

# Rotary

## District 5220

Rotary Year 2026 – 2027 Edition



# Strategic Framework & Rolling Action Plan

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**2026 – 2029**

*Reimagine Rotary to create lasting Impact*

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# District Governor's Message

## **District 5220 begins Rotary Year 2026–27 from a position of strength.**

During the previous Rotary year, our district made a deliberate investment in our future. We strengthened leadership development through the creation of the District Leadership Academy, adopted a servant leadership culture and began teaching servant leadership, improved and updated governance practices, improved succession planning, enhanced strategic planning, and substantially completed a new district website. These initiatives were not intended to be accomplishments in themselves. They were investments designed to help every Rotary club become stronger and every Rotarian become more effective. It was a huge effort, and we were flying the airplane as we built it.

This year our focus changes. Rather than focusing on building organizational capacity, we will use that capacity to strengthen clubs, expand collaboration, develop leaders, and increase Rotary's impact throughout the communities we serve.

Our theme—Reimagine Rotary to Create Lasting Impact—invites every Rotarian to think beyond the boundaries of a single club. It encourages us to build stronger relationships among clubs, develop meaningful community partnerships, and create new opportunities for fellowship, service, community involvement and leadership.

One of the most significant initiatives in this Framework

is the development of Rotary Communities. Over time, each of our eleven geographic Areas will become more than an administrative division. They will become collaborative Rotary Communities where neighboring clubs work together in service, leadership development, public image, fellowship, youth programs, fundraising, and community partnerships.

This initiative does not diminish the identity of individual clubs. It strengthens them.

Healthy clubs remain the foundation of Rotary. Clubs that provide meaningful experiences for their members naturally retain members, attract new members, support The Rotary Foundation, and become trusted leaders within their communities. District leadership exists to help clubs achieve those outcomes.

This Strategic Framework is intended to provide continuity across the administrations of District Governors while allowing each administration to establish its own annual priorities.

It identifies our long-term direction while concentrating operational attention on the current Rotary year.

I invite every Rotarian to join us as we build upon the accomplishments of the past year and embrace the opportunities ahead.

**Together we will strengthen our clubs.**

**Together we will strengthen our Rotary communities, Where We All Belong.**

**Together we will reimagine Rotary to Create Lasting Impact.**

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**Pete Herrmann**

District Governor 2026–2027



# Our Foundational Ideals

Healthy Clubs • Strong Communities • Lasting Impact

District 5220's Strategic Framework and Action Plan is built upon the vision, values, and Action Plan of Rotary International. It is intended to translate Rotary's global vision into practical action throughout the communities of Central California.

Unlike a traditional strategic plan, this document is designed as a rolling three-year action plan. It is reviewed annually by the District Governor Line, updated to reflect current priorities, and extended one additional Rotary year.

This process preserves continuity while allowing each District Governor to establish annual emphasis and respond to changing opportunities.

The framework serves two purposes. It provides clear direction for the current Rotary year, and it preserves institutional knowledge so future district leaders can build upon previous accomplishments rather than beginning anew.

## ROTARY INTERNATIONAL VISION

**Together, we see a world where people unite and take action to create lasting change—across the globe, in our communities, and in ourselves.**

This vision guides every Rotary club, district, and leader throughout the world. Every initiative described in this Framework is intended to strengthen District 5220's contribution to that vision.

## DISTRICT 5220 VISION

**District 5220 is recognized as a district where Rotary is reimagined through collaboration, innovation, and service—creating healthier clubs, stronger communities, enduring partnerships, and lasting impact for generations to come.**

This vision reflects the district's commitment to developing healthy clubs, connecting Rotary Communities, intentional leadership, and meaningful partnerships that increase Rotary's influence throughout our region.

## OUR MISSION

**The mission of District 5220 is to provide leadership resources, learning experiences, and support that enable our clubs and Rotarians to provide greater service, promote integrity, and advance world understanding, goodwill, and peace through the fellowship of business, professional, and community leaders.**

- › District leadership exists to support clubs.
- › Healthy clubs create meaningful service.
- › Meaningful service strengthens communities.
- › Strong communities demonstrate Rotary's enduring value.

## OUR GUIDING PRINCIPLES

The following principles guide every strategic decision contained within this Framework.

| Guiding Principles                     | Application                                                                                                              |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>Service Above Self</b>              | Service remains the defining purpose of Rotary and the measure of our success.                                           |
| <b>Healthy Clubs First</b>             | Strong clubs create strong communities. District resources should strengthen the health and effectiveness of every club. |
| <b>Leadership Is Intentional</b>       | Leaders are identified, developed, mentored, and encouraged throughout every stage of their Rotary journey.              |
| <b>Collaboration Multiplies Impact</b> | Clubs working together create greater community impact than clubs working independently.                                 |
| <b>Innovation Honors Tradition</b>     | Rotary's values remain constant while our methods continue to evolve.                                                    |
| <b>Planning Creates Continuity</b>     | Annual leadership changes should strengthen momentum, not interrupt it.                                                  |



# Our Strategy

## District 5220's strategy is built upon a simple progression.

Every strategic initiative contained within this Framework contributes to one or more of these outcomes.

## ROTARY INTERNATIONAL VISION

District 5220 will focus its efforts on ten strategic initiatives over the next three Rotary years.

These initiatives support one another and should not be viewed independently.

1. **Club Vibrancy & Engagement**  
Strengthen the member experience and improve retention.
2. **Membership Attraction**  
Expand Rotary by inviting people who share our values.
3. **New & Reimagined Club Development**  
Encourage innovation while preserving Rotary's traditions.
4. **Leadership Development**  
Build a continuous pipeline of Rotary leaders.
5. **The Rotary Foundation**  
Increase Rotary's capacity to serve locally and globally.
6. **Public Image & Storytelling**  
Increase Rotary's visibility and public understanding.
7. **Rotary Communities**  
Strengthen collaboration among clubs within each Area.
8. **Community Partnerships**  
Build enduring relationships with organizations that share Rotary's commitment to service.
9. **District Sustainability & Sponsorship Development**  
Develop sustainable financial support for district initiatives.
10. **Governance, Planning, Collaboration & Succession**  
Preserve continuity while encouraging innovation.

Each initiative is presented using the same format:

- > **Why it Matters**
- > **Current-Year Priorities (2026–27)**
- > **Three-Year Direction**
- > **Measures of Success**

This format intentionally emphasizes the current Rotary year while preserving direction for future administrations.

Healthy Clubs



Connected  
Rotary  
Communities



Community  
Partnerships



Greater Rotary  
Impact



Lasting Change



## STRATEGIC INITIATIVE 1

# Club Vibrancy & Engagement

People join Rotary for many reasons. They remain because Rotary becomes one of the most meaningful parts of their lives.

## WHY IT MATTERS

Membership retention is not primarily a membership issue, it is a club experience issue.

Healthy clubs create meaningful experiences through fellowship, service, leadership opportunities, professional relationships, and personal growth.

Members who find value in Rotary remain engaged, assume leadership, invite others to participate, and strengthen the culture of their clubs.

District 5220 therefore begins its strategic priorities with Club Vibrancy & Engagement.

Our objective is not simply to retain members. Our objective is to create clubs where members genuinely want to belong.

## CONTEXT

During Rotary Year 2025–26 the district focused on strengthening leadership systems and organizational capacity.

Rotary Year 2026–27 shifts attention toward strengthening the member experience itself.

The development of Rotary Communities creates new opportunities for clubs to collaborate in fellowship, service, leadership development, and community engagement—expanding the value Rotary offers every member.

## ROTARY YEAR 2026–27 PRIORITIES

- › **Support healthier club cultures.**  
Improved member satisfaction and participation.
- › **Empower Area Governors to become champions of club health.**  
Earlier identification of clubs needs to enable assistance.
- › **Launch the Membership Engagement Subcommittee.**  
District-wide sharing of successful practices.
- › **Encourage Rotary Community fellowship and service activities.**  
Greater collaboration among neighboring clubs.
- › **Promote practical club self-assessments.**  
Continuous improvement rather than crisis response.

## LOOKING AHEAD

### Rotary Year 2027–28

Expand peer-to-peer club mentoring through Rotary Communities, strengthen onboarding practices for new members, and increase collaboration among clubs by sharing successful engagement strategies throughout the district.

### Rotary Year 2028–29

Establish District 5220 as a district recognized for healthy clubs, exceptional member experiences, strong retention, and a culture in which every member understands that Rotary offers opportunities for lifelong service and leadership.

## MEASURES OF SUCCESS

District 5220 will monitor club vibrancy using measures that reflect both organizational health and member engagement.

| Measure                                               | Purpose                                             |
|-------------------------------------------------------|-----------------------------------------------------|
| Club has a President Elect and President Nominee      | Measures succession strength                        |
| Club has a Treasurer, Secretary, and Foundation Chair | Measures leadership depth                           |
| Club has set five goals at Rotary Club Central        | Measures strategic planning                         |
| Club grew 5% last year                                | Measures growth and sustainability                  |
| Club has a “club goal” related to TRF                 | Measures member satisfaction                        |
| Member retention                                      | Evaluates the overall health of the club experience |
| Participation in club service projects                | Measures meaningful engagement                      |
| Attendance at Rotary Community Events                 | Measures collaboration among clubs                  |
| Participation in district training                    | Measures leadership involvement                     |
| Member Satisfaction                                   | Identifies opportunities for improvement            |

District leadership will use these measures to provide encouragement, coaching, and resources. Any club fulfilling the first five measures will be eligible for the District Distinguished Club Award.



## LEADERSHIP COMMITMENT

*Healthy clubs are created intentionally.*

*District leadership exists to help every club become a place where people are inspired to serve, grow as leaders, and invite others to experience Rotary.*



## STRATEGIC INITIATIVE 2

# Membership Attraction

**The most effective membership strategy is a Rotary experience that members enthusiastically recommend to others.**

## WHY IT MATTERS

Communities throughout District 5220 need Rotary's leadership more than ever before. Every community faces challenges that require ethical leadership, collaboration, volunteerism, and service. Rotary possesses those strengths. Our challenge is not convincing people that service matters—it is introducing them to Rotary as a meaningful way to make a difference.

Membership attraction is therefore not simply a recruitment program.

It is the process of connecting people who share Rotary's values with opportunities to serve their communities.

Successful membership attraction depends upon three things:

1. **Healthy clubs that provide a welcoming member experience.**
2. **A positive public image that demonstrates Rotary's value.**
3. **Intentional invitations from Rotarians who are proud of their clubs.**

When those three elements work together, membership growth becomes sustainable.

## CONTEXT

District 5220 concluded Rotary Year 2025–26 with substantial membership growth while simultaneously laying the groundwork for a more coordinated membership strategy.

Rather than viewing recruitment, retention, and club development as separate activities, the district has

adopted a unified membership strategy coordinated through the Membership Steering Committee.

This represents a significant organizational change. Membership is no longer viewed as the responsibility of one committee. It becomes a district-wide leadership priority.

## ROTARY YEAR 2026–27 PRIORITIES

The Membership Steering Committee will coordinate three integrated membership initiatives:

- › **Club Vibrancy & Engagement**
- › **Membership Attraction**
- › **New & Reimagined Club Development**

The Membership Attraction initiative will emphasize practical support for clubs rather than district-directed recruitment campaigns.

**Priority activities include:**

- › **Coordinate district membership messaging.**  
Present a consistent story about Rotary throughout District 5220.
- › **Integrate Public Image with Membership efforts.**  
Increase visibility and generate qualified membership opportunities.
- › **Support clubs in hosting prospective member events.**  
Introduce community leaders to Rotary through meaningful experiences.
- › **Encourage every Rotarian to invite prospective members.**  
Create a district-wide culture of invitation with a “Just Ask” campaign
- › **Highlight Rotary’s relevance to emerging leaders.**  
Attract younger professionals and community influencers.

Membership attraction will also become an important function of every Rotary Community. Area Governors and Club Presidents will work together to identify

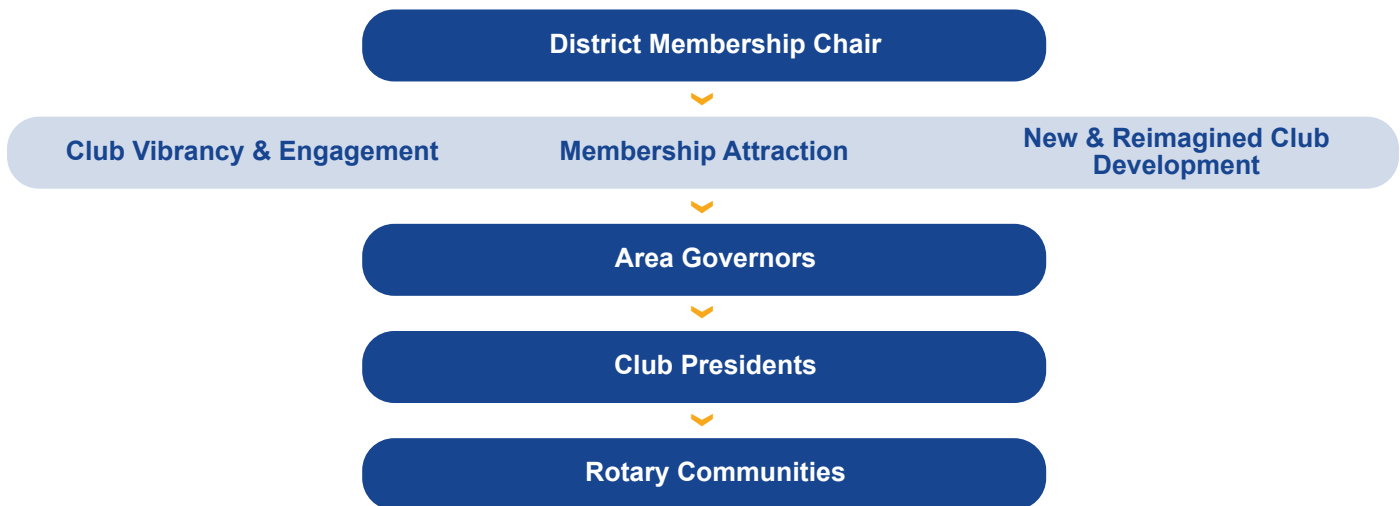
opportunities where collaborative service projects, fellowship events, and community partnerships naturally introduce prospective members to Rotary.

## MEMBERSHIP STEERING COMMITTEE

Unlike most district committees, the Membership Steering Committee is a strategic leadership team rather than an operational committee.

It exists to coordinate the district’s three membership priorities and to ensure that recruitment, engagement, and club development reinforce one another rather than competing for attention.

## DISTRICT MEMBERSHIP STEERING COMMITTEE



The committee will work closely with the District Governor, the DG Line, the Action Plan Champion, Public Image leadership, and Area Governors to ensure that membership remains integrated into every major district initiative.

## LOOKING AHEAD

### Rotary Year 2027–28

Expand successful attraction strategies throughout all Rotary Communities, strengthen collaboration with Public Image initiatives, and increase outreach to younger professionals, Rotary alumni, and community partners.

### Rotary Year 2028–29

Develop a district culture in which every club consistently attracts new members through exceptional club experiences, visible community service, and intentional invitation.

## MEASURES OF SUCCESS

| Measure                                     | Purpose                                              |
|---------------------------------------------|------------------------------------------------------|
| Net membership growth                       | Measure sustainable district growth.                 |
| Club participation in membership growth     | Encourage intentional club leadership.               |
| Prospective member events                   | Increase community awareness of Rotary.              |
| Diversity of new members                    | Reflect the communities we serve.                    |
| Membership growth within Rotary Communities | Measure the effectiveness of collaborative outreach. |

Membership statistics alone do not define success. The district will also evaluate whether clubs have become more welcoming, more visible, and more engaged with their communities.



## LEADERSHIP COMMITMENT

*Every Rotarian is a membership ambassador.*

*The strongest invitation to Rotary is not a brochure or social media campaign—it is a Rotarian whose enthusiasm inspires others to ask, “How can I become part of that?”*



## STRATEGIC INITIATIVE 3

## New & Reimagined Club Development

Rotary's values are timeless. The way we organize ourselves to live those values should continually evolve.

### WHY IT MATTERS

**Communities change.**

**Demographics change.**

**Professional lives change.**

**Volunteer expectations change.**

Rotary must be willing to change as well—not by changing who we are, but by continually asking how we can better serve our communities and better engage people who share our values.

Throughout Rotary's history, innovation has strengthened the organization. Evening clubs, breakfast clubs, satellite clubs, passport clubs, and cause-based clubs all grew from a willingness to meet people where they are while remaining faithful to Rotary's Object and guiding principles.

District 5220 embraces that same philosophy.

Innovation is not an alternative to traditional Rotary.

Innovation is one of Rotary's traditions. At the same

time, innovation is not limited to chartering new clubs.

Many existing clubs can significantly strengthen their future by reimagining meeting formats, service opportunities, fellowship, leadership development, membership expectations, and community engagement.

Our objective is therefore broader than "new clubs."

It is to ensure Rotary remains relevant, welcoming, and sustainable in every community we serve.

### CONTEXT

Rotary Year 2026–27 provides an opportunity to broaden the district's approach. The emphasis will shift from simply chartering new clubs to **New & Reimagined Club Development**—an initiative that supports innovation throughout the district while ensuring that every new endeavor begins with strong leadership, demonstrated community need, and a

realistic plan for long-term success. This initiative also aligns naturally with the Rotary Communities concept. Area Governors, Club Presidents, and Rotary Community leaders are uniquely positioned to recognize opportunities for new clubs, satellite clubs, cause-based clubs, or innovative approaches within existing clubs.

## ROTARY YEAR 2026–27 PRIORITIES

The district will rebuild its club development capacity by appointing new leadership and integrating this initiative into the Membership Steering Committee.

### Priority activities include:

- › **Appoint new district leadership for club development.**  
Restore district capacity and long-term continuity.
- › **Evaluate opportunities for new clubs in growing or underserved communities.**  
Identify realistic opportunities supported by local leadership.
- › **Encourage existing clubs to explore innovative practices.**  
Improve member experience while preserving club identity.
- › **Develop a practical New & Reimagined Club Development Guide.**  
Provide clubs with planning tools and proven practices.
- › **Coordinate opportunities through Rotary Communities.**  
Encourage collaborative planning among neighboring clubs.

Innovation will always be evaluated through one important question: ***Will this strengthen Rotary's ability to serve?***

If the answer is yes, the district should be willing to explore new approaches.

## LOOKING AHEAD

### Rotary Year 2027–28

Support the most promising opportunities identified during the previous year, provide mentoring for new club leaders, and expand resources available to clubs pursuing significant organizational renewal.

Encourage established clubs to share successful innovations throughout their Rotary Communities.

### Rotary Year 2028–29

Maintain an active pipeline of new and reimagined club opportunities while ensuring that every initiative demonstrates healthy leadership, sustainable membership, and meaningful community impact.

The long-term objective is not simply to charter more clubs. It is to create more healthy clubs.

## MEASURES OF SUCCESS

| Measure                                           | Purpose                                                     |
|---------------------------------------------------|-------------------------------------------------------------|
| New club opportunities identified                 | Demonstrate proactive planning rather than reactive growth. |
| Existing clubs implementing meaningful innovation | Encourage organizational renewal.                           |
| Development of district planning resources        | Support future club development efforts.                    |
| Sustainable new club pipeline                     | Ensure continuity beyond one Rotary year.                   |
| Long-term health of new and reimagined clubs      | Measure success beyond chartering.                          |

District leadership will celebrate innovation wherever it occurs. A club that successfully reinvents itself may contribute as much to Rotary's future as a newly chartered club.



### LEADERSHIP COMMITMENT

*Innovation should never ask whether Rotary's values should change. Innovation asks how Rotary's values can continue changing lives in a changing world.*



## STRATEGIC INITIATIVE 4

# Leadership Development

**Rotary's future is determined not by the leaders we elect today, but by the leaders we begin developing today.**

## WHY IT MATTERS

Leadership is one of Rotary's greatest responsibilities. Every successful Rotary club depends upon members who are willing to serve, lead, mentor, and inspire others. Every successful district depends upon clubs that continually develop those leaders. Leadership does not begin when someone becomes Club President. It begins the moment a new member discovers that

Rotary believes in their potential. District 5220 is committed to creating a culture in which leadership development becomes an intentional, continuous process rather than a series of isolated training events.

The goal is not simply to prepare people for positions. The goal is to prepare people for service.

## CONTEXT

Rotary Year 2025–26 marked a significant milestone with the establishment of the District Leadership Academy.

The Leadership Academy represented more than a new training program. It established a new philosophy. It emphasized that leadership development should occur throughout a Rotarian's journey—not only when they assume elected office. The Academy also strengthened succession planning by identifying emerging leaders earlier and providing meaningful opportunities for growth before they assume major responsibilities.

Rotary Year 2026–27 builds upon that foundation.

Rather than creating additional leadership programs, the district will continue refining and expanding the Leadership Academy while integrating it more closely with succession planning, volunteer recruitment, Rotary Communities, and district committee development.

Leadership should become the thread that connects every major district initiative.

## ROTARY YEAR 2026–27 PRIORITIES

The Leadership Academy will remain the district's flagship leadership development program.

District leadership will focus on expanding participation, improving curriculum, and strengthening mentoring relationships throughout the district.

**Priority activities include:**

- › **Continue expanding the District Leadership Academy.**

Increase participation from clubs throughout the district.

- › **Identify emerging leaders earlier.**

Build a deeper leadership pipeline.

- › **Strengthen mentoring relationships.**

Support leadership growth through personal guidance.

- › **Coordinate leadership development with succession planning.**

Improve continuity between Rotary years.

Leadership development will not be viewed as a district function alone. Every club should become a leadership development organization. Every Club President should identify future leaders. Every Area Governor should encourage leadership opportunities within their Rotary Community.

Every district committee should intentionally mentor future committee leadership.

Leadership becomes sustainable only when every level of Rotary participates in developing the next generation.

## LOOKING AHEAD

### Rotary Year 2027–28

Expand mentoring relationships, strengthen volunteer recruitment, and increase participation in Leadership Academy programs by emerging leaders, younger professionals, and members from historically underrepresented clubs.

### Rotary Year 2028–29

Establish District 5220 as a recognized leader in Rotary leadership development, producing leaders who strengthen clubs, serve the district, contribute to Zone initiatives, and assume leadership throughout Rotary International.

## MEASURES OF SUCCESS

| Measure                                   | Purpose                                                |
|-------------------------------------------|--------------------------------------------------------|
| Leadership Academy participation          | Measure district engagement in leadership development. |
| Volunteer recruitment                     | Expand district leadership capacity.                   |
| Leadership succession readiness           | Ensure continuity across Rotary years.                 |
| Diversity of district leadership          | Reflect the communities we serve.                      |
| Rotary Community leadership participation | Develop leaders throughout the district.               |

Leadership success will also be measured by something less tangible but equally important: Members increasingly view leadership as an opportunity to serve rather than an obligation to fulfill.



## LEADERSHIP COMMITMENT

*Leadership is not about preparing people for positions. It is about preparing people for service. Positions change every year. Service lasts a lifetime.*



## STRATEGIC INITIATIVE 5

# The Rotary Foundation

**The Rotary Foundation transforms generosity into service and service into lasting impact.**

## WHY IT MATTERS

The Rotary Foundation is Rotary's engine for changing lives. Every contribution, whether through the Annual Fund, PolioPlus, Endowment, or a District or Global Grant, extends the ability of Rotarians to address needs that individual clubs could never meet alone.

For many Rotarians, The Rotary Foundation is their first opportunity to see Rotary's global reach. For others, it is the mechanism that enables local service projects, scholarships, vocational training, clean water initiatives, peace building, maternal and child health, literacy, and disease prevention.

District 5220 is committed to building a culture in which every Rotarian understands not only how The Rotary Foundation works, but why it matters.

Foundation giving is not an obligation. It is an investment in Rotary's capacity to serve. We will encourage every member to become a Paul Harris Fellow within five years of joining Rotary, and encourage those able to become Major Donors.

## CONTEXT

District 5220 has a long tradition of generous Foundation support. Clubs throughout the district continue to demonstrate outstanding stewardship through Annual Fund giving, PolioPlus contributions, and participation in District Grants and Global Grants.

As Rotary's opportunities continue to expand, so too does the responsibility to educate members about the

direct relationship between Foundation giving and community impact. The coming Rotary year provides an opportunity to increase participation while making Foundation education more visible and more practical for every club.

## ROTARY YEAR 2026–27 PRIORITIES

District leadership will continue strengthening Foundation participation through education, stewardship, and engagement.

### Priority activities include:

- › **Promote Annual Fund participation.**  
Increase sustainable Foundation support.
- › **Expand Rotary Direct participation.**  
Encourage consistent personal giving.
- › **Support District and Global Grant activity.**  
Increase Rotary's measurable community impact.
- › **Strengthen Foundation education.**  
Improve understanding of how contributions change lives.
- › **Celebrate Foundation leadership.**  
Recognize clubs and individuals whose generosity inspires others.

Foundation presentations will increasingly focus on stories of impact rather than financial statistics. Members should understand that every contribution

represents an opportunity to improve lives somewhere in the world—or in their own community.

## LOOKING AHEAD

### Rotary Year 2027–28

Increase participation in Rotary Direct, expand grant activity throughout the district, and continue strengthening stewardship and TRF education.

### Rotary Year 2028–29

Establish a district-wide culture in which Foundation support is viewed as a natural expression of Rotary membership and every club actively participates in grant opportunities.

## MEASURES OF SUCCESS

| Measure                           | Purpose                                 |
|-----------------------------------|-----------------------------------------|
| Annual Fund giving                | Measure sustainable Foundation support. |
| Rotary Direct participation       | Encourage recurring personal giving.    |
| District and Global Grants        | Expand Rotary's service capacity.       |
| Foundation participation by clubs | Increase district-wide engagement.      |
| Stewardship compliance            | Maintain trust and accountability.      |



## LEADERSHIP COMMITMENT

*Every gift to The Rotary Foundation represents confidence in Rotary's ability to improve lives. Our responsibility is to honor that confidence through thoughtful stewardship and meaningful service.*



## STRATEGIC INITIATIVE 6

## Public Image & Storytelling

**If our communities do not understand Rotary's impact, they cannot fully benefit from Rotary's leadership.**

### WHY IT MATTERS

Rotary has never suffered from a lack of meaningful work. Too often, however, it has suffered from a lack of visibility. Every day, Rotary clubs improve lives through scholarships, youth programs, literacy projects, food distribution, disaster relief, vocational service, environmental stewardship, and countless other initiatives. Yet many people remain unfamiliar with Rotary or misunderstand who we are and what we do. Public image is therefore much more than marketing.

Public image is public education. It is telling the story of ordinary people working together to create

extraordinary change. When communities understand Rotary's impact, new opportunities naturally emerge. New members become interested, and community leaders seek partnerships.

Businesses become sponsors. Schools welcome collaboration. Local governments recognize Rotary as a trusted resource.

Visibility creates opportunity.

### CONTEXT

District 5220 substantially strengthened its communications infrastructure during Rotary Year 2025–26, including the redevelopment of the district website.

Rotary Year 2026–27 shifts emphasis to building communication tools and using them effectively.

The district's story will increasingly be told through the collective work of clubs and Rotary Communities rather than through district announcements alone.

Our objective is simple: Help every club tell its story better.

### ROTARY YEAR 2026–27 PRIORITIES

District leadership will work with clubs and Rotary Communities to strengthen public awareness of Rotary throughout Central California.

### Priority activities include:

- › **Launch the new district website.**  
Provide a modern communications platform for clubs and the public.
- › **Share stories of Rotary's impact.**  
Increase community understanding of Rotary's work.
- › **Support clubs with public image resources.**  
Improve the quality and consistency of club communications.
- › **Coordinate messaging with Membership and Rotary Communities.**  
Reinforce district priorities through consistent communication.
- › **Recognize outstanding storytelling.**  
Encourage clubs to celebrate and share their successes.

The district will encourage clubs to move beyond reporting activities and tell stories about people. People remember stories. Stories inspire service. Stories invite participation.

## LOOKING AHEAD

### Rotary Year 2027–28

Expand digital communications, strengthen relationships with local media, and encourage Rotary Communities to develop coordinated public image strategies.

### Rotary Year 2028–29

Position District 5220 as one of Rotary's most visible and recognized districts by consistently communicating Rotary's impact throughout every community we serve.

## MEASURES OF SUCCESS

| Measure                                        | Purpose                                        |
|------------------------------------------------|------------------------------------------------|
| Website engagement                             | Measure public use of district resources.      |
| Club participation in public image initiatives | Increase district-wide communication capacity. |
| Media coverage                                 | Expand Rotary's visibility.                    |
| Social media engagement                        | Extend Rotary's reach.                         |
| Public awareness                               | Strengthen Rotary's community reputation.      |



### LEADERSHIP COMMITMENT

*Every service project deserves to be remembered.  
Every Rotary story deserves to be told. Sharing our impact is  
itself an act of service because it inspires others to join us.*



## STRATEGIC INITIATIVE 7

# Rotary Communities

**The future of District 5220 will be shaped not only by stronger clubs, but by stronger relationships among clubs.**

## WHY IT MATTERS

This initiative represents the most significant strategic development introduced in this Framework.

For many years, District 5220 has organized its clubs into eleven geographic Areas, each supported by an Area Governor. That structure has served the district well and will continue.

What changes is not the structure, but our mindset. Rather than viewing Areas primarily as administrative groupings, District 5220 will intentionally develop each Area as a Rotary Community—a collaborative network of neighboring clubs working together to strengthen Rotary's impact within the communities they collectively serve.

This is more than a new name. It is a new operating philosophy. Rotary Communities recognize that clubs become stronger when they learn from one another, celebrate together, serve together, recruit together, and build lasting relationships across club boundaries. Communities rarely distinguish between individual Rotary clubs. They simply see Rotary.

Our goal is to work together in a manner that reflects that reality.

## WHAT IS A ROTARY COMMUNITY?

A Rotary Community is a collaborative partnership among neighboring Rotary clubs advised by the Area Governor and led by the Club Presidents.

Each Rotary Community remains rooted in the identity and traditions of its individual clubs while creating opportunities that no club could easily accomplish alone.

The Area Governor becomes more than a district representative. The Area Governor becomes a community convener, connector, and catalyst for collaboration.

Rotary Communities will become centers for:

- › **Fellowship**
- › **Multi-club service projects**
- › **Youth activities**
- › **Leadership development**
- › **Membership growth**
- › **Public image**
- › **Community partnerships**
- › **Collaborative fundraising**

## CONTEXT

The concept of Rotary Communities builds upon a simple observation. Every Rotary club has unique strengths. Some excel at youth programs. Others have exceptional community service projects, strong Foundation participation, vibrant fellowship, or outstanding public image. Still others have developed expertise in fundraising, membership, leadership development, or community partnerships.

Those strengths should not remain within individual clubs. They should become shared resources for every

club within the Rotary Community. Likewise, challenges should not be faced alone. A struggling club should know that it is supported not only by the district, but by neighboring clubs that are invested in its success.

This shift represents an important cultural change. District 5220 will move from a collection of individual clubs toward a network of connected Rotary Communities.

## ROTARY YEAR 2026–27 PRIORITIES

Rotary Year 2026–27 will focus on establishing the Rotary Community concept rather than creating additional organizational structure.

The objective is to encourage collaboration, communication, and shared leadership.

Each Area Governor, working with Club Presidents, will begin developing a Rotary Community that reflects the needs and opportunities of that region.

### Priority activities include:

- › **Introduce the Rotary Community concept throughout the district.**  
Establish a shared understanding of the initiative.
- › **Encourage regular meetings of Club Presidents within each Rotary Community.**  
Increase communication and collaborative planning.
- › **Promote at least one multi-club fellowship activity annually.**  
Strengthen relationships among Rotarians.

- › **Promote at least one significant multi-club service project annually.**  
Increase Rotary's visible community impact.
- › **Encourage shared youth, Foundation, membership, and public image activities.**  
Leverage the strengths of neighboring clubs.
- › **Identify opportunities for collaborative fundraising and sponsorship.**  
Expand resources available for community service.

The district will provide encouragement, examples, and support while allowing every Rotary Community to develop in ways that reflect local leadership and local opportunity. No two Rotary Communities are expected to look exactly alike. That flexibility is intentional.

## THE ROLE OF THE AREA GOVERNOR

The success of Rotary Communities depends largely upon the leadership of the Area Governor.

Traditionally, Area Governors have served as the primary communication link between the District Governor and individual clubs. That responsibility remains essential. Under this Framework, however, the role expands. The Area Governor also becomes a facilitator of collaboration.

Working with Club Presidents, the Area Governor will encourage clubs to think beyond their own calendars and consider opportunities that strengthen the entire Rotary Community.

The Area Governor becomes:

- › **a connector of people,**
- › **a facilitator of ideas,**
- › **a mentor for club leadership,**
- › **an advocate for healthy clubs,**
- › **and a catalyst for collaboration.**

Success will be measured not by the number of club visits completed, but by the strength of the relationships created throughout the Rotary Community.

## COMMUNITY PARTNERSHIPS

Rotary Communities also provide a natural framework for building relationships with organizations whose missions complement our own.

Rather than multiple clubs approaching the same organization independently, Rotary Communities can create coordinated partnerships that produce greater value for everyone involved.

Potential partners include:

- › **Chambers of Commerce**
- › **School Districts and community colleges**
- › **Local colleges and universities**
- › **Local governments**
- › **Healthcare organizations**

- › **Community foundations**
- › **Other Service organizations**
- › **Businesses and employers**
- › **Nonprofit organizations**
- › **Faith-based organizations**
- › **Youth-serving organizations**

These partnerships should not replace existing club relationships. Instead, they should expand Rotary's ability to convene community leaders around shared goals.

The long-term objective is for Rotary to be recognized not simply as another community organization, but as the organization that brings community leaders together to solve problems.

## LOOKING AHEAD

### Rotary Year 2027–28

Every Rotary Community should have established a regular pattern of collaboration among Club Presidents and Area leadership.

Multi-club service projects, fellowship events, youth activities, and leadership programs should become routine rather than exceptional.

Community partnerships should begin producing collaborative projects that increase Rotary's visibility and impact.

### Rotary Year 2028–29

Rotary Communities should become the primary framework through which neighboring clubs support one another, develop future leaders, welcome new members, and undertake larger community initiatives.

The district's organizational culture should increasingly reflect collaboration rather than independence.

## MEASURES OF SUCCESS

| Measure                                             | Purpose                                          |
|-----------------------------------------------------|--------------------------------------------------|
| Multi-club service projects                         | Measure collaborative community impact.          |
| Rotary Community fellowship activities              | Strengthen relationships among Rotarians.        |
| Community partnerships established                  | Expand Rotary's influence and service capacity.  |
| Joint membership and public image initiatives       | Encourage collaboration rather than duplication. |
| Participation by clubs within each Rotary Community | Measure engagement across the Area.              |

The district will also look for outcomes that cannot easily be measured with numbers, such as, are Club Presidents calling one another more frequently? Are clubs sharing ideas more openly? Are new leaders emerging through Rotary Community activities? Are communities beginning to see Rotary as one unified organization rather than individual clubs?

Those cultural changes will ultimately determine the success of this initiative.



## LEADERSHIP COMMITMENT

*Strong clubs remain the heart of Rotary. Strong Rotary Communities become its multiplier. When clubs work together, every club becomes stronger, every project reaches farther, and every community benefits.*



## STRATEGIC INITIATIVE 8

# Community Partnerships

Rotary's greatest influence is achieved when we bring others to the table.

## WHY IT MATTERS

For more than a century, Rotary has improved communities by identifying needs and mobilizing volunteers. Today's challenges, however, are often larger and more complex than any single organization can address alone. Food insecurity, literacy, workforce development, youth mental health, disaster preparedness, environmental stewardship, economic development, and public health all require collaboration among many organizations. District 5220 believes Rotary is uniquely positioned to serve as a community convener.

Our members include business leaders, educators, healthcare professionals, nonprofit executives, elected officials, engineers, attorneys, farmers, entrepreneurs, and civic leaders. No other service organization possesses quite the same breadth of relationships. That creates an opportunity. Rather than simply participating in community partnerships, Rotary can become the organization that initiates them.

## CONTEXT

Many clubs already maintain excellent relationships with schools, nonprofits, local governments, and businesses. The Rotary Community model provides an opportunity to elevate those relationships from individual club partnerships to community-wide collaborations.

This shift allows neighboring clubs to leverage one another's relationships, expertise, and resources while reducing duplication of effort. The objective is not larger meetings, but greater impact.

## ROTARY YEAR 2026–27 PRIORITIES

District leadership will encourage every Rotary Community to identify and cultivate strategic relationships that strengthen service and increase Rotary's visibility.

Priority emphasis should be placed on organizations whose missions naturally complement Rotary's Areas of Focus and community priorities.

### › Chambers of Commerce

Economic development, leadership, networking, community events

### › Schools & Colleges

Literacy, mentoring, scholarships, Interact, career education

### › Community Foundations

Collaborative grant opportunities and philanthropy

### › Healthcare Organizations

Public health initiatives and wellness programs

### › Businesses

Sponsorships, volunteers, workforce development, vocational service

### › Local Governments

Community planning, disaster response, civic improvement

### › Nonprofit Organizations

Shared service projects and expanded community impact

Partnerships should be built on shared objectives, mutual respect, and clearly defined expectations. The goal is to create relationships that continue well beyond a single project or Rotary year.

## LOOKING AHEAD

### Rotary Year 2027–28

Rotary Communities should begin transitioning from relationship-building to coordinated action. Partnerships established during the previous year should expand into recurring service initiatives, joint educational programs, workforce development projects, and community-wide fundraising efforts. The district will document and share successful partnership models so they can be adapted by other Rotary Communities.

### Rotary Year 2028–29

District 5220 should be recognized throughout Central California as a trusted community partner whose clubs routinely convene organizations around shared goals. Rotary Communities should become the preferred forum for collaboration among civic, educational, nonprofit, and business leaders seeking to improve their communities.

## MEASURES OF SUCCESS

| Measure                                                 | Purpose                                                   |
|---------------------------------------------------------|-----------------------------------------------------------|
| <b>New strategic partnerships established</b>           | Expand Rotary's influence and service capacity.           |
| <b>Multi-organization service initiatives</b>           | Demonstrate collaborative community leadership.           |
| <b>Community partner participation in Rotary events</b> | Strengthen long-term relationships.                       |
| <b>Joint grants and funding opportunities</b>           | Increase community investment in Rotary projects.         |
| <b>Partner satisfaction</b>                             | Evaluate the quality and sustainability of relationships. |

Success will not be measured simply by the number of partnership agreements signed. It will be measured by whether those relationships produce meaningful impact within the communities we serve.



## LEADERSHIP COMMITMENT

*Rotary's influence grows when we bring people together.  
The most important partnership we create may be the one  
that would never have existed without Rotary's leadership.*

**STRATEGIC INITIATIVE 9**

# District Sustainability & Sponsorship Development

**Strong programs deserve sustainable resources.**

## WHY IT MATTERS

District 5220 has expanded the quality and scope of its leadership development, youth programs, district events, and service initiatives. Sustaining those programs requires more than volunteer commitment—it requires a thoughtful approach to financial sustainability.

Historically, district activities have depended primarily upon registration fees and limited district resources. While those funding sources remain important, they should not be the only means of supporting programs that benefit clubs throughout the district.

## CONTEXT

During Rotary Year 2025–26, the district successfully secured approximately \$28,000 in sponsorship support for district activities. That accomplishment demonstrated two important realities. First, there is significant interest in supporting Rotary’s work. Second, there is substantial opportunity to build a more intentional sponsorship program.

## ROTARY YEAR 2026–27 PRIORITIES

District leadership will establish a coordinated sponsorship program that reflects Rotary’s values and enhances—not commercializes—district activities.

Many businesses, foundations, and individual Rotarians are eager to support organizations that demonstrate measurable community impact. District 5220 has an opportunity to build long-term sponsorship relationships that strengthen district programs while creating meaningful recognition for those who invest in Rotary’s mission.

Sponsorship is not fundraising. It is relationship building.

Rotary Year 2026–27 will establish the framework for long-term sustainability.

The district’s initial objective is to secure \$60,000 in sponsorship support while creating relationships that continue well beyond a single Rotary year.

**Priority activities include:**

- › **Support the district sponsorship program.**  
Create consistent sponsorship opportunities across district events and initiatives.
- › **Identify prospective corporate and community sponsors.**  
Expand financial support beyond traditional revenue sources.
- › **Encourage Rotarian sponsorship and philanthropic leadership.**  
Demonstrate confidence from within the Rotary family.

Sponsors shall benefit from exposure opportunities that include:

- › **District Conference**
- › **Leadership Academy**
- › **Youth leadership programs**
- › **Rotary Community initiatives**
- › **Membership events**

- › **Develop clear sponsorship recognition standards.**  
Ensure consistent and appropriate recognition for sponsors.
- › **Coordinate sponsorship opportunities district-wide.**  
Eliminate duplication and strengthen sponsor relationships.

- › **Public Image campaigns**
- › **District communications**
- › **Vocational and community service initiatives**

Every sponsorship relationship should reflect Rotary's commitment to integrity, transparency, and mutual benefit.

## LOOKING AHEAD

### Rotary Year 2027–28

Expand the sponsorship program by strengthening relationships with existing sponsors while identifying new opportunities through Rotary Communities and community partnerships.

Develop multi-year sponsorship agreements where appropriate.

### Rotary Year 2028–29

Establish a mature sponsorship program that provides dependable financial support for strategic district initiatives while preserving Rotary's values and independence.

The long-term objective is sustainability—not simply increased revenue.

## MEASURES OF SUCCESS

| Measure                                      | Purpose                                          |
|----------------------------------------------|--------------------------------------------------|
| Annual sponsorship revenue                   | Measure financial sustainability.                |
| Number of sponsorship partners               | Evaluate breadth of community support.           |
| Sponsor retention                            | Measure the quality of long-term relationships.  |
| Multi-year sponsorship agreements            | Demonstrate confidence in Rotary's mission.      |
| Sponsor participation in district activities | Build engagement beyond financial contributions. |

The district will evaluate sponsorship success not only by dollars raised, but by the strength of the relationships developed and the opportunities those relationships create for future collaboration.



## LEADERSHIP COMMITMENT

*Financial sustainability allows Rotary to think beyond the next event and invest confidently in the next generation of leaders and the next generation of service.*



## STRATEGIC INITIATIVE 10

# Governance, Planning, Collaboration & Succession

Great organizations preserve momentum by preparing their successors before they are needed.

## WHY IT MATTERS

Every Rotary year begins with new leadership. That annual renewal is one of Rotary's greatest strengths. It also creates one of Rotary's greatest leadership challenges. Without intentional planning, districts risk repeating work, losing institutional knowledge, and asking each new leadership team to begin where the previous one ended. District 5220 has chosen a different approach. This Strategic Framework is itself part of the district's governance system.

Rather than creating a new plan each year, the district will maintain a single rolling framework that is reviewed, refined, and extended annually. Leadership changes, yet direction remains consistent if there is continuity in the leadership line. This philosophy encourages innovation while preserving continuity. It allows each District Governor to establish annual priorities without requiring the district to reinvent its long-term strategy every July.

## CONTEXT

Rotary Year 2025–26 produced significant progress in governance and organizational development.

Among the district's accomplishments were:

- › **Strengthened DG Line planning, collaboration, and succession processes.**
- › **Development of governance policies and standard operating procedures.**
- › **Creation of leadership development resources.**
- › **Establishment of the Leadership Academy.**
- › **Development of the district volunteer matrix.**
- › **Expansion of strategic planning into a rolling three-year framework.**
- › **Established a sponsorship program**
- › **Established a servant leadership learning seminar**
- › **Insisting on collaboration and consensus in decision making**

Rotary Year 2026–27 builds upon those accomplishments by embedding them into the district's normal operating practices.

The objective is institutional continuity rather than institutional memory. Systems should not depend upon individual leaders. They should support future leaders.

## ROTARY YEAR 2026–27 PRIORITIES

- › **Support the district sponsorship program.**  
Create consistent sponsorship opportunities across district events and initiatives.
- › **Identify prospective corporate and community sponsors.**  
Expand financial support beyond traditional revenue sources.
- › **Encourage Rotarian sponsorship and philanthropic leadership.**  
Demonstrate confidence from within the Rotary family.

- › **Develop clear sponsorship recognition standards.**  
Ensure consistent and appropriate recognition for sponsors.
- › **Coordinate sponsorship opportunities district-wide.**  
Eliminate duplication and strengthen sponsor relationships.

Governance should enable leadership—not constrain it. Accordingly, district policies and procedures should remain practical, understandable, and regularly reviewed for relevance and effectiveness.

## LOOKING AHEAD

### Rotary Year 2027–28

The governance framework should mature from implementation to continuous improvement. District leadership will review the effectiveness of governance documents, succession planning, volunteer recruitment, and strategic planning processes, making refinements where appropriate. Leadership Academy graduates should increasingly assume district leadership positions, creating a visible pipeline from club leadership to district service.

### Rotary Year 2028–29

District 5220 should have an established culture of leadership continuity in which strategic planning, succession planning, governance, and volunteer development are embedded within the district's normal operations. Future District Governors should inherit not only a strategic framework, but an organizational culture that values collaboration, planning, and continuous improvement.

## MEASURES OF SUCCESS

| Measure                                            | Purpose                                                                   |
|----------------------------------------------------|---------------------------------------------------------------------------|
| <b>Annual Strategic Framework review completed</b> | Maintain a living planning document.                                      |
| <b>Leadership succession readiness</b>             | Ensure continuity across Rotary years.                                    |
| <b>Volunteer leadership pipeline</b>               | Develop future district leaders.                                          |
| <b>Governance document updates</b>                 | Keep district policies current and practical.                             |
| <b>District leadership participation</b>           | Strengthen collaboration across the DG Line and district leadership team. |

Governance success is not measured by the number of policies adopted. It is measured by whether leadership transitions become smoother, volunteers become better prepared, and clubs receive more effective support.



## LEADERSHIP COMMITMENT

*Our responsibility is not simply to lead well this year. It is to leave the district stronger for those who will lead after us.*



# Implementation

## Turning Strategy into Action

A strategic framework has value only when it influences decisions and produces measurable results.

District 5220's Strategic Framework is designed to guide—not replace—the annual planning completed by district leaders, Area Governors, committee chairs, and Club Presidents. Committee work plans, district calendars, and annual goals should align with this Framework while remaining flexible enough to respond to emerging opportunities.

### Implementation occurs at four interconnected levels:

- 1. District Governor & DG Line**  
Maintain strategic direction, review progress annually, establish current-year priorities, and extend the rolling plan.
- 2. District Leadership Team**  
Develop annual work plans that support the Strategic Framework and coordinate district-wide initiatives.
- 3. Area Governors**  
Lead Rotary Communities, support club health, encourage collaboration, and connect district priorities with local action.
- 4. Club Presidents & Club Leadership**  
Adapt district priorities to local needs while maintaining each club's independence, culture, and community focus.

Each level has a distinct role, and each depends upon the others.

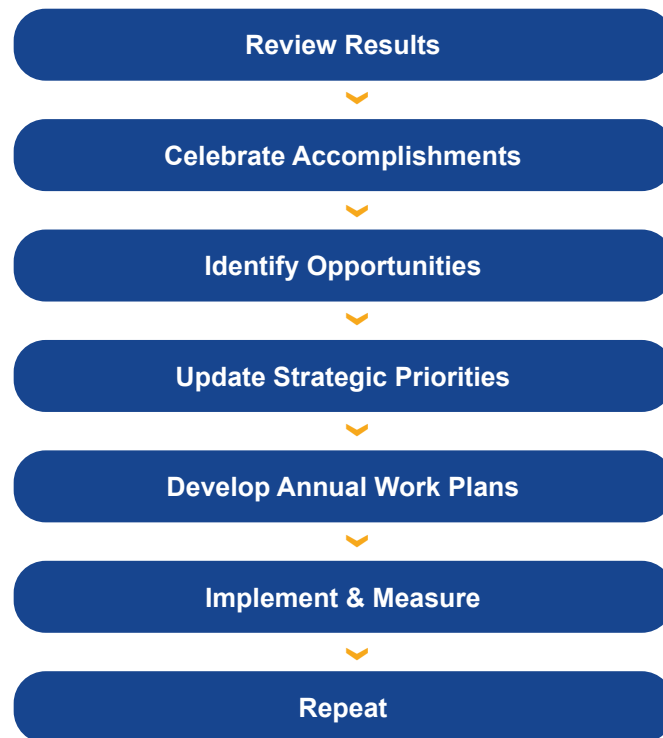


# Annual Planning Cycle

**The Strategic Framework follows a continuous improvement cycle.**

Rather than beginning with a blank page each year, District 5220 will review progress, preserve successful initiatives, revise priorities where necessary, and extend the planning horizon by one additional Rotary year.

**The annual planning cycle follows this sequence:**



This process provides stability while encouraging innovation. Each District Governor contributes to the same long-term direction while leaving room to introduce new ideas, respond to changing conditions, and pursue unique initiatives.

## MEASURES OF SUCCESS

District leadership will review progress regularly using a concise dashboard that focuses on outcomes rather than activities.

| Strategic Initiative              | Primary Indicator                         | Review Cycle |
|-----------------------------------|-------------------------------------------|--------------|
| Club Vibrancy & Engagement        | Member retention and participation        | Quarterly    |
| Membership Attraction             | Net membership growth                     | Quarterly    |
| New & Reimagined Club Development | Development pipeline                      | Semiannual   |
| Leadership Development            | Leadership Academy participation          | Quarterly    |
| The Rotary Foundation             | Annual Fund participation and grants      | Quarterly    |
| Public Image                      | District and club visibility              | Quarterly    |
| Rotary Communities                | Multi-club collaboration                  | Quarterly    |
| Community Partnerships            | Strategic partnerships established        | Semiannual   |
| Sustainability & Sponsorships     | Sponsorship revenue and partner retention | Quarterly    |
| Governance & Succession           | Leadership readiness                      | Annual       |

The dashboard is intentionally simple. Its purpose is not to measure every activity. Its purpose is to help district leadership recognize trends, identify opportunities, and focus attention where additional support is needed.

## LOOKING BEYOND 2029

Future leaders should not only ask,

***“What should we plan?”***

They should also ask,

***“How do we build upon what has already been accomplished?”***

This Framework is intentionally designed to outlive the current planning horizon. Each incoming District Governor will inherit:

- › **A clear strategic direction.**
- › **A record of accomplishments.**
- › **An updated assessment of current priorities.**
- › **A leadership structure designed for continuity.**
- › **The flexibility to introduce new initiatives while preserving the district’s long-term vision.**

Our goal here is not to create a document. The goal is to establish a planning process that becomes part of the culture of District 5220.



# Appendix A

## Rotary Year 2025–26: Building the Foundation

Rotary Year 2025–26 focused on strengthening the district's organizational capacity. Many of these initiatives now become ongoing programs that support the priorities described in this Framework.

### LEADERSHIP & GOVERNANCE

- › Established the District Leadership Academy.
- › Strengthened DG Line planning, collaboration, and succession processes.
- › Developed governance policies and Standard Operating Procedures.
- › Expanded strategic planning into a rolling three-year framework.
- › Developed a district volunteer matrix.
- › Appointed a Chief of Succession.

### COMMUNICATIONS

- › Substantially completed redevelopment of the district website for launch during Rotary Year 2026–27.
- › Expanded district leadership communications and resources.

### MEMBERSHIP

- › Achieved substantial membership growth (final reconciliation pending).
- › Envisioned the Membership Steering Committee structure.
- › Created the foundation for the Membership Engagement and Attraction initiatives.
- › Began integrating membership planning with Public Image and Rotary Communities.

### FOUNDATION & SERVICE

- › Continued strong support for The Rotary Foundation.
- › Expanded district leadership development and grant education.

### STRATEGIC PLANNING

- › Transitioned from annual planning to a rolling three-year Strategic Framework.
- › Established annual review and update processes.
- › Preserved district accomplishments through documented governance and strategic planning resources.



## Appendix B

### Priorities Carrying Forward

Several important initiatives remain in development and continue as priorities within this Framework.

- › Full implementation of the Rotary Communities initiative.
- › Development of the Membership Task Force and Engagement Subcommittee.
- › Rebuilding New & Reimagined Club Development leadership.
- › Launch of the district sponsorship program with an annual goal of \$60,000.
- › Launch of the new district website.
- › Development of district performance dashboards.
- › Expansion of the volunteer and succession planning system.
- › Continued refinement of governance documents and leadership resources.

# Closing Reflection

Rotary's founders understood something that remains true today. Communities are strengthened when people of goodwill come together in friendship to solve problems they could never solve alone. That belief remains the foundation of District 5220. This Strategic Framework is more than a planning document. It is a commitment to continuity, collaboration, leadership, and service. It reflects the work of those who came before us, provides direction for those serving today, and creates a foundation for those who will follow.

As each Rotary year unfolds, new opportunities will emerge, new leaders will step forward, and new ideas will shape the future of our district. What should never change is our commitment to helping clubs succeed, strengthening our communities, and living Rotary's enduring ideal of Service Above Self.

**Together, we will continue to reimagine Rotary – *in Communities Where We All Belong***  
**Together, we will Create Lasting Impact.**