



2018-2019
JURISDCITION ACTION PLAN
Michigan _ State Council
Revised: _ 5/14/18

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.

Membership Growth
<ul style="list-style-type: none"> • 2700 members gained (gross) – 225 monthly average
<ul style="list-style-type: none"> • Net/Net +1
Online Membership / Young Adult Population Focus
<ul style="list-style-type: none"> • 200 gained
<ul style="list-style-type: none"> • Conversion = 35% (from on-line to Council membership)
Hispanic / Ethnic Membership Growth
<ul style="list-style-type: none"> • Three new ethnic councils state-wide
<ul style="list-style-type: none"> • Grow membership by 100 within these new Councils
Charitable Growth – Expanding our Charitable Footprint
<ul style="list-style-type: none"> • Improve council participation in charitable programs within the areas served by their parish(es) and in charitable needs shared by the Michigan State Council and/or the Supreme Council.
<ul style="list-style-type: none"> • Marketing – sharing our good works with outside of the Councils.
Establishing Strong Visible Activities through our Faith in Action Program Model
<ul style="list-style-type: none"> • Promote programs through the Parish, increase the number and type of programs held jointly with the Parish.
<ul style="list-style-type: none"> • Marketing through the Council
Training and Leadership Development
<ul style="list-style-type: none"> • Small group training and mentoring our team toward our goals. • Build on prior training to continue growing the knowledge of our Council leadership

- **Develop and use our regional directors as mentors for the District Deputies and Council leadership teams.**

- **Utilize online training**

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	EXAMPLE				

D

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
DD's bring 1 st degree dates to summer leadership meeting being held in Lansing. This allows the Councils to be informed as to when and where the next degree will be available.	SD/SMD	July					
Contact DD's pre-degree to ensure degree is being held or degree practice is being done. This practice will be phone or e-mail to confirm the degree.	DMD	July					
DD's to hold first degree in district during July 2018. Each district is being asked to host at least one degree in July to jump start the membership plan statewide. All the DD's have received a phone from the Leadership about this requirement.	SD/SMD	By July 31					
Retention-Identify councils with zero growth (FY 18). Using the report from Supreme, the Councils without any membership growth will be contacted to learn why, then a plan will be developed with the DD and DMD to address this critical issue.	SRD	July 15					
Retention Director will meet with 30% of the Councils with zero growth (FY 18). The SRD will continue to follow-up with these Councils and make visits to their meetings to encourage recruitment.	SRD	Sept 1 st					

Membership recruiting recognition rollout (Ambassador club, Michigan Shining Armor, etc.). Recognition programs will be introduced at the Summer Leadership, Diocese and Districts meetings in the 1 st quarter of FY 18. These programs are designed to promote recruitment and pride in membership with the Councils	SMD	Jul 1					
Statewide recruitment drive. Following the rollout of the recognition programs, the SMD will follow- up with monthly newsletters and other communication to follow-up with District and Council commitment to membership. This will be an on-going action.	SMD/DMD	Aug					
Recruiting of inactive/former/new members. Working with the GA's and DMD – the program will focus on the inactive members to seek them out and invite them to become active once again. The list of targeted members or former members will be developed monthly and updated monthly to track progress.	GA/SMD	Monthly					
NCD – Select and contact 5 parishes to seek underserved populations that may be interested in a roundtable or new council for their needs. This effort will be tracked and reported by the NCD to the SMD/SD.	NCD	Sept					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Degree scheduled published for each 6-month period by District. This allows the Councils to be informed as to when and where the next degree will be available.	SMD/DMD	July/Dec					
Recruiting of inactive/former/new members. Working with the GA's and DMD – the program will focus on the inactive members to seek them out and invite them to become active once again. The list of targeted members or former members will be developed monthly and updated monthly to track progress.	GA/SMD	Monthly					
Retention-Identify councils with zero growth (FY 18). Using the report from Supreme, the Councils without any membership growth will be contacted to learn why, then a plan will be developed with the DD and DMD to address this critical issue.	SRD	Monthly					

Retention-meet with remainder of councils with zero growth councils (FY 18). The SRD will continue to follow-up with these Councils and make visits to their meetings to encourage recruitment.	SRD	Jan 1					
Membership recruiting recognition rollout (Ambassador club, Michigan Shining Armor, etc.) to continue during the year and continued promotion and sharing of results will be done by newsletter and other means of communication to the Councils. These programs are designed to promote recruitment and pride in membership with the Councils	SMD	Monthly					
Statewide recruitment drive. Following the rollout of the recognition programs, the SMD will follow- up with monthly newsletters and other communication to follow-up with District and Council commitment to membership. This will be an on-going action.	SMD/DMD	Monthly					
Recruiting of inactive/former/new members. Working with the GA's and DMD – the program will focus on the inactive members to seek them out and invite them to become active once again. The list of targeted members or former members will be developed monthly and updated monthly to track progress.	GA/SMD	Monthly					
NCD – Select and contact 5 parishes. Select and contact 5 parishes to seek underserved populations that may be interested in a roundtable or new council for their needs. This effort will be tracked and reported by the NCD to the SMD/SD.	NCD	Monthly					

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	EXAMPLE				

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
Plan Pinewood Open - Multi District. Encourage young adult involvement in family-centered events held at local Parishes.	SPD/YAC	Sept 1					
Plan Beanbag championship Multi District & Diocese championship – Encourage young adult involvement in family-centered events held at local Parishes	SPD/YAC	Sept 1					
Plan “Clothes for Kids” – Diocese. Encourage young adult involvement in family-centered events held at local Parishes	SPD/YAC	Sept 1					
Plan “Theology on Tap” – Council, District, Diocese. Encourage young adult involvement in family-centered events held at local Parishes	SPD/YAC/ST	Sept 1					
Plan Career Fair/money management/Business networking – Diocese. Encourage young adult involvement in growing their understanding of personal growth topics. Targeted groups are the younger couples within the Parishes.	SPD/YAC/GA	Sept 1					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Plan Pinewood Open - Multi District. Encourage young adult involvement in family-centered events held at local Parishes.	SPD/YAC	Nov					
Plan Beanbag championship Multi District & Diocese championship – Encourage young adult involvement in family-centered events held at local Parishes	SPD/YAC	Jan					
Plan “Clothes for Kids” – Diocese. Encourage young adult involvement in family-centered events held at local Parishes	SPD/YAC	March					
Plan “Theology on Tap” – Council, District, Diocese. Encourage young adult involvement in family-centered events held at local Parishes	SPD/YAC/ST	Qtrly					
Plan Career Fair/money management/Business networking – Diocese. Encourage young adult involvement in growing their understanding of personal growth topics. Targeted groups are the younger couples within the Parishes.	SPD/YAC/GA	March					

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	EXAMPLE				

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
Identify and prioritize ethnic parishes/communities - encourage involvement and grow councils or create new councils/round tables. Statewide effort and will be designed to seek out underserved populations.	NCD/State Ethnic Dir/SD	Sept 1st					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Work with Identified ethnic parishes/communities - encourage involvement and grow councils or create new councils/round tables. Statewide effort to seek out new membership not being served by the existing Councils.	NCD/State Ethnic Dir/SD	ongoing					

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	EXAMPLE				

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
Increase council participation in ‘Ten for Charity’ drive to 50% of all active Councils. Statewide effort with increased communication as to the importance of program. Additional fund raising allows for increased support of charitable programs across the state.	SS/ST	Sep 1st					
Marketing - State Meetings. Increase the sharing of the good works being done across the state at joint meetings. This will allow Councils to learn about “best practices” and use programs already shown to be successful.	SS/ST	Sep 1st					
MI Drive – Continue sharing information with Councils on state law changes to allow street side solicitation. Restrictive opinions for the past two years – limited the Councils ability to solicit on the public right-of-ways in the state. Recent law changes removed this concern and this information will be shared with the Councils to be sure they resume solicitation within their communities. This will increase the donations for the MI-Drive statewide.	SS/ST	Sep 1st					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Increase council participation in ‘Ten for Charity’ drive to 50% of all active Councils. Statewide effort with increased communication as to the importance of program. Additional fund raising allows for increased support of charitable programs across the state.	SS/ST	Quarterly					
Marketing - State Meetings. Increase the sharing of the good works being done across the state at joint meetings. This will allow Councils to learn about “best practices” and use programs already shown to be successful.	SS/ST	Quarterly					

MI Drive – Continue sharing information with Councils on state law changes to allow street side solicitation. Restrictive opinions for the past two years – limited the Councils ability to solicit on the public right-of-ways in the state. Recent law changes removed this concern and this information will be shared with the Councils to be sure they resume solicitation within their communities. This will increase the donations for the MI-Drive statewide.	SS/ST	Quarterly					
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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	EXAMPLE				

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 Domestic Church programs through Parishes - to increase the visibility of KofC members within the Parish. This will allow nonmembers to see the good works being done and the value of membership in the Order.	SPD	Sep 1 st					
Marketing through the council - Promote the Parish activities that councils can partner in. Council visibility and enthusiasm is key to attracting new men to the Order.	SPD	Sep 1 st					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Promote Domestic Church programs through Parishes - to increase the visibility of KofC members within the Parish. This will allow nonmembers to see the good works being done and the value of membership in the Order.	SPD	monthly					
Marketing through the council - Promote the Parish activities that councils can partner in. Council visibility and enthusiasm is key to attracting new men to the Order.	SPD	monthly					
Develop and promote "That Man is You" program at our Parishes – Increase our faith by use of this program. Working closely with the Diocese Chaplains to share the information about this program and gain support at the local parishes of the program. Open to all members of the parishes and will be a program to show the value of the Order to others in the Parish community.	State Family Director	2 nd / 3 rd Qtr					
Promotion of Councils purchase of the KofC vestments (priest and deacon) for their local clergy. Visible support of our clergy and of their support of the Order.	State Faith Dir/SPD	Monthly					
Councils Promote Blue Masses at our Parishes – Community recognition and visible support of public safety groups in the local communities.	State Faith Dir/SPD/GA	Annually					

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	EXAMPLE				
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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
Council Officer fresh start training workshop / Statewide / Preparation and training of New Council Officers for their leadership roles in the local councils. Increasing their understanding of their roles and the importance of their work to the Order.	State Training Director	Monthly / As Needed					
Develop action plans with the councils / reference March 2018 "Listening Sessions" ideas. Review and implement promising ideas learned from the local Councils in the spring of 2018. Local information about successful programs can be shared with others to allow them to adopt these programs in their areas	State Training Director	July 1 st (start)					
New DD Training being held in Saginaw. To prepare the new DD's for their roles in the next fraternal year.	MPC/SD	June 16 th					
Summer Leadership Meeting / Diocesan / District Meeting – Statewide, sharing the vision and continuing the education of how to be successful as part of the state leadership team.	SD/SDA	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
Council Officer Continuing Education – Statewide, Improve Council leadership skills. Preparation and training of New Council Officers for their leadership roles in the local councils. Increasing their understanding of their roles and the importance of their work to the Order.	MPC/SDA/SDSA	Sept, Jan, As needed					
Council Officer fresh start training workshop / Statewide / Preparation of new council officers. Ongoing training and sharing of communication as to how best lead the Councils across the state. Holding officers accountable for their outcomes requires a foundation of training to show them why is being asked of them in their leadership roles.	State Training Director	Monthly / As Needed					

Winter Leadership Meeting / Diocesan / District Meeting – Statewide, sharing the vision. Ongoing training and sharing of communication as to how best lead the Councils across the state. Holding officers accountable for their outcomes requires a foundation of training to show them why is being asked of them in their leadership roles.	SD/SDA	Dec					
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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	EXAMPLE				

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
State Officers Newsletter Articles / Website / Communicate the Vision and goals of the State Council and its leadership team. Increased communication and information sharing is vital to be sure the council leadership understands the need for what is being asked of them.	State Board	Monthly					

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	2,156,168	1,968,402	1,910,559	1,800,653	1,823,448	
Hispanic Catholic Population (Not included above)		177,156				
Other Ethnic Catholic Population (Not included above)						
Jurisdiction Total Membership	68063	67362	66703	65958	65412	
Intake Goal	3145	3095	2650	2650	2650	2700
Total Intake	2205	2270	2210	2022	1413	
Net Goal	2202	2170	1725	1725	1725	1500
Total Net Gain	820	964	934	965	712	
Net – Net Goal	100	100	100	100	100	1
Total Net-Net membership	-679	-701	-659	-745	-546	
Number of Councils (Gross Total)	432	436	437	440	441	448
Number of Suspended Councils		15	18	22		20
Total Number of Councils (Gross Total minus Suspended Councils)						428
Number of Councils not recruiting (Year-end)						40

Council Reactivation Goal	4	4	4	3	4	2
Number of councils Reactivated	0	0	0	0	0	0
New Council Development Goal	7	7	7	7	7	7
New Councils Instituted	7	4	2	3	0	0
Roundtable Goal	165	165	155	165	155	155
Roundtables created	115	187	171	174	162	155
Star Council Goal	62	62	63	68	68	70
Number of Star Councils	38	67	66	49		

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"/>	Jurisdiction Communication	The Action Plan must have the buy in of all state officers, directors/chairman, membership team and staff.
<input type="checkbox"/>	Action Plan to Incoming SD Meeting	Prepare to bring a copy of the Approved Strategic Plan to the Incoming SD Meeting.
<input type="checkbox"/>	Organizational Meeting	Communicate the details of your jurisdictions Strategic Plan at the Organizational Meeting.
<input type="checkbox"/>	District Deputies	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"/>	Jurisdiction Training Plan & Schedule	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"/>	New Council Development Plan	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"/>	Council Reactivation Plan	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"/>	STAR Council Plan	Identify one Council in each District that will achieve STAR Council Status
<input type="checkbox"/>	Ceremonial Schedule	Communicate & publish the jurisdictions ceremonial schedule including all Admission, Formation and Knighthood degrees.
<input type="checkbox"/>	Review and Revise the Action Plan Regularly	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.