10.20.26

Rotary Club of La Crosse
Visioning Goals 2027-2029

Membership Engagement, Belonging & Diversity

By December 2029, our Rotary Club will have cultivated an engaging and inclusive experience that fosters belonging, strengthens member retention, and builds a membership that increasingly reflects the diversity of our community.

The club will maintain an annual membership retention rate of at least 92% and increase the number of members under age 40 and members from diverse racial and ethnic backgrounds. Membership growth will be a natural outcome of creating a club where members feel engaged, valued, and connected.

These outcomes will be supported through a welcoming culture that embraces people of all backgrounds and identities, intentional outreach, and a structured new-member mentoring program.

Achieving this goal will be a shared responsibility integrated into all aspects of club life.

Notes:

Who:

- *Create Action Plan: Membership, Orientation, DEI, Welcome committees*
- *Lead Action Plan implementation: Membership, Orientation, DEI, Welcome committees w/participation of other club committees/fellowships*

Key Data Points:

- *Retention rates: 2024/2025 - 91%; 2025/2026 - 90%*
- *Club members under 40 (as of July 2026, all members) - 7.8%*
- *Membership - race/ethnicity not captured but nonwhite estimate (as of July 2026, all members) - 3.5%*
- *Nonwhite La Crosse County (US Census, 2025) - 11% - 12.5%*

Service, Fellowship & Fun

By December 2029, our Rotary Club will have fostered a culture of service, fellowship, and fun by offering at least 30 engagement opportunities annually.

These will include service projects and social activities that are intentionally inclusive and accessible to members of all ages, life stages, interests, and abilities. At least half will be family-friendly, encouraging participation by spouses, partners, and children, and selected fellowship activities will be expanded to include members from neighboring Rotary clubs.

The club will also encourage the development and renewal of interest-based fellowship groups, providing additional opportunities for members to connect around shared passions.

Success will be measured by:

- At least 85% of members report that the club offers activities that match their interests and circumstances
- At least 75% of members participating in two or more club activities each year outside of regular meetings
- Average member satisfaction scores of 4.2 out of 5 or higher on brief post-event surveys

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Notes:

Who:

- *Create Action Plan: Service and Fellowship committees with participation of other club committees/fellowships*
- *Lead Action Plan implementation: Service and Fellowship committees with participation of other club committees/fellowships*

Key Data Points:

- *2026/2027 goal service projects + social activities - 30*
- *2025/2026 estimated participation stats (1 or more “activity” participation outside mtg attendance, all members) - 78%*

Committee Effectiveness & Member Participation

By December 2027, our Rotary Club will have completed a comprehensive review and renewal of its standing committees, refining the committee structure as needed to align with the club's strategic priorities.

Each committee will have a clear mission, defined responsibilities, measurable annual goals, and meaningful opportunities for member participation. The renewed structure will strengthen communication with the Board and club, improve coordination and understanding across committees, and better integrate club-wide priorities into committee planning and activities.

The process will begin with a member survey completed by March 31, 2027, followed by recommendations from the newly formed Committees Committee and implementation of a revised committee structure.

Success will be measured by:

- At least 60% of active members serving on one or more committees
- Each committee establishing annual goals, provides regular updates to the Board on its activities, and sharing an annual summary
- An assessment of committee effectiveness and alignment every two years

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Notes:

Who:

- *Create Action Plan: new ad hoc committee ("Committees Committee")*
- *Lead Action Plan implementation: new ad hoc committee ("Committees Committee")*

Key Data Points:

- *# Committees – 20+ (July 2026)*
- *% of active club members serving on a committee (2026) - 50-52%*

International Engagement

By December 2029, our Rotary Club will have strengthened its international engagement while continuing its longstanding commitment to the Rotary Youth Exchange program.

A strong International Services Committee will provide leadership, coordination, and oversight of the club's international initiatives.

Success will be measured by:

- Completion of at least 1 Friendship Exchange with a partner club in another country

- Leveraging the unique opportunity presented by the 2028 Rotary International Convention in Minneapolis, with at least 50 member participations, including at least 10 volunteer experiences and, where practical, opportunities for international Rotarians to visit La Crosse

- At least 2 club members visiting an international service project the club supported within the previous five years

- Identification, planning, funding, and implementation of at least 1 new international service project in partnership with an international Rotary club or community

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Notes:

Who:

- *Create Action Plan: new International Service Committee*
- *Lead Action Plan implementation: new International Services Committee*

Public Image & Community Awareness

By December 2029, our Rotary Club will have strengthened its position as a leading, recognizable, and trusted service organization in the La Crosse community and a club of excellence in District 6250.

Through consistent branding and effective storytelling, the club will increase awareness of who we are, what we do, and why it matters, highlighting Rotary's impact in the community and around the world, as well as the friendships, purpose, and sense of belonging that make membership meaningful.

Public Image will be integrated into the planning and promotion of club activities from the beginning, with the Public Image Committee working with club committees to promote their activities and share their impact. #PublicImageIsEverything will become part of the club culture, with committee chairs and members equipped to confidently serve as Rotary ambassadors, promote club activities, and invite others to learn about and experience Rotary.

Success will be measured by:

- Public Image support integrated into at least 75% of club activities
- At least 80% of club members engaged in promoting the Rotary Club of La Crosse
- At least 10 local press releases issued annually
- At least 4 instances of Rotary coverage annually (District, Regional and/or international level)
- A 5% increase in readership and engagement across social media platforms and club newsletters

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Notes:
Who:

- *Create Action Plan: Public Image Committee*
- *Lead Action Plan implementation: Public Image Committee*

Key Data Points:

- 2026/2027 president's goal: 30 monthly updates on website and social media
- 2026/2027 president's goal: 5 media stories about club projects

Financial Health & Long-term Sustainability

By December 2029, our Rotary Club will have maintained a fully funded annual operating budget supported by a diversified fundraising portfolio and established a long-term financial sustainability strategy.

Success will be measured by:

- Completion of a formal evaluation of the annual fruit box fundraiser by March 31, 2027, including net revenue, volunteer hours required, member satisfaction, and community reach, and a documented decision to revamp, replace, or supplement it with at least one new revenue stream

- Achievement of annual fundraising revenue of $75,000

- Annual increases in the club's operating reserve and establishment of a clear path toward the long-term goal of maintaining 12 months of operating expenses

- Selection and initial implementation of at least one long-term financial sustainability initiative, such as an endowment, legacy giving program, or investment reserve, supported by an implementation plan and measurable funding targets

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Notes:

Who:

- *Create Action Plan: Executive Committee, Fruit Basket and Wine Fundraising committees, ad hoc committee for long-term sustainability initiative*
- *Lead Action Plan implementation: Executive Committee, Board of Directors, Fruit Basket and Wine Fundraising committees, ad hoc committee for long-term sustainability initiative*

Key Data Points:

- *2026/2027 budget*
  - *Club fundraisers net income - $35,500*
  - *Meal "revenue" (most members pay for meals whether attend mtg or not) - $36,000+*
  - *Largest expense - club administrator position*
- *Current operating reserve - 4 months ($80,000)*

Signature Community Project

By December 2029, our Rotary Club will have identified, planned, funded, and completed a signature community project that reflects the club's enthusiasm for undertaking a large-scale initiative, creates opportunities for broad member engagement, and strengthens Rotary's visibility in the community.

The project will address a significant need, align with one or more of Rotary International's Areas of Focus, and provide substantial, enduring benefit through an ongoing program, tangible community asset, or other initiative.

Funding and support for the project may come from member contributions, grants, community partnerships, and collaboration with other Rotary clubs.

Success will be measured by:

- At least 75% of members engaged in meaningful project roles
- Significant community impact demonstrated

Notes:

Who:

- *Create Action Plan: Service Committee ++*
- *Lead Action Plan implementation: new special project committee*