

Rochester Rotary Club Strategic Planning Summary
June 26, 2004

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Forming the Team

The Strategic Planning Team was formed by the Executive Director, the Club president and the Club president elect, the Charitable Trust president and president elect. The Executive Director provided initial suggestions for committee membership and this group of key leaders modified and solidified the list.

Key considerations in forming the Strategic Planning Committee (SPC) were balanced demographics, Rotary tenure, variety of thinking and problem solving styles as well as a variety of communication styles and experiences with strategic planning.

A facilitator was identified from within the Rotary membership whose background in leadership development and strategy formation were the basis of the selection. Mimi Bacilek supported this team with 50% of the time compensated at a reduced fee and 50% of the time volunteered to the club. All SPC members provided their time and energies in a fully volunteer approach.

The Strategic Planning Committee

Harry Blaeser	Peter Formicola	Doug Phillips
Barry Culhane	Chris Gamble	Ken Pink
Daniel Dey	Heather Hunt-Ruddy	Ellen Wagner
Tracey Dreisbach	Gay Maney	Bob Witmer
Bob Enright	Dan Meyers	
Joe Floreano	Pete Noto	Mimi Bacilek, facilitator

Review of existing Strategic Plan

Each SPC team member reviewed the existing Strategic Plan and the successes the Club had achieved. Three Key Result Areas (KRA's) had been identified in that Plan which had provided the Club significant and specific focus for all activities. During the nearly ten years since that Plan was formulated and embarked on, great success has been achieved.

- The Club succeeded in making the **Tuesday luncheon forum** (KRA 1) the premier venue in the greater Rochester area for cutting edge, highly sought after business speakers.

- **The Sunshine Camp** (KRA 2) has grown increasingly vibrant and increasingly respected in the community with funding for the Camp coming from charitable contributions and the generous energies of many in creating a very successful Wegmans Rochester LPGA. The proceeds from this major event fund not only the Sunshine Camp but Camp Haccamo – the suburban Rotaries' parallel camp.
- **Youth focused activities** (KRA 3) have flourished and so has Rotary's ability to positively impact the Greater Rochester Area. School #8 enjoys thousands of Rotarian volunteer hours on an annual basis.

Even with successes as amazing as these, no organization can continue to prioritize today and tomorrow as they had for 10 years previous. The environment Rotary 'lives' in and the forces its members are experiencing in their business and personal lives require Rotary to take a fresh look at how it can most dramatically impact our community.

Establishing the Strategic Framework

In a kick-off meeting during August 2005, the SPC was introduced to the core concepts of *Good to Great*, a contemporary business classic that focuses the leaders' thinking on moving the organization beyond good and toward sustained greatness. In it, author Jim Collins identifies a number of key steps in this process and the SPC team agreed to utilize that framework to guide and govern their strategic conversations.

Key concepts offered by Collins that were followed are:

- Face the *Brutal Facts* and choose success within that frame
- *Level 5 leadership*: leaders build enduring organizational greatness through a paradoxical blend of personal humility and unflinching perseverance
- *Fly wheel vs. doom loop*: Build powerful momentum and then step out of the way
- *Technology as a strategy accelerator* as opposed to the strategy itself
- Relentless focus on the '*hedgehog*': drives the economic engine, taps into passion and provides a pathway to become the best in the world
- Lead within a *culture of focus and discipline* – relentlessly pursue the hedgehog

Rochester Rotary's Hedgehog as defined by the SPC team:

Members who are committed and passionate about service and fellowship

Rochester Rotary's Mission as re-defined by the SPC team:

We are a member-centered service organization enriching the lives of our World neighbors, City youth and people with disabilities

Rochester Rotary's Vision as re-defined by the SPC team:

Rochester Rotary...

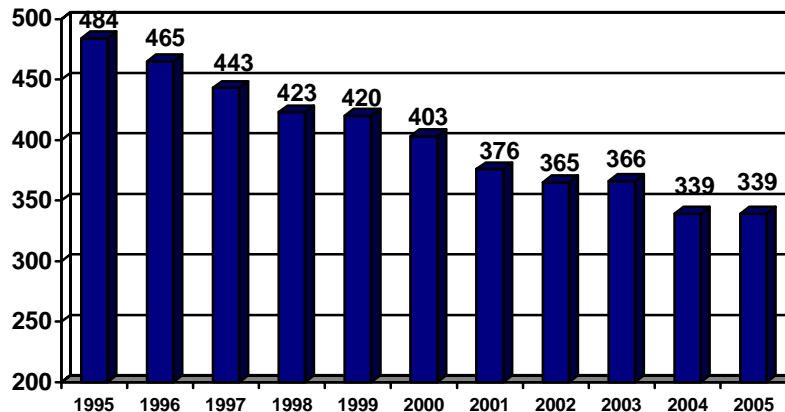
- inspires goodwill and lasting friendships among its members.
- members are prominent, influential people from diverse professions with demonstrated leadership who make it the region's premier service organization.
- members are active participants in our community and our (Rochester Rotary) activities generate significant, positive results.
- partners with other who share its mission to maximize the impact we have on those we serve.
- members generate resources to achieve its mission in an ever-changing world.

Environmental Factors and Trends

The SPC team identified many factors / environmental trends occurring now or clearly on the horizon that would need to be wrestled with in order to position the Club for enduring success. These trends / factors were identified within the context of hedgehog, mission and vision. The SPC summarized those factors / trends into six:

1. Tendency of people today for isolation, a lack of affiliation and introspection (vs. engagement in their communities).
2. Rapidly shifting demographics: aging of the baby boomers, introduction of Generation X and Y into the workforce and the overall 'graying' and 'browning' of America.
3. Overall economic direction of fewer discretionary resources (time and money) available to working people and families.
4. Rapid technological changes including the reliance on technology to connect people rather than social encounters / processes serving to connect people.
5. Collaboration as an essential tool for accomplishing significant goals while minimizing resource expenditures.
6. Shifting cultural values and mores.

The team also reviewed membership data trends that sparked concern regarding Rotary's continued viability if these trends continue. This review further supports the focus on member and on their Rotary experience.



Key Result Areas (KRA) and Measures of Success (MOS)

The Mission, Vision, Hedgehog and a strong desire to build the future plan based on the success of the past brought the Committee to select three broad yet well-defined KRA's. Each of these KRAs has specific areas of focus and those are below:

1. *Friendship*

- a. Members (NOT membership)
- b. Engagement (degree of member involvement)

2. *Service*

- a. Sunshine Campus
- b. City Youth
- c. Community
- d. World Neighbors

3. *Resources*

- a. Branding and Marketing
- b. Partnerships
- c. Volunteers
- d. Philanthropy

Significant discussion identified and shaped these KRA's as well as determined the order in which they would receive internal Club attention. Fellowship was the original thought for KRA 1 but after much deliberation Friendship was suggested. This paradigm shift became a significant turning point in the SPC's work. It brought the recognition that strong, lasting friendships are an output of wonderful service experiences and that without this output, interest in performing on-going service would naturally wane.

The committee determined that the KRA: Friendship was unlikely to be a 'selling' point to non-members. The team also acknowledged that having it as a focal point would require strong recognition of how vital it is as a focus throughout the Club's membership. The intention is that it will receive significant internal focus, but likely not an area of external focus or attention.

KRA: service, the core purpose of the organization, was recognized as a critical focal point for both member attention and Club resources. The broader approach of 'service' was selected rather than a specific service project as it offered much more flexibility and opportunity to the Club as we move into the future.

KRA: resources were recognized as the critical requirement for sustaining the Club and maximizing its ability to impact the community. The SPC team also determined that resources provided to the Club would be a natural outgrowth of the first two KRA's. Friendships and the connections that fosters create greater resources in support of the Club's work.

Measures of Success

The SPC team decided it was premature to identify measures of success as the implementation process (discussed later) will be left in the control of the President and the Board during the implementation process. The intention is to create teams of Rotarians who will bring the plan to fruition. These Rotarian teams will recommend projects and initiatives to embark on and the Club President with counsel of the Board will determine the projects and initiatives for the Club's resources.

In order to provide these teams guidance, the SPC team identified project themes and potential projects for each KRA. The themes are intended as guidelines for formulating the initiatives and the potential projects are just that – potential. The project teams will create their own candidate project list from which they will receive guidance from the President and the Board.

The project themes as well as sample project ideas for each KRA.

KRA Number One: Friendship

Project themes

- Every gathering of Rotarians has a friendship-building element
- Engagement of members is an intentional process and every gathering is hallmarked by an approach for engagement

Sample project ideas

- New members participate in a 'member boot camp' that introduces them to the entire Club and creates a bond between them and other Club members
- Alternatives to Tuesday luncheon forums that enable families to be involved or allow members to network for business
- Diversity recruitment that recognizes the realities of our environment as well as the needs those groups have that are different from our current membership
- Member-retention initiatives that stop the member drain we're currently experiencing

KRA Number Two: Service

Project themes

- Entrepreneurial projects that conclude with a handoff to another organization for long-term maintenance
- Entrepreneurial projects that partner us with like-minded organizations who participate in the project
- Projects where good is being done in other organizations and where the projects fit our mission and vision - we want to help them accomplish it
- Open-ended commitments are very limited – Rochester Rotary's forte is in getting projects initiated and ready for maintenance, not in maintenance of the projects

Sample project ideas

- Maximize the strategic potential of Sunshine Camp – perhaps franchise the idea
- Summer literacy camps at Sunshine Campus that can make Rochester a literary capital
- Habitat the School #8 block, not just a house or two in the area – the whole block

KRA Number Three: Resources

Project themes

- Partnerships with other organizations have reciprocal benefits for both organizations
- Engage members in the long-term life of Rotary
- Create / package life-changing volunteer experiences such that volunteers are different and more actively engaged because of the experience

Sample project ideas

- Branding and marketing that tells our story and reaches out successfully to potential members
- Grow the endowment through philanthropy of members and others
- Engage volunteers in ways that grow the overall hours applied in Rotary service

Gaining Membership Engagement

The SPC team members recognized that it was essential to gain feedback from and insights of the general membership along the way. Two engagement meetings were planned, one member engagement meeting mid-way through the process and one at the conclusion of the process.

The first member engagement meeting introduced the thinking the SPC had been engaged in including the important trends Rotary must address as we go forward. Data presented included the membership trends that subsequently defined our 'Hedgehog' and shaped the mission and vision statements.

The President Elect of the Charitable Trusts and of the Club presented the information to the Club. In facilitated table groups, the over 100 members who attended provided the SPC team with insights and feedback. The vision and hedgehog were broadly accepted as presented. The member insights and feedback were taken back to the SPC team's meetings. Conversations at the SPC team meetings resulted in a modification of the mission statement to include a focus on our "world community". That modification is included in the mission statement as presented earlier in this document.

There was significant discussion regarding the use of the term “Friendship”. The SPC team subsequently addressed this concern. After significant conversation and debate the team decided that Friendship was indeed the intended focus and that it would stand as presented.

These two decisions and actions were communicated to the Rotarians who attended the Engagement meeting.

As subsequent SPC team meetings evolved it became apparent that the branding and marketing element of the strategy needed to be implemented in advance of the second member engagement meeting. Scott Perkins, Rochester Rotarian and owner of a local marketing business: Agility Group volunteered his team’s assistance.

Approximately 3 weeks before the second member engagement meeting a group of Past Presidents was invited to preview the final plan. The presentation was again made by the Presidents elect and the Past Presidents had great counsel to offer. Based on their insights the plan was fine tuned and readied for the final member engagement meeting.

With the aid of Agility Group, a cogent and compelling message was developed and presented to over 100 members during the second member engagement meeting. The message and the marketing of it were well received and the participants attended a celebratory reception afterwards.

The work of the SPC team had concluded and the implementation was assigned to the President Elect, Dan Dey.