



2018-2019  
JURISDCITION ACTION PLAN  
North Carolina State Council  
Revised: May 19, 2018

Rev. 0 – 04/2018

## SOME BASICS... for completing your JURISDICTION'S STRATEGIC PLAN

The Jurisdiction Strategic Plan Booklet is a workbook and guide for helping jurisdictions create and develop a working strategy with **specific actions and action planning** by the State Council Team that will contribute to areas of success for the Fraternal Year. The areas that each jurisdiction should consider strategic action include:

- Membership Growth – Meeting your Jurisdiction's Membership Goals;
- Establishing Strong Visible Programs – Meeting your Jurisdiction's Program Goals;
- Charitable Growth - Expanding your Charitable Footprint;
- Training & Leadership Development Action – Developing Fraternal Leaders
- Miscellaneous Jurisdiction Action – Tracking your Jurisdiction's Business & Operating Issues

Each step in your jurisdiction's Strategic Plan will should identify specific action to be conducted by assigned fraternal leaders and hold those fraternal leaders accountable. These specific actions are expected to benefit all councils and members in your jurisdiction.

The activity of setting action items and working toward completing these action items must be agreed upon and shared among Fraternal Leaders in your jurisdiction. For your strategic planning workshop, as a minimum, the following leaders show actively participate:

- all elected state officers;
- state chaplain;
- state membership director;
- state programs director;
- Fraternal benefits director (General Agent).

You should also consider inviting your executive director or administrative assistant, select district deputies and other state chairman as appropriate. The Team environment used in establishing the strategic plan activities and working toward completion promotes teamwork while working together sharing in the success of achieving your jurisdiction's goals. You should strive to have one person accountable for each action item.

You will note that in each section we are asking you to complete actionable items that should be completed prior to September 1 and other actionable items that would be completed later in the year. We have done this so your jurisdiction will be focused on a full year of activities and allow you to have a "Fast Start" to a very successful year.

When establishing action items for your Strategic Plan, consider the acronym SMART – which will help in establishing effective action for your jurisdiction. **SMART** action items are --- S – Specific, M – Measureable, A – Achievable, R – Realistic, and T – Time Sensitive. Your Strategic Planning Meeting Facilitator will supply you with worksheets to plan your SMART goals.

- **S** means **SPECIFIC**. Specific actions are items that are specific with respect to the result. Actionable items should be straightforward and emphasize what needs to happen. Specifics help to focus efforts and clearly define what needs to be done. This is the **WHAT, WHY** and **HOW** of action planning.
  - **WHAT** are you going to do? Use action words such as direct, organize, coordinate, lead, develop, plan, build etc.
  - **WHY** is this important to do at this time? What do you want to ultimately accomplish?
  - **HOW** are you going to do it?
  
- **M** means **MEASURABLE**. Measureable actionable Items should be quantifiable and measurable! **If you can't measure it, you can't manage it.** In the broadest sense, the whole action statement is a measure for the project - if the action is accomplished, there is a success. Remember that there can be and often are several short-term or small measurements that can be built into an actionable item – but these should be kept to a minimum.
  
- **A** means **ATTAINABLE**. The planning process should establish actionable items that are achievable and are not an extreme or impossible stretch. Action items are the means by which the larger goals identified in this workshop can be made to come true. Jurisdictions can develop attitudes, abilities, skills, and financial capacity to reach them. Out of reach, unrealistic and overly complicated action items will probably not be worked on and therefore the jurisdiction's goals will not be achieved.
  
- **R** means **REALISTIC**. Realistic Action Items mean that with the appropriate resources, the action items can be achieved. This is not a synonym for “easy.” **Realistic, in this case, means “do-able.”** It means that the learning curve is not a vertical slope; that the skills needed to do the work are available; that the project fits with the overall strategy and action of the jurisdiction. A realistic Action Item may push the skills and knowledge of the people working on it but it shouldn't break them.
  
- **T** means **TIME SENSITIVE**. This means that there is a point in time when each actionable item should be completed. If you don't set a time, the commitment is too vague. It tends not to happen because you feel you can start at any time. Without a time limit, there's no urgency to start taking action now. Time must be measurable, attainable and realistic

When completing the Jurisdiction Strategic Plan, consider using the Strategic Plan as an agenda for subsequent Officers meetings. During the meetings, update the actionable activities listed based upon progress or completion, and consider adding additional action as needed as the fraternal year continues.

It is advised that before you begin developing your SMART action items, the team should spend some time listing **General Goals** for the upcoming fraternal year (i.e. Achieve Circle of Honor, hold a specific number of admission degrees, a specific number of councils should achieve Star Council status, increase charitable donations by a specific number of dollars or hours of participation). Listing these goals will help keep your team focused on what each SMART action item is intended to accomplish.

## TIME LINE... for using your JURISDICTION'S STRATEGIC PLAN

### **April through May 2018**

Meet with your Membership and Program Consultant (MPC) to schedule your Strategic Planning Meeting. (See page 2 for a list of suggested attendees.) The meeting should be held as soon as possible after your state convention.

### **June 1, 2018**

Your completed Jurisdiction Strategic Plan is due to your MPC for his approval. Each State Deputy is required to bring a copy of his state's Strategic Plan to the Organizational Meeting of State Deputies in New Haven CT. This meeting is typically held in June.

### **September 2018**

State Council Officers and MPC will review all actionable items. The MPC will check to make sure all actionable items are on schedule and offer assistance to get any tasks falling behind, back on schedule if needed.

### **November 2018**

An updated Jurisdiction Strategic Plan is due to the MPC. Each State Deputy is required to bring a copy of his state's Strategic Plan to the Mid-Year Meeting of State Deputies typically held in November.

### **March 2019**

State Council Officers and MPC will review all actionable items. The MPC will check to make sure all actionable items are on schedule and offer assistance to bring all scheduled tasks to a successful completion.

# General Goals–Fraternal Year 2018-2019

## (Strategic Plan Check List)

In this section of the Strategic Plan, start by listing Jurisdiction’s General Goals for the Fraternal Year (i.e., Achieve Circle of Honor, hold a specific number of admission degrees, a specific number of councils should achieve Star Council status, increase charitable donations by a specific number of dollars or hours). Listing these goals will help keep your team focused on what each SMART action item is intended to accomplish. Add as many rows as needed to accomplish your goals.

<b>Membership Growth</b>
<ul style="list-style-type: none"> <li>● <b>Achieve Circle of Honor – Level II - goals (New Members - 900, STAR Councils – 25, New Council – 1, Net/Net – 315)</b></li> <li>● <b>Achieve State Membership Director goals (STAR Councils – 25, Net – 540)</b></li> <li>● <b>Achieve State Program Director goals (STAR Councils – 25, at least 103 Councils submitting 365, 1728 and SP7)</b></li> <li>● <b>Actively promote the new Online Membership program (10 new member per month or 120 per year)</b></li> <li>● <b>Implement membership programs that will increase membership under 35 years of age. (100 new Members under 35)</b></li> <li>● <b>Form one new Council</b></li> <li>● <b>Reactive one suspended Council</b></li> <li>● <b>Report (Form 450) One Admission (1<sup>st</sup>) Degree per District per Month (31 per month or 372 per year)</b></li> <li>● <b>Report (Form 450) One Formation (2<sup>nd</sup>) Degree per Region per Month (6 per month or 72 per year)</b></li> <li>● <b>Report (Form 450) One Knighthood (3<sup>rd</sup>) Degree per Diocese per Month (2 per month or 24 per year)</b></li> <li>● <b>Surpass the Round Table quota form Supreme by 10%</b></li> <li>● <b>Achieve one STAR Council per District (31 STAR Councils)</b></li> <li>● <b>Achieve eight STAR Districts</b></li> <li>● <b>Target one new College Council</b></li> <li>●</li> </ul>
<b>Online Membership / Young Adult Population Focus</b>
<ul style="list-style-type: none"> <li>● <b>Actively promote the new Online Membership program (10 new member per month or 120 per year)</b></li> <li>● <b>Implement membership programs that will increase membership under 35 years of age. (100 new Members under 35)</b></li> <li>●</li> </ul>
<b>Hispanic / Ethnic Membership Growth</b>
<ul style="list-style-type: none"> <li>● <b>Part of normal membership growth in North Carolina</b></li> <li>●</li> </ul>
<b>Charitable Growth – Expanding our Charitable Footprint</b>
<ul style="list-style-type: none"> <li>● <b>Increase Council LAMB collections by 10% in 2018 (we had collections of \$598,792, an 8% increase in 2017) (\$658,671 in 2018)</b></li> <li>● <b>Increase the number of Councils participating by 5 (we had 103 Council participate in 2017 which was an increase of 3) (108)</b></li> <li>● <b>Increase the number of Councils participating in the Penny a Day Program to 50 Councils in 2018-2019 (we had 38 Councils in 2016-17) (30 YTD April 2018)</b></li> <li>● <b>Place one ultrasound machine in 2018-2019. (placed one in 2017-2018)</b></li> </ul>

<ul style="list-style-type: none"> <li>● <b>Implement our new Disaster Relief Program in ten Councils</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Promote more effectively and start actively tracking reports of Coats for Kids program so we know the good we are doing.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Find a better way to get reports on what food and supplies Councils are donating to food banks and shelters.</b></li> </ul>
<ul style="list-style-type: none"> <li>●</li> </ul>
<p><b>Establishing Strong Visible Activities through our Faith in Action Program Model</b></p>
<ul style="list-style-type: none"> <li>● <b>Roll out the Faith in Action program in our Regional June 2018 Council Leadership Training sessions with what we know.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Get the support of our District Deputies during our 2018 DD Organizational meeting in July 2018.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Target to get 100 Councils to qualify for the Columbian Award in 2018-2019 with the new requirements. (107 in 2016-17)</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Realign all of our NC State programs to support the Faith in Action program</b></li> </ul>
<ul style="list-style-type: none"> <li>●</li> </ul>
<p><b>Training and Leadership Development</b></p>
<ul style="list-style-type: none"> <li>● <b>Conduct seven Council Leadership Training sessions in June 2018. Targeted at GK, DGK, GPD, FS and anyone that wants to attend. Led by a State Officer.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Conduct DD Organization Training in July. Targeted at DD but will also include RMPCs and State Directors.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Require District meetings in August.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Actively promote the monthly online training from Supreme.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Implement remote training in NC on key topics to promote success.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Conduct two Mid-Year meeting to update and refocus the District Deputies and Council leaders in January 2019.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Recognize those doing great work at our NC State Convention in April 2019. Celebration of accomplishments.</b></li> </ul>
<ul style="list-style-type: none"> <li>●</li> </ul>

# Membership Growth- Growing the Order Action

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards growing the Order and meeting your Membership Goals. Focus on items that will contribute toward Membership Growth – such as **Membership Intake, Positive Growth (Net-Net), Ethnic Membership Development, New Council Development, Council Reactivation & Retention, Membership Retention, Ceremonial Planning & Scheduling, Partnering with the Agency, Developing STAR Councils, Developing STAR Districts, and Promotion & Incentives.** Add as many rows as needed to accomplish your goals.

## Example of a SMART Specific Action for Membership Growth:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Petition all councils to submit a list of activities that could be used on Knights.net to encourage new members to participate in council activities. The list should have at least 40% of councils submitting 1 to 3 events to be published by August 31, 2018.	State Membership Chairman	August 31	<b>EXAMPLE</b>				

## Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Present the State Membership Plan so that each Grand Knight knows what is being asked of his Council. Plan is to include quarterly recruitment requirements, proper retention, his STAR Council requirements, how to work with their Field Agent, benefits of Round Tables and the need for Degrees.	Membership Team and State Officers	At the seven Council Leadership Training sessions in June					
Present the State Membership Plan so that each District Deputy knows what is being asked of his District. The RMPCs are to understand what is being asked of each Region. Plan is to include recruitment requirements, proper retention, STAR District requirements, how to work with their General Agent and Field Agents, the benefits of Round Tables in their District and the need for Degrees.	Membership Team and State Officers	DD Organizational Meeting in July					
During the District meeting in August, the District Deputy is to get a commitment to membership growth from each of his Councils. He is to work with the Grand Knights to develop a Degree Schedule for at least the first half of the Year.	District Deputy	August					
Update the NC State website with the new 2018-2019 Membership goals and plan.	Membership Team and	June 30, 2018					

	Communication Director						
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**Actions throughout the fraternal year.**

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Membership Director is to have an article in the Tar Heel Knight every month highlighting Council success stories and what the Council should be doing in the next three.	Membership Director	Due the 25 <sup>th</sup> of every month					
State Deputy is to include membership success stories and update on membership progress in the DD Compass for all State Officers, RMPCs, DDs, GAs and Directors.	State Deputy	Due the 25 <sup>th</sup> of every month					
Update monthly the NC State membership report which shows Council progress toward meeting their membership and insurance quotas. Report is to be sent with comments in the first week of every month to State Officers, RMPCs, DDs, GAs and Directors.	Executive Secretary	First week of every month					
Report on the progress of establishing Round Tables. Report is to list the Round Tables that are in place and efforts taken to get more.	Round Table Chairman	Quarterly					
<p>Report on the Form 450s submitted toward our goal of:</p> <p>one Admission (1<sup>st</sup>) Degree per District per month (31 per month or 372 per year)</p> <p>one Formation (2<sup>nd</sup>) Degree per Region per month (6 per month or 72 per year)</p> <p>one Knighthood (3<sup>rd</sup>) Degree per Diocese per month (2 per month or 24 per year)</p> <p>to State Officers, Membership team, Ceremonial Chairman, RMPCs and DDs.</p>	State Deputy	Quarterly					
Promote the Shining Armor Award program on the State website, in Tar Heel Knight articles, DD Compass and an occasional email blast.	Membership Director	Quarterly					



# Membership Growth – Online Membership & Young Adult Population Focus

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards growing the Order with a focus of recruitment of younger men and their families. Particular focus should be paid towards Online Membership strategies and establishing recruitment themes that are focused towards younger members and their families. Add as many rows as needed to accomplish your goals.

## Examples of a SMART Specific Action to focus on Online Membership and the Young Adult population:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Jurisdiction to form a Young Adult Network. This network will send out surveys and communicate ideas to local leadership to form programs that are attractive to younger men and their families. Surveys will be sent on a quarterly basis and the results published to all councils.	State Young Adult Program Chairman	September 1 December 1 March 1 June 1	<b>EXAMPLE</b>				

## Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Promote the benefits of the On-Line Membership program at the seven Council Leadership Training sessions. Stress the benefits to the Council. Give On-Line Membership business card to everyone that attends.	Membership Team	June					
Promote the benefits of the On-Line Membership program at the DD Organizational meeting. Stress the role of the District Deputy in the program. Give On-Line Membership business cards to everyone that attends.	Membership Team	July					

## Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Post updates on the program on the NC State website, in the Tar Heel Knight, DD Compass and in a quarterly email blast on the program.	On-Line Membership Chairman	Monthly					

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## Ethnic Membership Growth

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards growing the Order and meeting your membership goals with a particular focus directed towards all Ethnic populations within the jurisdiction. New Council development and establishment of Round Tables should be key factors in meeting these goals. Add as many rows as needed to accomplish your goals.

**Example of SMART Specific Action for Ethnic Membership Growth:**

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Identify all Ethnic communities in the jurisdiction and determine if there are any nearby councils to service the population by August 31. Then develop a plan to either form a roundtable or begin the process of establishing a new council to service the population.	State Ethnic Development Coordinator	August 31	<b>EXAMPLE</b>				

**Actions that will be accomplished by September 1, 2018.**

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Each State Officer is to visit at least one primarily Hispanic Council to see what help they need. Most are struggling to stay active. After their visit to the Council a report to all State Officers and the Membership team on how the Council is doing and what they need our help on. We need these Councils to grow.	State Officers	June or July					
Each State Officer is to visit at least one Council that has some Hispanic members on their roster. Do they have an ethnic round table? How is that working? How engaged are the ethnic Brothers? After their visit to the Council a report to all State Officers and the Membership team on how the Council is doing and what they need our help on.	State Officers	June or July					
Based on the Councils visits, develop an ethnic membership plan.	Membership Team	August					

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**Actions throughout the fraternal year.**

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Implement the ethnic membership plan that was created.	Membership Team	September					
Share success stories on the NC State website and in the Tar Heel Knight.	Membership Team	As needed					

# Charitable Growth – Expanding our Footprint

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will expand the Charitable Activities in your jurisdiction. Focus on items that will contribute towards expanding your charitable footprint in your communities and parishes. Examples are: Increasing annual volunteer hours, Increasing annual volunteer contributions, participating in charitable activities and tracking of fraternal forms. Add as many rows as needed to accomplish your goals.

### Example of SMART Specific Action for Expanding our Charitable Growth:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Obtain 100% of all councils reporting their charitable hours and contributions through the Fraternal Survey #1728 by posting councils progress on the state website. The state program chairman will form a team to contact all councils to remind them of the submission date and to assist councils that need help completing the form.	State Program Chairman	December 31	<b>EXAMPLE</b>				

### Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Continue to get 100% of all active Councils reporting hours and contributions on the Form 1728.	State Warden	State Mid-Year Meetings					
Of the 25 active Councils that did participate in Operation LAMB last year, identify at least 5 to help them develop a LAMB program within their Council by visiting their Council and show them how they can do the program within their Council.	LAMB Chairmen and Members of the LAMB Foundation Board.	July - August					
Email blast to be sent to each Grand Knight, Financial Secretary explaining the NC State Council By-law requiring the requested donation be on every dues notice that is sent to our membership and what the money is intended for.	State Secretary	June 1					

Identify at least one location that we want to put an ultrasound machine.	Life Director	August 1					
Many Councils do the Coats for Kids program in one form or another. They are not reporting what they do. Encourage reporting during the Council Leadership Training sessions.	Community Director	June					
Discuss better reporting of the Coats for Kid program to the RMPCs and DDs during the DD Organizational meeting	Community Director	July					
Many Councils donate food and money to food banks and shelters. They are not reporting what they do. Encourage reporting during the Council Leadership Training sessions.	Community Director	June					
Discuss better reporting of the Food for Families program to the RMPCs and DDs during the DD Organizational meeting	Community Director	July					

**Actions throughout the fraternal year.**

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
In an effort to increase LAMB collections, personalized emails of encouragement need to be sent to Council Grand Knight to get their support	LAMB Director	To each Council at least once by December 1, 2018.					
Email blast to be sent to each Grand Knight, Financial Secretary explaining the NC State Council By-law requiring the request donation be on every dues notice that is sent to our membership and what the money is intended for.	State Secretary	December 1					
Have a Tar Heel Knight article dedicated to the Coats for Kid program in every month during the first half of the fraternal year.	Community Director	Monthly until January					
Have a Tar Heel Knight article dedicated to the Food for Families program the two months before Thanksgiving, Christmas, Easter and any other appropriate dates.	Community Director	The two months before major pushes					

# Faith in Action Program Activities

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards meeting your program goals by establishing strong visible state programs. Focus on items that will contribute towards program growth such as, promoting evangelization and spiritual growth of your members. Add as many rows as needed to accomplish your goals.

## Example of SMART Specific Action for Building the Domestic Church Program Activities:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Develop a schedule for the Marion Prayer Icon to travel throughout the state. Allowing enough time that a major Marion Prayer Hour be scheduled in each diocese of the jurisdiction. Each district must have at least one prayer service during the length of the program. Reports must be submitted by each district deputy when he turns the Icon over to the next district.	State Faith Chairman	Monthly	<b>EXAMPLE</b>				

## **Actions that will be accomplished by September 1, 2018.**

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Roll out the Faith in Action program in our Regional Council Leadership Training sessions.	General Program Director	June					
Get the support of our District Deputies during our 2018 DD Organizational meeting	General Program Director	July					
Update our NC Council Recognition Manual to reflect the Faith in Action Program.	General Program Director	May					
Update the NC State website with the basics of the Faith in Action program.	GPD and Communications Director	June					
Update our NC Program Matrix form to reflect the Faith in Action program.	General Program Director	May					

Update the NC online program submission report form	GPD and Communications Director	August					

**Actions throughout the fraternal year.**

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Continue to update the NC State website.	GPD and Communications Director	monthly					
The GPD and each of the Four Directors are to have a Tar Heel Knight article every month with updates.	GPD and Directors	monthly					
Communicate the new Columbian Award requirements. Emphasizing the program that are now required.	GPD and Communications Director	monthly					

# Training and Leadership Development

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will train and develop councils in all phases of the Order. Focus should be placed on Fraternal Leadership, Recruitment Techniques and Building the Domestic Church Program Model. Add as many rows as needed to accomplish your goals.

## Example of SMART Specific Action for Training and Leadership:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Schedule "Two Man" team training sessions throughout the jurisdiction with the goal of 40% of the councils using this concept by October 1.	State Membership Director	October 1	<b>EXAMPLE</b>				

## Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Conduct seven regional Council Leadership Training sessions. These sessions are targeted at GK, DGK, GPD, FS and anyone that wants to attend from the Council. These sessions are to get the Council off to a good start.	State Officers with the help of State Staff	June					
Conduct DD Organization Training session to train District Deputies and RMPCs on their duties and responsibilities. This training is to get the District off to a good start.	State Officers with the help of State Staff	July					
District Deputies will hold District training sessions organize activities within the District.	District Deputies	August					

## Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Actively promote the monthly online training from Supreme.	State Deputy	monthly					



Conduct two Mid-Year meeting to update and refocus the District Deputies and Council leaders in January 2019.	State Officers and State Staff	January					
Recognize those doing great work at our NC State Convention by celebrating their accomplishments.	State Officers and State Staff	April					
Implement remote training in NC on key topics to promote success.	AV Chairman	November					

## Other Jurisdiction Business

In this section of the Strategic Plan list specific actionable items using SMART techniques to track miscellaneous business actions that pertain to your jurisdiction. These items may relate to state operations, state reports and/or new business. Add as many rows as needed to accomplish your goals.

### Example of SMART Specific Action for Training and Leadership:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Prepare an inspirational message each month to be distributed to all of the council leadership teams via our state newsletter.	State Deputy	First day of each month	<b>EXAMPLE</b>				

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
State Officers will meet Face to Face to monitor progress and conduct business.	State Officers	May, Sept, Dec, Feb, March					
State Officers will have conference calls a required to conduct State Council business.	State Officers	As required					
Attend the Supreme Convention to learn more about what our Order does around the world.	State Officers and other Delegates	August					
Annual audit of the books will be conducted.	State Treasurer & Auditor	August					
State Deputy will attend the SD meeting to gather information to share with our jurisdiction.	State Deputy	June and November					

Attend the Supreme Convention to learn more about what our Order does around the world.	State Officers and other Delegates	August					

# Appendix A: Jurisdiction Data Worksheet

Real growth is essential to the viability of our Order in the future. Along with the actionable items listed in this plan, the following worksheets should be completed and used to assist the leadership team in formulating this strategic plan. The Strategic Plan Meeting Facilitator will be able to assist you with completing the information from past years.

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Catholic Population	389,134	407,445	421,219	427,004	421,515	425,000
Hispanic Catholic Population (Not included above)	No Data	No Data	No Data	No Data	No Data	No Data
Other Ethnic Catholic Population (Not included above)	No Data	No Data	No Data	No Data	No Data	No Data
Jurisdiction Total Membership	16,122	16,533	17,119	17,162	17,477	
Intake Goal	950	950	900	900	900	900
Total Intake	988	895	966	688	900	
Net Goal	665	665	585	585	585	540
Total Net Gain	682	664	811	274	585	
Net – Net Goal	285	300	315	315	315	315
Total Net-Net membership	498	411	586	43	315	
Number of Councils (Gross Total)	130	131	133	133	135	136
Number of Suspended Councils	No Data	5	6	6	5	4
Total Number of Councils (Gross Total minus Suspended Councils)	130	126	127	127	130	132
Number of Councils not recruiting (Year-end)	No Data	12	11	22	No Data	

Council Reactivation Goal	3	2	2	2	3	1
Number of councils Reactivated	0	0	0	0	1	
New Council Development Goal	1	1	1	1	1	1
New Councils Instituted	1	2	2	1	1	
Roundtable Goal	30	30	30	30	30	30
Roundtables created	26	15	30	31	32	
Star Council Goal	19	19	25	25	25	25
Number of new councils	1	2	1	1	1	

# Appendix B: Following the Strategic Plan Meeting

The following are items that should be the product of the Strategic Plan exercise. The Strategic Plan must be communicated throughout the jurisdiction to assure that all understand the goals developed in this plan. This Strategic Plan should be used as the primary Agenda and reviewed at all state officers meetings.

<input type="checkbox"/>	<b>Jurisdiction Communication</b>	The Action Plan must have the buy in of all state officers, directors/chairman, membership team and staff.
<input type="checkbox"/>	<b>Action Plan to Incoming SD Meeting</b>	Prepare to bring a copy of the Approved Strategic Plan to the Incoming SD Meeting.
<input type="checkbox"/>	<b>Organizational Meeting</b>	Communicate the details of your jurisdictions Strategic Plan at the Organizational Meeting.
<input type="checkbox"/>	<b>District Deputies</b>	District Deputies should understand that this Strategic Plan is to be implemented through them at the district and at the council level.
<input type="checkbox"/>	<b>Jurisdiction Training Plan &amp; Schedule</b>	The state deputy should communicate the Training Plan at the Organizational Meeting. The training plan should be published and communicated throughout the jurisdiction. Plans to schedule the training facilitators (such as your MPC) should be started.
<input type="checkbox"/>	<b>New Council Development Plan</b>	Assign district deputies (or appropriate personnel) to lead the new council development efforts in their district. Have them provide a timeline toward implementation.
<input type="checkbox"/>	<b>Council Reactivation Plan</b>	Assign district deputies (or appropriate personnel) to lead the council reactivation efforts in their district. Have them provide a timeline toward implementation.
<input type="checkbox"/>	<b>STAR Council Plan</b>	Identify one Council in each District that will achieve STAR Council Status
<input type="checkbox"/>	<b>Ceremonial Schedule</b>	Communicate & publish the jurisdictions ceremonial schedule including all Admission, Formation and Knighthood degrees.
<input type="checkbox"/>	<b>Review and Revise the Action Plan Regularly</b>	This Action Plan should be used as the primary Agenda and reviewed at all state officers meetings which should be held as a minimum on a quarterly basis. The Plan should be submitted to the MPC after each revision.