion (cost, time, structure)**
 - **Fewer, bigger, more engaging service initiatives**
 - **More intentional storytelling and branding**
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