

Club Public Relations Committee Manual

A part of the *Club Officers' Kit*

ROTARY INTERNATIONAL®



This is the 2009 edition of the *Club Public Relations Committee Manual*. It is intended for use by 2010-11, 2011-12, and 2012-13 club committees. The information in this publication is based on the Standard Rotary Club Constitution, the Recommended Rotary Club Bylaws, the Constitution of Rotary International, the Bylaws of Rotary International, and the Rotary Code of Policies. Please refer to those resources for exact guidelines. Changes to these documents, by the Council on Legislation or the RI Board, override policy as stated in this publication.

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Introduction

The *Club Public Relations Committee Manual* was developed to help Rotary club public relations committees worldwide establish goals and understand their responsibilities related to increasing club effectiveness. Because committee responsibilities vary according to area laws, cultural practices, and established club procedures, you should adapt the suggestions in this publication to fit your club's needs. Throughout the manual, cultural differences in Rotary clubs are highlighted in Around the World boxes, while general tips are offered in the Rotary Reminder boxes.

This publication includes three chapters. The first describes the major responsibilities of your committee. The second describes responsibilities specific to you as the chair of the committee. The third contains resources that may be useful for you and committee members. Following the third chapter are the appendixes, including the club public relations section of the *Planning Guide for Effective Rotary Clubs* and a list of discussion questions, as well as the worksheets that will be used at the district assembly.

You should use this manual to prepare for your role as public relations committee chair. Bring it with you to the district assembly, and review its contents beforehand. Pay particular attention to the questions in appendix 2, which will help you get the most out of the facilitated discussions at the meeting. After you have completed your training, this publication will serve as a resource as you work with your fellow club officers and members.

Under the Club Leadership Plan, the recommended administrative structure of Rotary clubs has the following five standing committees:

- Club administration
- Membership
- Public relations
- Service projects
- Rotary Foundation



Rotary Reminder

Committee chairs should make copies of chapter 1 and distribute to committee members so they are fully aware of the committee's responsibilities.

Each committee has a manual which provides an overview of the committee and its responsibilities, as well as resources available to support you and your committee members. Information pertinent to your committee members should be distributed or communicated to them. Additional copies of this manual can be downloaded for free at www.rotary.org. This manual is part of the *Club Officers' Kit* (225-EN). However, each manual can be purchased separately through the *RI Catalog*.

As you prepare to help lead your club, remember that your Rotary club is a member of Rotary International. Through this membership, it is linked to more than 33,000 Rotary clubs worldwide and granted access to the organization's services and resources, including publications in nine languages, information at www.rotary.org, grants from The Rotary Foundation, and staff support at world headquarters and the seven international offices.

Comments?

If you have questions or comments about this manual or any of RI's training resources, please direct them to:

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Committee Role and Responsibilities



Rotary Reminder

The club public relations committee's work will address the Club Avenue of Service.



The role of the club public relations committee is to inform the public about Rotary and promote the club's service projects and activities. Having strong public relations ensures that communities around the world know that Rotary is a credible organization that meets real needs. When a Rotary club has a positive public image, current members are motivated to be active and prospective members are eager to join.

The responsibilities of the club public relations committee summarized below are explained further in this chapter:

- Develop committee goals to achieve the club's public relations goals for the coming year.
- Promote Rotary and your Rotary club in your community.
- Work with Rotarians in your club to maximize public relations efforts.
- Understand the components of public relations that will help you promote Rotary to the community.
- Know Rotary's key messages and be able to use them when speaking in public.



Rotary Reminder

Subcommittees can be created to manage the committee's various responsibilities, especially if you have a large club.

As you read more about these responsibilities below, think about your committee goals, what your action plan will be, and what resources you will need for your year.



Rotary Reminder

In the event that there is adverse publicity on Rotary or your club, your committee should meet to discuss how to confront the issue. Counter misperceptions about your club and Rotary with well-directed public relations efforts. For more information, consult the *Media Crisis Handbook* (515-EN).

Promoting Your Rotary Club

The primary responsibility of the public relations committee is to create awareness in your community of your club's service projects and activities, and in doing so, promote the values and work of the organization. The community learns about Rotary through the media and by what others say about the organization, so informing your club members and the media of your club's undertakings is crucial to building strong public relations.

There are many ways to promote your club and the organization, including:

- Sponsoring special events, such as marathons, recycling efforts, or fundraisers
- Creating exhibits and displays throughout the community
- Advertising club projects and events in newspapers or magazines, on billboards or buses, or in air or rail transportation centers
- Encouraging Rotarians to wear their Rotary lapel pins
- Posting Rotary information on an online forum, community calendar, social networking sites, or your club's or another organization's Web site

Your committee should brainstorm other ideas before your year begins, and create a plan for implementing them during your year. In order to promote Rotary effectively, you will need to work with other Rotarians, understand the components of public relations, and know and be able to use key Rotary messages.

Components of Public Relations

Effective public relations requires time, effort, and planning. When your committee develops an action plan before the beginning of the Rotary year, it should address the audience, strategies and tools, and projects and activities that will be promoted.

Audience. Ensuring that Rotary has a positive image in the community requires public relations efforts directed at different audiences. These audiences may include:

- People directly affected by Rotary service projects
- Students and educators
- Local government officials
- Other nongovernmental and nonprofit organizations
- Business community
- Civic leaders
- Community organizations
- Media (newspaper, radio, television, Internet)
- Specialized media that cover a specific topic, such as education or health



Around the World

Signs promoting Rotary peace programs were displayed on the rear windows of 1,000 taxicabs in Japan for two months.



Around the World

Billboards promoting Rotary's Humanity in Motion messages have been erected along high-traffic roads in New Zealand cities and in busy train and transit stations in Argentina. Billboard spaces were made possible by PR grants from RI and vendor donations.



Rotary Reminder

Sample news releases and letters to the editor are available at www.rotary.org.



Around the World

The Rotary clubs of Rochester, New York, USA, and Toronto, Ontario, Canada, cosponsored a series of fundraisers to commemorate the inaugural voyage of the *Spirit of Ontario*, which was featured over 30 times in a local newspaper. RI had a dramatic increase in Prospective Member forms submitted from the Rochester and Toronto areas.

Depending on the projects and activities your club wants to do, tailor your public relations efforts to target audiences who are crucial to the success of these projects.

Media. Information can be delivered through various tools, including:

- Television
- Newspapers
- Internet, including blogs and social networking sites
- International wire services
- Publications of organizations and institutions
- Online publications
- Trade publications
- Public access cable shows
- Radio public affairs shows and talk radio
- Corporate newsletters
- Billboards

Because there is tremendous competition for media time and space, your club should choose the media types that will be most effective in promoting Rotary to your targeted audiences.

News releases. The most widely used means of sending information to the media is the news release. It can alert media to an event and serve as the basis of a news story. A good news release answers the basic questions of who, what, when, where, why, and how. Ensure that the release is objective and concise (no more than one page).

Fact sheets. A fact sheet provides basic information on Rotary, its history, objectives, and project emphases. Among Rotarians, fact sheets are used to educate new and prospective members; outside Rotary, they supply the media with background information, raise public awareness, and inform the general public of Rotary's activities. Find RI fact sheets at www.rotary.org. When alerting the media of an event, consider sending a Rotary fact sheet along with the news release.

Membership and Public Image

Public image and membership growth are intricately connected. A high-quality, consistent public image campaign will prompt individuals to seek out local clubs and be more inclined to accept invitations to join. The public relations committee should remember this in their efforts to promote Rotary.

A successful promotional campaign uses as many outlets as possible. Your fellow club members can help you make Rotary and your club known. Work with Rotarians in the following ways to promote a positive image of Rotary.



Around the World

A club in Uganda recruited nine new members in one year due to successful public relations efforts and a PR Grant from RI. The grant funded a series of radio and TV commercials that directed viewers and listeners to a special club Web site. A similar effort by a U.S. district yielded 30 new members.



Around the World

In Mangalore, India, an estimated 20 million people saw a public service announcement on polio eradication, displayed on billboards for six months at five entry points to the city. The ads included club contact information.



Around the World

A three-month campaign promoting a Swedish club's 50th anniversary included an exhibit of the club's history and humanitarian work in the local library, ads in the local newspaper, and Rotary posters placed in banks, tourist bureaus, and public office buildings.

Promote a positive image. Work with your club's membership committee to consider what attracts new members to Rotary, and then determine which media is most likely to reach them. Discuss how to work together to effectively recruit through public relations efforts.

To help recruit new members, the club public relations committee should consider

- Promoting Rotary's work with and for young people
- Highlighting the service, networking, and fellowship opportunities of membership
- Publicizing club activities in business and trade periodicals
- Dedicating a section of the club's Web site to non-Rotarians, and encouraging community organizations to link to it

Strong public relations will not only aid in attracting new members but will help retain current members as well. The club public relations committee should consider

- Seeking opportunities for Rotarians to speak at community and school events
- Ensuring that club members know when club activities and projects receive media coverage

Enhance club activities for media appeal. Think about the type of activities and events that would interest your community. Work with your club administration committee to make weekly programs newsworthy and with your service projects committee to conduct projects that will appeal to the media and your audiences, such as:

- Service projects that meet a community need or illustrate a larger news trend
- International service projects supported by your club or a local club volunteer
- Projects involving local youth or a prominent community member
- Notable or prominent speakers at club meetings
- Presentations by RI or Rotary Foundation program participants about their experiences in another culture
- Interact and Rotaract activities
- Anniversaries of local clubs or programs
- Stories with a strong visual element

Enlist members to help. Your membership base is a valuable resource to your committee. Involve them in your public relations efforts by having them spread the word about your club's activities and projects and about the organization. Ensure that all members of your club know the Object of Rotary and Rotary's programs and activities, and encourage them to seek opportunities to further the aims and accomplishments of Rotary through their personal, business, and professional contacts.

Key Rotary Messages

One of the best ways to promote Rotary is by speaking about your club and the organization. You may address or speak with non-Rotary audiences at project events and other occasions. Be sure to develop concise statements to explain Rotary and your club to the media.

Be prepared to answer each of the following questions in no more than one minute:

- What is Rotary?
- Who are Rotarians?
- What does Rotary do?

Effective answers to these questions should be positive, factual, specific, and brief. The following key Rotary messages can be incorporated into your public relations materials and public speeches:

Rotary is one of the largest and most influential international humanitarian service organizations in the world.

- Rotary's 1.2 million members worldwide belong to more than 33,000 Rotary clubs in more than 200 countries and geographical areas.
- As volunteers, Rotary members have been serving the needs of communities worldwide since 1905.

Rotary is a global network of business, professional, and community leaders.

- Through volunteer service, the women and men of Rotary build friendships and enlarge their circle of business and professional acquaintances.
- Participating in international service projects allows Rotary members to connect with people from around the world and promote cross-cultural understanding.

Rotary promotes peace and international understanding through its educational and humanitarian programs.

- Rotary sponsors the largest privately funded international scholarship program in the world. Since 1947, Rotary has contributed roughly \$500 million to fund 38,000 students from 100 countries. These cultural ambassadors use the skills they acquire through their studies abroad to help their communities.
- Rotary clubs promote peace by initiating thousands of humanitarian projects every year that address the underlying causes of social instability and conflict — hunger, poverty, disease, and illiteracy.

Rotary's top philanthropic goal is to eradicate polio worldwide.

- Since 1985, Rotary members have donated their time and money to help immunize more than two billion children in 122 countries.
- To date, Rotary has contributed more than US\$800 million and countless volunteer hours to fighting the disease.

Rotary and its partners have reduced polio cases by 99 percent worldwide.

- Less than 2,000 cases of polio were reported in 2008, compared with 350,000 cases in 1988.
- Polio remains endemic in just four countries: Afghanistan, India, Nigeria, and Pakistan.

For more key Rotary messages, go to www.rotary.org.

Club Public Relations Committee Chair



To prepare for your term as committee chair, learn what will be expected of you and your committee by the club's board of directors and members, your district, and Rotary International. It is recommended that you assist the outgoing club public relations chair before taking office to better understand your role. Ask questions such as:

- What is your role as committee chair?
- How can you help committee members do their job?
- What are your committee's long-range and annual goals?
- What kind of activities should your club do more of to improve its public image and attract qualified members?
- What can you do to inform the community of Rotary and your club?



Rotary Reminder

Answer discussion questions in appendix 2, and discuss them with your peers from other clubs at the district assembly.

As chair of your committee, you are responsible for ensuring that your committee does its job well. There are several things you should do before you take office to prepare for your role. In addition to attending your training sessions at the district assembly, you should

- Review this entire manual.
- Review your club's bylaws to become familiar with your club's procedures and regulations.
- Select your committee members with the president-elect.
- Prepare your committee members for the coming year.

- Create subcommittees if needed.
- Develop committee goals to achieve club’s public relations goals.
- Develop a communication plan for the year.
- Review and establish club long-range and annual goals with the president-elect.

Good preparation will lead to a productive year. Once you have taken office, you will have the following major responsibilities as committee chair:

- Manage your committee’s budget.
- Work with other committees in your club and your district committee on multiclub activities or initiatives
- Plan and conduct regular committee meetings and activities.
- Monitor status toward your committee goals, and report committee activities and progress to the club president, board of directors, and the full club.

Consult the outgoing club public relations committee chair for duties that may be specific to your club. Developing your own list of regular duties will help keep you and your committee organized and on task. The major responsibilities listed above are described below.



Rotary Reminder

The club president serves as an ex officio member of all club committees.

Your Committee

Work with the president-elect to select committee members to fill vacancies and conduct planning meetings before the start of the year. When feasible, committee members should be appointed to the same committee for three years for continuity. Committee members should be articulate and knowledgeable about Rotary International and your club. When selecting new members, consider the following important characteristics:

- Professional media experience or relationships
- Strong speaking, writing, or photography skills
- Web site development experience
- Familiarity with social networking sites
- Prominent community work

Once your committee is formed, it is your responsibility to prepare it for the coming Rotary year. You can prepare committee members by

- Informing new members of the committee’s ongoing activities and plans related to the club’s strategic plan
- Pairing new committee members with more experienced ones
- Encouraging communication with counterparts in other clubs using the district directory
- Sharing the resources available to your committee
- Giving members a list of district activities and meetings



Around the World

Clubs vary in size and goals and can structure their committees accordingly.



Rotary Reminder

Various planning tools are available to clubs, including the *Club Leadership Plan*, the *Strategic Planning Guide*, and the *Planning Guide for Effective Rotary Clubs*.

Subcommittees

Depending on the size and goals of your club, the public relations committee can be divided into subcommittees such as those listed below or others as determined by your club:

- Media relations
- Advertising/marketing
- Special events

Determine how to best utilize the skills and interests of your members and assign tasks accordingly. Hold committee members accountable for the responsibilities they have assumed, and recognize them for their hard work.

Goal Setting

As the chair of your committee, you are responsible for ensuring your committee sets and achieves its goals. Committee goals should be based on the long-range and annual goals of your club. Think about your club's strategic plan, and what your committee can do to help it achieve its vision.

The *Planning Guide for Effective Rotary Clubs* is a goal-setting tool that helps the club president-elect work with club committees to assess the current state of the club and establish annual goals that support the club's long-range goals for the year. The planning guide has a section for each of the recommended club committees that you should bring to the district assembly, where you'll have an opportunity to work on it with your club president-elect and other incoming club leaders. The *Planning Guide for Effective Rotary Clubs* can be used throughout the year to help measure progress toward established goals. It should be reviewed periodically and updated as needed.

Effective goals. To ensure that the goals established are effective, be sure that they accurately reflect committee capabilities and club interests. Goals should be

- **Shared.** Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it. Consult with club leaders, club members, and district leaders in setting a goal.
- **Measurable.** A goal should provide a tangible point to pursue.
- **Challenging.** A goal should be ambitious enough to go beyond what the club has accomplished in the past.
- **Achievable.** Rotarians should be able to accomplish the goal with the resources available. Compare goals to previous goals achieved by the committee and the club.
- **Time specific.** A goal should have a deadline or timeline.

Action plan. Work with club leaders and committee members to develop an action plan that outlines the steps needed to achieve each goal. The following steps can help you develop an action plan:

- Establish a time frame for each step.
- Determine who is responsible for implementing each step.
- Establish the criteria for measuring progress and success for each step.
- Consider the resources and tools available from your club, district, and RI to support the goal.
- Secure human, informational, and financial resources before taking action.
- Evaluate the success of previous goals and your current plan, making modifications as necessary.

Regularly evaluate your goals to ensure steady progress is being made toward achieving the goals as envisioned, and adjust if necessary.

Motivation. It is important to remember that Rotarians are volunteers, and their involvement is highly dependent upon personal motivation. Part of your responsibility as committee chair is keeping your committee members motivated. Common motivators include:

- Assurance that the goal will benefit the community and their club, district, and Rotary
- Opportunities for fellowship
- Opportunities for networking
- Belief that the goal is achievable and the project or activity will be successful
- Assignments that challenge members or use their expertise
- Recognition of efforts and time spent working toward committee goals

Using these motivating factors can help maintain member commitment to Rotary and encourage continued participation in club activities.

Budget

Before 1 July, work with your committee and the club treasurer to determine what funds your committee will need to achieve its goals. Also include any planned fundraising activities. Ensure your committee's financial needs are included in the club budget.

Provide oversight of committee funds, transactions, and reports, and be aware of the financial condition of your committee's budget at all times. By meeting regularly with your club's treasurer, you can take early corrective measures if issues arise.

Communication

Before the start of the year, develop a communication plan with other club leaders that outlines with whom, when, and how you will communicate, including communications with:

- **Committee members.** Committees should meet regularly to review and identify available resources, discuss ongoing projects and new initiatives, and develop strategies to achieve committee and club goals.
- **Your club.** Report your committee's activities, including action plans and progress toward goals, to your club's president, board, and all club members.
- **Other committees.** Often, the work of one committee affects the work of another. Effective communication will help committees work together to coordinate projects and initiatives. The club public relations committee should work with the following club committees to meet club public relations goals:
 - Service projects committee (to be aware of upcoming projects of interest to the media)
 - Membership committee (to tailor your efforts to target potential members in the community and foster pride among current members)
 - Rotary Foundation committee (to be aware of upcoming Humanitarian Grants projects or visiting scholarship recipients)
 - Club administration committee (to notify the media in advance of weekly club program speakers and to design the club's Web site to appeal to the media and general public)
- **Your district.** If your committee needs guidance or information, contact your district counterpart or your assistant governor.

Resources



Rotary Reminder

Download publications at www.rotary.org/downloadlibrary, or order them through shop.rotary.org, shop.rotary@rotary.org, or your international office.

There are many resources available to help your committee fulfill its role. Take advantage of the informational resources produced by Rotary International, the information on the RI Web site, and from fellow Rotarians and RI staff who may be able to answer your questions.

Informational Resources



Effective Public Relations: A Guide for Rotary Clubs (257-EN)

— Tools and tips for promoting club activities to attract positive attention from the community and potential members.

- District directory — Listing of district leaders and activities (if your district produces a directory).
- *Humanity in Motion V* (607-EN) — Four-disc set of public service announcements (PSAs) for television, radio, print, Internet, and outdoor media (billboards) provides materials to support outreach for membership and Rotary's *End Polio Now* campaign.
- *Humanity in Motion IV* (612-EN) — Rotary's public service announcement (PSA) resource kit focuses on membership and includes television, radio, print and outdoor (billboard) PSAs. The PSAs and additional materials, including a membership-oriented poster, postcards, wallet cards and a newspaper supplement, provide an efficient and professional way to share Rotary with your community.



Rotary Reminder

Download PSAs directly from www.rotary.org or order a free copy on disc via the print or online catalog.

- *Humanity in Motion III: “Best of” Collection* (608-EN) — Compilation of television, radio, print, billboard, and Internet PSAs from *Humanity in Motion I* and *II*; focuses on Rotary’s work with polio eradication, literacy, water, youth, hunger, international education, and peace.
- *Media Crisis Handbook* (515-EN) — Helps Rotary clubs and districts deal effectively and efficiently with the news media when unexpected events prompt inquiries from the press.
- *Planning Guide for Effective Rotary Clubs* — Club assessment and goal-setting tool used to plan club public relations goals (see appendix 1).
- *The Rotarian* (or Rotary regional magazine) — RI’s official monthly magazine, which reports club and district projects, RI Board decisions, and RI meetings. In addition, 31 Rotary regional magazines in 25 languages serve Rotarians around the world.
- *This Is Rotary* (001-EN) — Colorful illustrated brochure providing a brief overview of Rotary for prospective Rotarians and the public.
- *RI Visual Identity Guide* (547-EN) — Guidelines for the design of publications at all levels of Rotary and the proper use of the Rotary Marks.
- *What’s Rotary?* (419-EN) — Wallet-size card answering frequently asked questions about Rotary.



Rotary Reminder

The RI Web site provides online resources and current information on all aspects of Rotary. Download free publications, shop the online catalog, or locate the meeting time and place of any Rotary club.

www.rotary.org

- *PolioPlus Headliner Kit* — Includes tips on how to distribute information to local newspapers, journals, and trade magazines.
- *Rotary PR Tips* — E-newsletter sent twice monthly that features outreach ideas for clubs and districts to promote Rotary in their communities. Subscribe online or e-mail pr@rotary.org.
- *Rotary Fact Pack* — Rotary’s fact sheets to assist in preparing news releases, promotional materials, and sharing the good works of Rotary.
- Effective Public Relations (click on the Members/Running a Club tab) — Aimed at helping club leaders create a positive image. Includes sample press releases, tips on working with the media, and public service announcements (PSAs).

Human Resources

Find contact information in the *Official Directory*, at www.rotary.org, or from your district governor.

- Assistant governor — Rotarian appointed to assist the governor with the administration of designated clubs. Your assistant governor will visit your club quarterly (or more often) and is available to answer questions or provide advice.
- District governor — RI officer responsible for advising your club on strategies to make your club more effective.

- District public relations committee — Rotarians appointed to support clubs in their public relations efforts.
- Other club committee chairs in your district — Club leaders who can serve as a resource to help support your club’s projects and initiatives.
- Past club committee chairs and leaders — Knowledgeable Rotarians who can advise you as you plan your year and can be assigned to lead committee activities.
- Public Image Resource Group members — Rotarians appointed by the RI president who provide information and support to Rotary clubs and districts to help them promote projects, share success stories, and explain what Rotary is and does through the media.
- RI Club and District Support representative — Staff member at RI World Headquarters or international offices available to answer administrative questions and direct other inquiries to appropriate RI and Foundation staff.
- RI Public Relations staff — Staff members at RI World Headquarters dedicated to assisting clubs, districts, and RI in their public relations efforts.

Financial Resources

- Club fundraisers
- Funds from individual donors or local businesses
- Grants from other foundations
- RI Public Relations Grants (grants made to districts; availability of grants subject to annual RI Board approval)
- Rotary Foundation grants for club and district humanitarian projects

Appendix 1: Club Public Relations Section of the *Planning Guide for Effective Rotary Clubs*

August 2009

The *Planning Guide for Effective Rotary Clubs* is a tool to help clubs assess their current state and establish goals for the coming year. It is based on the Club Leadership Plan. The strategies listed in each section are common ways clubs might choose to pursue goals. Clubs are encouraged to develop alternative strategies to achieve their goals when appropriate. Presidents-elect should complete this form in cooperation with their club and submit a copy of it to their assistant governor by 1 July.

Download a Microsoft Word version at www.rotary.org.

PUBLIC RELATIONS

Current State

List club activities covered by the media and the type of media (television, radio, print, Internet, etc.) involved.

Future State

Our club has established the following public relations goals for the upcoming Rotary year:

How does the club plan to achieve its public relations goals? (*check all that apply*)

- Ensure the public relations committee is trained in conducting a multimedia campaign
- Plan public relations efforts around all service projects
- Conduct a public awareness program targeted at the business and professional community that explains what Rotary is and what Rotary does
- Arrange for a public service announcement to be broadcast on a local television channel, aired on a local radio station, or placed in a local newspaper or magazine
- Other (please describe):

Action steps:

Appendix 2: District Assembly Discussion Questions

Reviewing this manual before you attend the district assembly will help you prepare for your training, which will include facilitated discussion sessions that address the questions below. When considering the questions, refer to earlier sections in this manual, and talk to outgoing and incoming club leaders to compare thoughts.

What are the responsibilities of the club public relations committee, and what are your responsibilities as chair of this committee?

What can you do to promote Rotary to prospective members, and who can you work with in the community to promote your club?

How can the public relations committee foster a positive public image?

How can you help committee members do their job?

What are your committee's long-range and annual goals?

Worksheet 2: Goals

Use this worksheet to draft a long-range goal and annual goals for three years to reach the long-range goal. Ensure that your goals are:

Shared. Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it.

Measurable. A goal should provide a tangible point to pursue.

Challenging. A goal should be ambitious enough to go beyond what your club has accomplished in the past.

Achievable. Rotarians should be able to accomplish the goal with the resources available.

Time specific. A goal should have a deadline or timeline.

You will continue working on these preliminary goals with your club teams, using the *Planning Guide for Effective Rotary Clubs* in session 4.

<ul style="list-style-type: none">• Long-range goal (goal for your club three years from now):
<ul style="list-style-type: none">• Year 1 annual goal:
<ul style="list-style-type: none">• Year 2 annual goal:
<ul style="list-style-type: none">• Year 3 annual goal:

Worksheet 3: Action Plan

In the space below, write one annual goal from your goals worksheet. Then, determine the action steps that need to be taken to meet this goal, noting for each step the person responsible, the time frame, the signs of progress, and the necessary resources.

Annual goal:

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

Resources needed:

Worksheet 4: Public Relations Committee Case Study

Read the case study below, then create a step-by-step public relations plan for the Rotary Club of Royal Gardens using the case study action plan on the next page. Consider the questions listed as you develop your plan.

The Rotary Club of Royal Gardens is located in a prosperous town of 35,000. The club's 40 members represent a cross-section of the Royal Gardens professional community.

The club has conducted a number of projects to support local needs. The most successful and longest-running service project provides support for the community's growing elderly population. Through this ongoing project, club members prepare and deliver meals, arrange for home repairs, and visit hospitals.

The club recently worked with local schools to identify a candidate who was selected by the district to receive a Rotary Foundation Ambassadorial Scholarship. The scholar, who is studying the effects of global warming on ocean levels, has been corresponding regularly with the club about her experiences.

The club's weekly program often attracts prominent local speakers who talk about important issues facing the community. Attendance is high, and members remain enthusiastic.

An informal survey conducted by the club revealed that few people in the community are aware of the club's efforts. Some respondents reported they perceive Rotary as a social club for older men. Several members have complained about the difficulty of attracting new members and the lack of recognition the club receives for its service to the community. The club's activities have received no media coverage for the past five years.

The town has two radio stations. One station features popular music, the other news and talk shows. The daily newspaper has a circulation of 15,000, and the weekly newspaper has a circulation of 9,000; both can create supplements for their issues. Royal Gardens also has a local cable television station that routinely runs public service announcements. The new movie theater in town also runs ads before previews begin.

How can the club provide basic information about Rotary International and the club to the media and the community?

To be completed at district assembly

What aspects of the club's current activities might interest the media? Which type of media is most appropriate for each aspect? Why?

How might club programs attract local media?

What steps should the club take to keep the media and community informed of its activities?

Case Study Action Plan

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

What did you learn that you can apply to your club?



Plan your club's future using these guides

**Club Leadership Plan
Strategic Planning Guide
Planning Guide for Effective Rotary Clubs**

Guides are designed to work together. Download at www.rotary.org.



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