

# District 5930 Strategic Plan

---

*First adopted May 16, 2010 for 2010-2015*

*The Strategic Planning Committee met on December 7, 2012, for the purpose of conducting a semi-annual evaluation of the District Strategic Plan and to make recommendations to the District Executive Committee regarding modifications and extensions to the plan. These modifications and extensions have been incorporated in this document.*

## **DISTRICT 5930 Mission Statement**

The mission of District 5930 is to further the Object of Rotary by providing leadership and direction to the District 5930 Rotary Clubs to strengthen and support existing Clubs and organize new Clubs, to promote membership growth and retention, to support the Rotary Foundation with respect to program participation and financial contributions, and to promote cordial relations among Clubs and between Clubs and Rotary International.

## **I. Performance of External Audit**

A. **External Audit:** An extensive in-depth examination of external forces, trends and events beyond the control of the District which reveals key opportunities and threats confronting the District so that the District can formulate strategies to take advantage of the opportunities or reduce the impact of the threats.

### **B. External Forces/Key Factors**

	Opportunity	Threat
1. Economic		
a. Wealthy (affluent) Individuals	X	
b. Fewer Firms Paying Dues		X
c. General Unemployment Level		X
d. Outmigration (from District)		X
2. Social, Cultural, Demographic		
a. Friendship Based Relationships	X	
b. Non-joiner Generation	X	
c. Professional Women	X	
d. Ethnic Diversity	X	X
e. Geographic Dispersion (within District)		X
f. Participation (at District level)		X
3. Political, Governmental, Regulatory		
a. District Guidelines	X	X
b. Possible Changes in Tax Laws		X
c. Rotary International District Policies	X	X
4. Technological		
a. Electronic Communications	X	
b. Visual Communications	X	

c. YouTube	X	
d. Facebook	X	
e. Advertising Revenue Potential	X	
5. Competitive		
a. Other Commitments		X
	Totals	12      10

## II. Performance of Internal Audit

A. **Internal Audit:** An extensive in-depth examination of internal functions and activity areas which reveals key strengths and weaknesses within the District organization so that the District can formulate strategies that capitalize on strengths or overcome weaknesses.

### B. Key Internal Functions Activities

	Strength	Weakness
1. Finance/Accounting Functions		
a. Fund Raising	*	*
b. Dues Administration & Accounting		X
c. Spending Effectiveness	X	
2. Membership Function		
a. Membership Development Effort		X
b. Extension Effort	X	
3. Club Administration Function		
a. Club Visits	X	
b. Club Assistance Efforts	X	
c. Recognition Program		X
d. District Assembly Event	X	
e. Training Efforts	X	
f. Communication Efforts		X
4. District Operations Area		
a. District Conference Event		X
b. RI Mission Support	X	
c. Foundation Support	*	*
d. Promotion/Publicity of Rotary and the 4-Way Test		X
e. District Leadership Development	X	
f. General Selling Effectiveness		X
g. Broad General Accountability		X
h. Organization Structure	X	
	Totals	9      8

\* Functions or activities were determined to be neither strength nor a weakness

## III. Long Term Objectives

### A. Membership Totals

yr 2012-13 > 1877 Rotarians

yr 2013-14 > 1933 Rotarians

yr 2013-15 > 1933 Rotarians  
yr 2015-16 > 1933 Rotarians

yr 2016-17 > 1933 Rotarians

## B. Extension

yr 2012-13 > 1 New Club  
yr 2013-14 > 1 New Club  
yr 2013-15 > 1 New Club

yr 2015-16 > 1 New Club  
yr 2016-17 > 1 New Club

## C. Foundation Giving

### 1. Annual Giving

yr 2012-13 > \$187,700  
yr 2013-14 > \$193,300  
yr 2013-15 > \$193,300

yr 2015-16 > \$193,300  
yr 2016-17 > \$193,300

### 2. Polio Plus Giving

- a. Formal fund raising program completed.
- b. **New Recommendation:** Continue to encourage clubs to support The Rotary Foundation's Polio Plus initiative with donations and public awareness campaigns.

### 3. Permanent Fund Giving

#### a. New Benefactors

yr 2012-13 > 16  
yr 2013-14 > 16  
yr 2014-15 > 16

yr 2015-16 > 16  
yr 2016-17 > 16

#### b. New Bequest Society Members

yr 2012-13 > 3  
yr 2013-14 > 3  
yr 2014-15 > 3

yr 2015-16 > 3  
yr 2016-17 > 3

## D. Finance Function

1. Implementation of RI Code of Policies Regarding Finance Committee in 2010 and Thereafter (See RI Code of Policies Section 17.030.3 and Section 17.060)
  - a. 3 year staggered terms (District Treasurers)
  - b. Prepare budget w/governor
  - c. Review and recommend per capita levy
  - d. Treasurer & Governor signatures for bank account
  - e. Yearly financial report presented at District Assembly

## E. Rotary Awareness

Design and implement an effective District Rotary Awareness Campaign in 2010-11 and thereafter

## F. Club Excellence/Recognition

Design and implement a consistent, continuous and timely club excellence/recognition program.

## G. Technology

Establish a standing District Technology Committee to investigate and recommend District level applications of technology.

## H. Rotaract, Interact, Earlyact

### 1. New Rotaract Clubs

yr 2012-13 > 1	yr 2015-16 > 1
yr 2013-14 > 1	yr 2016-17 > 1
yr 2014-15 > 1	

### 2. New Interact Clubs

yr 2012-13 > 1	yr 2015-16 > 1
yr 2013-14 > 1	yr 2016-17 > 1
yr 2014-15 > 1	

## I. PETS – President Elect Training Seminar

1. Enforce PETS attendance requirement (no local make-up) beginning 2011-12.

## J. Club Attendance

yr 2012-13 > 72%	yr 2015-16 > 75%
yr 2013-14 > 73%	yr 2016-17 > 76%
yr 2014-15 > 74%	

# IV. Recommended Strategies

## A. Membership Development

- **Strategy 1:** Implement the Membership Development Plan set forth in pages 18-20 of the 2007 Rotary International M.O.P. including providing practical easy to understand sample plans for recruitment and retention.
- **Strategy 2:** Formulate a District Membership Committee consisting of one representative from each of the five major population concentrations in the District (Laredo, McAllen, Brownsville, Corpus Christi, Victoria), with an additional Lieutenant Governor appointed to serve as a hands-on Chair of the Committee to meet the membership objective as stated in Section 3.
- **Strategy 3:** Establish and publicize Membership Goals as a high priority utilizing the District Website, the District Newsletter, personal email messages, and appropriate mass media.
- **Strategy 4:** Provide necessary budget support.

## B. Extension

- **Strategy 1:** Develop a District wide plan for new club development that identifies specific opportunistic locations and situations that hold promise for new club initiatives.
- **Strategy 2:** Appoint specific individual Rotarians (District Leadership Team members, Past District Governors, Assistant District Governors, Rotarians at Large, etc.) to individually initiate and pursue the development of new clubs in the locations and situations identified as appropriate for new club development.
- **Strategy 3:** Provide necessary budget support.

### C. Foundation Giving

- **Strategy 1:** Formulate a District RI Foundation Funding Support Committee to assist the District Foundation Committee Chair, consisting of one carefully selected and motivated Rotarian from each area who will actively and aggressively promote the Foundation and its program in his/her area.
- **Strategy 2:** Recruit and appoint special Foundation Ambassadors (prominent Rotarians in the District) who will aggressively promote the Foundation's programs (Annual Giving, Benefactors, Permanent Fund, Bequest Society, Polio Plus, and Paul Harris Society).
- **Strategy 3:** Aggressively publicize and promote the District's Foundation Goals as high priorities utilizing the District Website, the District Newsletter, personal email messages, appropriate mass media and personal contacts/appeals.
- **Strategy 4:** Develop a plan and time schedule for soliciting Foundation support that impacts all Clubs in the District and which utilizes the Foundation Funding Support Committee (Strategy 1), the special Foundation Ambassadors (Strategy 2), and the widespread publication and promotion of Foundation giving as a high priority (Strategy 3).
- **Strategy 5:** Provide necessary budget support.

### D. Finance Function

- **Strategy 1:** Implement the RI Code of Policies prescribing the size, makeup and functions of the District Finance Committee (see Section 17.030.3 and Section 17.060).
- **Strategy 2:** Appoint three District Finance Committee members (Immediate Past Treasurer, Current Treasurer, and Next Year's Treasurer) who have expertise in or who are preferably professionals in accounting or finance to 3-year staggered terms.
- **Strategy 3:** Require the District Finance Committee to prepare the District Budget with the District Governor, review and recommend an appropriate per capita levy, and provide an annual report presented at the District Assembly.
- **Strategy 4:** Require co-signatures of the District Treasurer and the District Governor on all checks drawn on the District bank account.
- **Strategy 5:** Require an annual independent review of the District finances and records by one or more individuals with finance or accounting expertise or

- professional certification in this area.
- **Strategy 6:** Provide necessary budget support.

#### E. Rotary Awareness

- **Strategy 1:** Appoint a five-member Committee comprised of Rotarians with appropriate professional qualifications representing the five key population centers to create an awareness campaign for the general public complete with established deadlines.
- **Strategy 2:** Establish an Awareness Campaign Design Competition between student teams in appropriate academic programs at the various university/college institutions within the District with the best designed campaign receiving a scholarship prize and other appropriate recognition at the District Conference or District Assembly or other District event/occasion.
- **Strategy 3:** Integrate the student campaign ideas into the District Awareness Campaign and implement it throughout the District.
- **Strategy 4:** Provide necessary budget support for above.

#### F. Club Excellence and Recognition

- **Strategy 1:** Formulate and implement a proposal by the DGE, DGND and the DGN for a permanent, consistent, competitive, continuous and timely Club Excellence /Recognition program for 2010-2015 that is supportive of and consistent with RI's annual award/recognition program.
- **Strategy 2:** Utilize the District Website, the District Newsletter, club president emails and personal appeals to publicize and promote the program and which enhances the achievement of the broader District strategic objectives.
- **Strategy 3:** Heavily publicize the Clubs receiving excellence/recognition in appropriate media.
- **Strategy 4:** Provide necessary budget support for the above.

#### G. Technology

- **Strategy 1:** Approve and appoint a standing District Technology Committee to make recommendations to the DG and the District Executive Committee regarding efficient and appropriate use of technology to achieve District strategic objectives.
- **Strategy 2:** Staff the District Technology Committee with individual Rotarians possessing appropriate technological expertise.
- **Strategy 3:** Commission the District Technology Committee with a charge to survey and study opportunities to utilize technology to further enhance District operations and communications and make recommendations by deadlines determined by the District Governor.
- **Strategy 4:** Provide necessary budget support for above.

#### H. Interact, Rotaract and Earlyact

- **Strategy 1:** Establish a five-person District Rotaract/Interact/Earlyact Committee comprised of Rotarians who are school district superintendents and collegiate faculty members to develop criteria for establishing new Interact, Rotaract, and Earlyact clubs; to develop a plan to establish a sufficient number of these clubs to achieve the District objectives in this area of activity; and implement the plan when approved by the District Governor.
- **Strategy 2:** Provide necessary budget support for the above.

#### I. Attendance Issues

- **Strategy 1:** Establish Club attendance goals for the District, link them to the Club Excellence/Recognition program, and publicize/promote higher Club attendance as a high priority utilizing the District Website, the District Newsletter, Club president emails, and personal appeals.
- **Strategy 2:** Enforce the requirement that Club presidents-elect attend both Lone-Star PETS and the District Assembly as per RI M.O.P. provisions.
- **Strategy 3:** Eliminate the District PETS makeup program, but intensify arguments for attending Lone Star PETS through personal contact and messages to individual Club presidents-elect.
- **Strategy 4:** Publicize early and frequently the benefits of Lone Star PETS, and the consequences of non-attendance.
- **Strategy 5:** Provide necessary budget support for above.

## V. Evaluation of District Strategies

All strategies related to membership development, extension, foundation giving, finance function, rotary awareness, club excellence/recognition, technology, Interact, Rotaract, Earlyact, and district attendance were reviewed and assessed as appropriate for their related goals. With few exceptions, limited or no progress has been made by the sitting Governor in implementing these strategies. Areas in which measurable implementation has been achieved include the finance function, attendance and technology.

## VI. General Recommendations

- Approve and adopt the revised assessments of District strengths and weaknesses by the Strategy Committee.
- Immediately resolve all budgetary, audit, and funds transfer backlogs.
- Approve and adopt all new and revised numerical goals in all areas of District operations.
- Expand and improve all horizontal and vertical communications throughout the District.
- Return to the policy of developing a complete yearly schedule of all District Executive Committee meetings, Strategic Planning Committee meetings, major seminars, and all other major District activities prior to the beginning of the Rotary year.
- Provide guidance and direction to the Strategic Planning Committee regarding the inclusion of the Paul Harris Society, major donors, Youth Exchange, and other major areas of activity not currently included in the District Strategic Plan.
- Accelerate efforts to complete the implementation of all strategies.