

Section 1	Section 2	
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District Mission

The mission of this District is to enhance the quality and performance and extend the network of the member clubs of Toastmasters International within the boundaries of this District, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters educational program by:

- Focusing on the critical success factors as specified by the District educational and membership goals.
- Ensuring that each club effectively fulfills its responsibilities to its members.
- Providing effective training and leadership-development opportunities for club and District officers.

District Strategies

Team Composition

Name the members of the District's core team.*

District Director: Louisa Davis
Program Quality Director: Melody Helleouet
Club Growth Director: Mark Hurrell
Admin Manager: Sherry Ernst

Name the members of the District's extended team.*

District Parliamentarian: Rick Sydor
District Proxy Chair: Shawn Gold
District Leadership Ctee Chair: Virginia Keast
Web Master: Rob Evans

Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization and should be incorporated as anchor points in every decision made within the organization. Toastmasters' core values provide a means of guiding and evaluating the organization's operations, planning, and vision for the future.

What are the District's core values?*

Respect, Integrity, Service, Excellence and Inclusion.

It is important that people feel part of the team.

Team Operating Principles

What principles does the team hold? (These principles might include trust, safe learning, collaboration, etc.)*

Need Help?

Chat with Ora Tor

Trust, Honesty, Team Work, Safe Space, Fun!

Potential Obstacles

What obstacles will the team have to consider when strategizing? (These might include conflicting personal commitments, distance, unresolved conflict, etc.)*

1. Burnout. Make sure we are delegating and communicating when things are too much.
2. Geographical distance.
3. Personal commitments.

Meeting Protocol

In general, how will the team process tasks? (For example, consider how often to meet or call, what the team's meeting practices will be, etc.)*

Trio: Weekly zoom call, 2 hours, but with some flexibility. Every Sunday
 Quartet: 2 hours last Sundays of the month 10am-12pm, with Dovie
 No core team meetings - one on one with District Director and ad hoc for specific projects with trio.
 Division Directors: 2 hours every 2nd Sunday 6:30pm-8:30pm

Team Interactions and Behavioral Norms

How will decisions be made?*

Collaboration & consensus, with final decision from the District Director.

Goal 1: Membership Payments Growth	Goal 2: Club Growth	Goal 3: Distinguished Clubs	
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Membership payments base 7,124

Distinguished (Membership payments base x 1.01) 7,196

Select Distinguished (Membership payments base x 7,338

1.03)

President's Distinguished
(Membership payments base x
1.05)

7,481

Smedley Distinguished
(Membership payments base x
1.08)

7,694

Situation Analysis

What is the current situation in the District? How many members did the District add last year? Does the District have special challenges? (One situation might be that membership payments usually arrive close to deadline making it necessary to hurry to meet goals.)*

This year we are merging D21 and D96. D96 tends to be a bit stronger for club building and club strength. There is a lot of opportunity for growth in the bigger cities and for a few new clubs in medium sized towns without a club. We will have a number of smaller clubs that may want to merge with local clubs - if it makes sense for the member experience.

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as creating a contest promoting early submission of dues.)*

Speechcraft & Open Houses

Area and Division Directors as club coaches (or recruit one). AD training will include how to be a club coach program module on Pathways.

Action 1*

Speechcraft & Open houses- for new clubs and "C" clubs (8-15 members), Travelling Tc

Action 2*

Area Directors and Division Directors as club coaches

Action 3

Incentives - District Bucks, increase CSP award, think of additional ideas, run last year

Action 4

"D" clubs re-charter - Have Club Extension Chair and CGD work with "D" clubs until th

Action 5

Build new clubs.

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division governors and gift certificates to the Toastmasters store.) *

Speechcraft, Open Houses, Travelling Toastmasters - reimbursed through District Bucks, no costs for travelling Toastmasters
Coaches - will need mostly time, but some promo materials potentially social media accounts etc.
Incentives - see incentive plan

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities? *

See list below - most of these fall within the CGD team.

Action 1 *

Speechcraft coordinators - Open House use OH kit & Speakers Bureau - Travelling To:

Action 2 *

CGD and Club Retention Chair to assign and work with coaches

Action 3

Incentives - quartet to create - incentives chair to coordinate.

Action 4

Speechcraft chair, CGD, sponsors, mentors, and "New clubs".

Action 5

CGD and Club Extension Chair

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked? *

Most will start as soon as humanly possible. Progress will be tracked by:

- * all clubs that need one with a coach by Dec 31
- * incentives earned - use the full budget this year
- * 10 or more speechcraft programs sponsored
- * re-charter one previous club -

Action 1*

ongoing - encouraged to be as early in year as possible - continuous efforts

Action 2*

August assign coaches / Sept all coaches do training / Sept thru Mar work with clubs / I

Action 3

August launch all incentives email, newsletter, thru ADs / August train treasurers in Cc

Action 4

Speechcraft workshops in Fall and Spring

Action 5

Sept Mark to contact all members from 0-7 member clubs that closed/suspended - hav

Answer the same types of questions to reach each additional District goal. Additional goals might have to do with alignment challenges, new leadership opportunities, or better service to members. Where else is there room for improvement in the District?*

We want our leaders to have fun and feel that it is a valuable leadership experience.

Situational Analysis

What is the current situation in the District? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that Areas and Divisions have reached their maximum capacity causing service to the members to suffer and limiting leadership opportunities.)*

In order to build the pipeline, people need to feel that it is fun and valuable and that they are improving their leadership skills.

If our leadership group enjoys the experience - that is what it is all about.

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as *assigning an alignment committee to determine best options for realignment and collaborating with the nomination committee to identify leadership opportunities.*)*

Improve the leadership pipeline.

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Gamification of leadership exercises. Educational sessions during Training not just mee

Action 2*

Sincere recognition for achievements and contributions, leaders successes.

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Book club discussions - Coaching Habit discussion in summer and revisit it in winter.

Action 4

Action 5

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Incentives - District Bucks
Budget for meals and meetings
Time to recognize people
Pat Johnson book for Club Extension team
Coaching Habits for all District Leaders

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

See below.

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Trio to take into account adult learning and fun exercises in every meeting.

Action 2*

Trio - but also communicated by Facebook and Newsletter and written notes etc. Divis

Action 3

Louisa for core team - Division directors for their division meetings.

Action 4

Action 5

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

See below.

Action 1*

Gamification: ongoing

Action 2*

Recognition: ongoing

Action 3

Book club: books given out in July - start in August.

Action 4

Action 5

District Success Plan

Team Composition

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Program Quality Director: Melody Helleouet
Club Growth Director: Mark Hurrell
Admin Manager: Sherry Ernst
Finance Manager: David Nguyen



Name the members of the District's extended team.*

District Parliamentarian: Rick Sydor
District Proxy Chair: Shawn Gold
District Leadership Ctee Chair: Virginia Keast
Web Master: Rob Evans
Audit Team Lead: Doug Anderson



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Team Interactions and Behavioral Norms

How will decisions be made?*

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What will be the team's method of communication? Determine the team's first preference, second preference, and so on.

1. Whatsapp -> create a WhatsApp community
2. Email
3. Text
4. District 21 newsletter
5. Occasional eblast with key information.

What will the communication parameters be? Parameters might include whether the team communicates by phone or email, whether the team sets up a weekly conference call, or how often team members can expect to communicate.

Weekly Trio Meetings

Monthly Division Director Meetings

6x Area Director Meetings - no December meeting, no April during convention

Two DEC's and two Business Council for decisions.

Whatsapp for frequent messages quick answer messages

How will the team resolve differences of opinion?

Team members will have differences of opinion, that is normal. Our team promises to be open minded and to look to other team members points of view. We will learn to not get too emotionally connected to our point of view. If it is a matter of a group discussion, we will accept the group's majority opinion on the item. If two people have a difference of opinion - we will fully listen and will part friends at the end of the day and make a decision that is good for

How will the team support one another?

See above. Listen, provide feedback. It is a good practice to thank people.

How will the team ensure equitable participation when completing activities?

We all have lots to do. Leadership will step in if things are not happening.
Each one of us will strive at listening and understanding the support needed for others.
Discussions will happen if equitable participation is not completed.

How will team members be held accountable for their responsibilities?

Meeting notes and followup on action items each meeting.

How will the core team and extended teams be recognized for their efforts?

Verbal recognition at events.
Incentives: District Bucks.
Handwritten holiday cards from the Trio

Membership Payments Growth

Situation Analysis

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Action 5

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Club Growth

Situational Analysis

What is the current situation in the District? How many clubs did the District add last year? Does the District have special challenges? (One situation might be that members in the District don't know how to generate interest in new clubs.)*

Last year we added 12 new clubs and 1 reinstated club.

Special challenges include moving from hybrid/online to in person.

Clubs not doing pathways or not onboarded - this will be handled by the PQD team.

Losing membership, trying to get guests to attend and join the club.

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as appointing a club extension chair to pursue leads and scheduling demonstration meetings.)*

To get to Presidents Distinguished - we will open at least three clubs in Q1.

We also need to support all clubs with 12 or less members with coaches and MOT. Encourage them all to complete CSP. Open house incentives and PR contest.

Get the ADs to do their visits very early - and to commit to supporting as a coach one club in their area (or division).

Action 1

Generate new club leads via the Area Directors and Division Directors - one "viable" le

Action 2

Incentive to submit CSP and hold open houses.

Action 3

Area Director visits early by Sept 30 and March 31.

Action 4

Each AD and Division Director is assigned a club to coach (or find a coach).

Action 5

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include a club extension committee, a demonstration team, and infokits@toastmasters.org.)*

Incentive \$ to support the district bucks program.

Promo materials to open new clubs and support clubs with open houses.

Incentive Tracker system (District Bucks).

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

Each strategy has a leader responsible. See below.

Action 1*

NEW CLUB LEADS: CGD and Club Extension Chair. New club leads - through the Division

Action 2*

CSP and OPEN HOUSES: AD encourage CSP, Open house Chair to educate and assist c

Action 3

AD VISITS EARLY: Division Directors ensure this.

Action 4

CLUB COACHES: CGD and Club Retention Chair

Action 5

TRAINING AD/Division Directors: DOT training to ensure that everyone is committed

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

We will start as soon as we can. Continuous effort all year. Finish strong.

Action 1*

Start to collect leads in July - August - ongoing as leads are submitted organically.

Action 2*

Encourage open houses in Sept/Oct/Nov and again in Jan-April period. Really it should

Action 3

AD visits start July - try to get all done by end of Sept. Then round 2 visits done by end

Action 4

Assign coaches in August / September. Must be assigned by December 31.

Action 5

Distinguished Clubs

Situation Analysis

What is the current situation in the District? What percent of District clubs are typically Distinguished? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that members in the District don't know how to achieve success.)*

We start this year with 190 clubs as the Base. D21 and D96 both met the Distinguished District status for this metric in 2024-2025

Last year 73 clubs were Distinguished or higher. 521 members are not currently registered on Pathways.

The biggest challenges are achieving 20 members per club, and members registered and

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as training all Area and Division governors on the Distinguished Club Program.)*

We will support our struggling clubs (with fewer than 12 members) with club coaches and moments of truth to bring them up to 20+ members.

Have members working on Pathways.

We are implementing District Bucks with incentives for club quality and training.

We will also recognize educational achievements widely throughout the community.

Action 1*

Pathways & New Member Orientation sessions.

Action 2*

Incentives - District Bucks - CSP, 5 dcp in Dec, distinguished by May

Action 3

Multiple training opportunities (lunch n learn, evenings, Saturdays)

Action 4

COT reminders via ADs.

Action 5

Hall of Fame for Educational Achievements.

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division governors and the Distinguished Club Program and Club Success Plan (Item 1111).)*

Team members - we have a large training team.

Incentives

Budget for in-person events.

Zoom and Eventbrite account.

District 21 website.

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

See below.

Action 1*

Pathways & New Member Orientation sessions: Maureen McBeath, Harold Liu, and tr:

Action 2*

Incentives - District Bucks: CSP, 5 dcp in Dec, distinguished by May

Action 3

Multiple training opportunities (lunch n learn, evenings, Saturdays): Training Team

Action 4

COT Reminders: PRM, Area Directors, Constant Contact, Eventbrite, Zoom - continue

Action 5

Recognition: PRM, PQD, and plan to recruit another team member.

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

See below.

Action 1*

Pathways: Monthly orientation sessions. New Member Orientations: Monthly.

Action 2*

Incentives: Throughout the year. December 31 for 5/10 DCP points achieved.

Action 3

Training opportunities: Summer TLI/COT, Fall/Winter TLI/COT

Action 4

COT: Round 1 June 1- August 31, Round 2 November 2 - February 28, 2025.

Action 5

Recognition: Monthly, Awards events, Spring Conference - an through Newsletters

Additional Goals

We want our leaders to have fun and feel that it is a valuable leadership experience.

Situational Analysis

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Improve the leadership pipeline.

Action 1*

Gamification of leadership exercises. Educational sessions during Training not just meet

Action 2*

Sincere recognition for achievements and contributions, leaders successes.

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Book club discussions - Coaching Habit discussion in summer and revisit it in winter.

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See below.

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Gamification: ongoing

Action 2*

Recognition: ongoing

Action 3

Book club: books given out in July - start in August.

Action 4

Action 5

Starting Numbers

Club Base	190
Membership Payments Base	7,124
Number of Division and Area Directors	51

Qualifying Requirements

Submission of District Success Plan by September 30. Submission of Division and Area Director Training Report for 85 percent of Division and Area directors by September 30.

Number of Division and Area Directors x 0.85	43
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	Membership Payments Growth	Club Growth	Distinguished Clubs
Distinguished	Membership Payments Base x 1.01 7,196	Club Base * 1.01 192	* 0.45 86
Select Distinguished	Membership Payments Base x 1.03 7,338	Club Base * 1.03 196	* 0.5 95
President's Distinguished	Membership Payments Base x 1.05 7,481	Club Base * 1.05 200	* 0.55 105
Smedley Distinguished	Membership Payments Base x 1.08 7,694	Club Base * 1.08 206	* 0.6 114

Tracking

Use online reports, available at www.toastmasters.org/DistinguishedPerformanceReports, to keep track of the District's progress toward its goals. Create milestones throughout the year to measure your progress.*

Goals	Quarter 1			Quarter 2			Quarter 3	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Membership Payments Growth								
Club Growth								
Distinguished Growth								

Add a goal