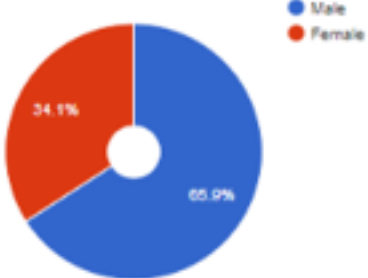

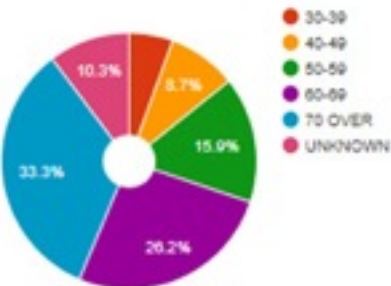
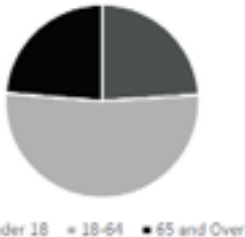




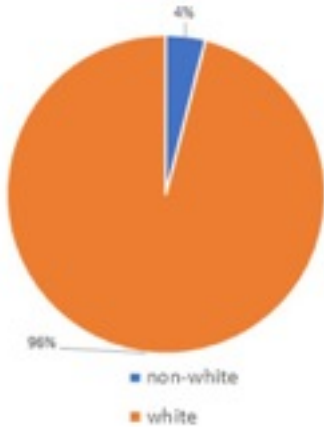

## Draft 2021 - 2024 Strategic Plan

<b>Strategic Issue #1: Focus on the beneficial impacts of our financial and service investments and those of the organizations we serve, and be a partner of choice.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
Club members are not routinely updated on the findings of third-party surveys designed to define the most pressing community needs, nor are our Committees considering these findings in prioritizing their work.	The needs of the communities we serve are known, kept up to date, and available to Club members to help define and prioritize their work.	Community Grants, Large Grants, Youth Food Insecurity (currently a Working Group), Helping Hands
Considering beneficial impacts is not a clear priority in our financial and service contributions and those made by the organizations we serve.	The Club will develop a scorecard to monitor the beneficial impacts our investments are making, including those made by our grant recipients.	All Committees
The Club is not a recognized leader of an initiative to address a recognized, pressing local community need.	We are leading and working effectively with strategic partners to address at least one recognized community need.	Youth Food Insecurity, Large Grants, Community Grants, Helping Hands, Community COVID Response
The Club rarely partners with other local nonprofit organizations in the work they do.	We are engaged as a partner of choice by the communities and groups we serve.	All Committees

**Strategic Issue #2: Strengthen our membership to reflect our community through recruitment, engagement, and retention.**

Current State	Targets for June 30, 2024	Implementation Responsibilities
<p>Club Gender Distribution: Male 67.2% Female 32.8%</p>  <p>A donut chart showing the gender distribution of club members. The blue section represents Male at 65.9% and the red section represents Female at 34.1%.</p> <p>Bainbridge Island 2020:</p>  <p>A pie chart titled 'GENDER' showing an equal split between Men (grey) and Women (dark grey).</p>	<p>50% of our membership is female and 50% is male.</p>	<p>Membership</p>
<p>Club Age Distribution: Under age 50 = 19%</p>  <p>A donut chart showing the age distribution of club members. The segments are: 30-39 (8.7%), 40-49 (10.3%), 50-59 (15.9%), 60-69 (26.2%), 70 OVER (33.3%), and UNKNOWN (pink).</p> <p>Bainbridge Island 2020:</p>  <p>A pie chart titled 'AGE' showing three categories: Under 18 (black), 18-64 (grey), and 65 and Over (dark grey).</p>	<p>25% of our membership is under 50 years old.</p>	<p>Membership</p>

**Strategic Issue #2: Strengthen our membership to reflect our community through recruitment, engagement, and retention.**

Current State	Targets for June 30, 2024	Implementation Responsibilities
<p>Club Racial Mix:</p>  <p>Bainbridge Island 2020:</p> 	<p>5% or more of our membership is non-white.</p>	<p>Membership</p>
<p>22/174 or 17% of membership have not attended a meeting, volunteered for an event, or participated actively with a committee.</p>	<p>90% of our membership is actively engaged on at least one Committee, Subcommittee, or Working Group, and is actively involved in the Auction &amp; Rummage Sale either in preparing for or during the event.</p>	<p>Membership</p>
<p>6% of our membership represent Vocations/Trades which include: auto repair, brewing, construction, pipe fitting, printing, waste management, winemaking, woodworking.</p>	<p>10% of our membership is from Vocations/Trades.</p>	<p>Membership</p>

<b>Strategic Issue #2: Strengthen our membership to reflect our community through recruitment, engagement, and retention.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
Club membership options are limited to Active and Honorary members, and this limits the Club's ability to attract new members and improve the diversity of our membership.	We offer flexible membership options to improve diversity and attract new members.	Membership
We have 124 members and induction and attrition rates (both around 13%/year) offset each other.	Target membership recruitment and retention based upon the Club's involvement in work that is of interest to them.	Membership
Many club members and especially new ones have difficulty matching their interests and skills with the work of the Club's Committees, Subcommittees, and Working Groups.	A process exists which allows members to match their interests and skills to the work being done by our Committees, Subcommittees, and Working Groups.	Membership

<b>Strategic Issue #3: Motivate and prepare our members to serve in leadership roles within our Club and the communities we serve.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
Some Committee Chairs serve one-year terms, and others serve for more than 3 years; succession plans are rare.	Committee Chairs serve 3-year terms with the third year including the identification and training of a successor.	All Committees

<b>Strategic Issue #3: Motivate and prepare our members to serve in leadership roles within our Club and the communities we serve.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
Information on leadership opportunities is closely held, and a “get on your knees and beg” method is substituted for succession planning.	Opportunities for leadership positions are known and appealing; a bench of future candidates exists for each position.	Club Board
The duties of committees detailed in Article VIII of the Club’s bylaws are not well known by Committee Chairs and members.	Committee Chairs and members are trained on the contents of the Duties of Committees Manual, and follow its guidance to the best of their abilities.	Club Board
The Club has adopted processes and procedures that are viewed by some Club members as increasingly complex and difficult to observe by an all-volunteer organization.	A continuous improvement process is in place that is designed to ensure the efficacy, efficiency, and effectiveness of the Club’s processes and procedures.	Club Board

<b>Strategic Issue #4: Successfully adapt our Club to the new normal.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
The Club does not take full advantage of information technology in the way it operates and communicates with the outside world.	Membership participation in Club, Board, Committee, Subcommittee, and Working Group meetings is enhanced through the strategic use of information technology.	Club Board

<b>Strategic Issue #4: Successfully adapt our Club to the new normal.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
Club leadership is concerned about the impact of diversifying categories of membership in terms of our ability to finance Club operations and maintain enough members to do our work and conduct our Auction & Rummage Sale.	Changes to categories of membership and the use of information technology have been fully vetted and approved by Club membership, and have produced an increase in Club membership and member engagement.	Club Board

<b>Strategic Issue #5: Enhance the power of the Rotary Auction &amp; Rummage Sale.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
The Club has one major fundraiser – Auction & Rummage Sale – which is an iconic event and fuels the Club’s positive reputation within the communities we serve.	Increase the revenues of the Auction & Rummage Sale using complementary fundraising opportunities, as needed.	Auction & Rummage Sale Steering Committee and Club Board
The ideal Woodward Middle School location was not available for an in-person 2020 sale nor will it be available in 2021, raising the issue of what the Club will do in the future if the site is not available during a year when the Sale can be held.	At least one alternative site for the annual in-person Auction & Rummage Sale has been identified, infrastructure is in place, and plans for its use have been developed in case Woodward Middle School is not available for (a) future Sale(s).	Auction & Rummage Sale Steering Committee and Club Board

<b>Strategic Issue #6: Create a Trust Endowment to assure financial sustainability now and into the future.</b>		
<b>Current State</b>	<b>Targets for June 30, 2024</b>	<b>Implementation Responsibilities</b>
The 2018 Strategic Plan called for the establishment of a Trust Endowment, and this remains to be done.	Have a long-term revenue stream through the establishment of a Trust Endowment for growth and income.	Club Board