

Service Interruption Updates — learn more



## District Success Plan

### Team Composition

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

District Director: Denise Alder Gutherz  
Program Quality Director: Lance McMahan  
Club Growth Director: Laura Gregory  
Club Extension Chair: Patricia Knight  
Public Relations Manager: Veena Vijayaraj-Kadidal  
Administration Manager: Minda Fernish  
Finance Manager: Gary Pettigrew  
Logistics Manager: Cindy Hatano  
IPDD: Nancy Potts  
District Parliamentarian: Rick Sydor

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

Division Directors: A: Linda Bedell; B: LaWanna Parker; C: Adrienne Haylor; D: Lynda Mendez; E: Donna Lewis; F: Carla Carr; G: Rose Cook; H: Kevin Hayes; I: Susan Rene Sontra

Area Directors: 11: Brady Janes; 12: Antone "Wild Bill" Cabral; 13: Barbara Wickman; 21: Paula Murphy; 22: Susan Maclean; 23: Sue Bukowy; 31: Lauren Carly; 32: Vacant; 33: Lieutenant Coopwood; 41: Jennifer Johnson; 42: Vacant; 43: Vacant; 51: Louise Houdelette; 52: Vacant; 53: Felicia Oropeza; 61: Nancy Wold; 62: Leann Halleib; 63: Chibwe Chungu; 71: Pat Knight; 72: Vacant; 73: Diana Irvine; 81: Crystal Lopez; 82: Jennifer Grace; 83: Theresa Gorham; 84: Duane White; 91: Barbara Brackett; 92: Shannon Chi; 93: Skip Smith; 94: John Fox.

DD's Advisor Team Chair:

Audit Committee Chair: Sondra Nunez

Community Judging Chair: Herb Long

Credentials Community Chair: Susan Eisberg

District Leadership Committee Chair: Nancy Potts

Hybrid Manager:

Logistics Manager: Cindy Hatano

Pathways Manager: Angie Rodriguez  
PDG/PDD Advisors: Russ Steele; Brian Hatano;  
Sondra Nunez; Wes Johnson; Joey Waldrop; George  
Jarosik; Nancy Potts  
ABM Proxy Chair: None  
DCM Proxy Chair?: Louise Houdelette?  
Realignment Committee Chair: Lance McMahan?  
Technology Manager:  
Webmaster: Wes Johnson  
Zoom Manager: David Betowski

## 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?\*

Integrity, in everything we do  
Respect for the individual  
Service for the member  
Excellence in service  
Collaboration with all

## Team Operating Principles

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

Collaboration  
Open Communication  
Positive demeanor  
Open Discussion

## Potential Obstacles

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

With COVID still causing clubs to choose between in person, hybrid and online meetings, it will be hard for clubs to standardize how they will operate this year.

Diverse team members with various levels of experience will require being mindful of each other's strengths and weaknesses.

The team will treat all levels of leadership with respect and helpfulness.

Geographical separation.

# 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.)\*

The Trio (DD, PQD, and CDG) communicate daily through email, text, or phone, as needed, and meet every Friday afternoon. Prior to meeting, each Trio member provides their Accountability Report to the Trio, the PRM, the Admin Manager, and the Division Directors. The Trio discusses accomplishments and plans for the next week, and any issues which require resolution. The Quad (Trio +PRM) meet weekly on Tuesday nights to discuss issues and finalize the weekly D39 Newsletter.

District Executive Committee Meetings (DECM) will be held twice per year to consider issues prior to the District Council meetings in September 2022 and May 2022. The Trio will meet with the Division and Area Directors monthly.

Core team will meet additionally as needed to conduct district business such as Budget and Success Plan. District Leaders will meet with their team on a regular basis. The Trio and PRM will meet with the Regional Advisor in peer calls monthly.

## Team Interactions and Behavioral Norms

How will decisions be made?\*

Teams will work together with respect, positivity and collaboration.

Trio members will meet weekly to discuss business.

Items will be voted on by the District Executive Committee and/or District Council, as required.

District Director may consult with Advisors or Advisory team (Past District Governors/Directors), as needed.

Consult the membership of District 39.

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

1. Email
2. Text
3. Phone calls
4. Zoom
5. In person meetings

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.

E-mail correspondence as needed. Use subject line alerts.

Opening salutation line will contain the individuals who will need to respond or take action on the communication.

Zoom calls or in person meetings as needed

24-hour turn around on email responses. If more time is needed, provide the date the response will be provided.

How will the team resolve differences of opinion?

All core and team members will encourage open discussion and listen attentively to all opinions.

If team cannot settle differences of opinions the team may reach out together to Past District

Directors/Governors. If cannot be resolved internally, the Regional Advisor will be consulted for guidance.

How will the team support one another?

All team members will treat each other with respect, patience and kindness, both publicly and privately.

All team members, regardless of title, will be treated as equals.

Unified message from Trio.

How will the team ensure equitable participation when completing activities?

Core and extended team members will be encouraged to work toward a common agreement on which duties will be completed by each team member. When activities are assigned, take into consideration their level of experience, time availability, as well as personal and professional obligations.

How will team members be held accountable for their responsibilities?

Trio members prepare weekly accountability reports which are shared with the PRM, the Administration Manager and the Division Directors prior to the weekly trio meetings. Core team members will submit written and verbal reports at the DECM to advise the District of both accomplishments and possible challenges to meeting area, division and district goals. All DEC written reports are due to the Administration Manager eight (8) days before DEC meetings.

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

- 1) Verbal, public recognition
- 2) Recognition via social media, website, district newsletter
- 3) Trophies, ribbons, gift certificates, thank you cards

## **Membership Payments Growth**

### **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.)\*

Existing clubs and new clubs both impact Goal 1. Effective July 1, 2022, the PQD is responsible for membership growth in existing clubs, and the CGD is responsible for building new clubs. The analysis in this section will focus on existing clubs.

Membership payments and clubs have declined since peaking in 2013/14. In 2021/22, D39 had 545 new member payments and 2,939 renewal payments, for a total of 3,484 payments. With a base of 4,051, payments decreased 14% over the prior year (20/21). D39 began 21/22 year with 127 clubs and ended the year with 115, a loss of 12 clubs (no new clubs formed). Since July 1, one low membership club has come into good standing through the transfer of members from a club in good standing; the base is now 116, effective September 2022. For the 21/22 Year: 21 clubs were distinguished (16P; 1S; 4D), of which 5 had membership less than 20; two clubs with membership greater than 20 did not achieve distinguished status. On July 1, 2022, 18 clubs (16%) began the year at or above charter strength (20 members or more). 60 of the

116 Active clubs (52%) are eligible for a club coach (8-12 members). Wildfires are continuing to disrupt D39 communities, as is COVID. The ongoing transition from on-line meetings to hybrid has the potential to disrupt membership for many clubs. The inability to search for clubs which meet in-person only, on-line only, or hybrid will continue to present challenges to prospective members.

## 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.)\*

Incentivize and recognize membership increases and early actions for clubs. Incentives will be promoted at DECMs, on the website, and via e-mail. This year the District will provide incentives for clubs to:

- 1) add members each month, and to get them engaged in the club by scheduling them for their first speech;
- 2) achieve 5 or more DCP goals by December 31;
- 3) renew the minimum membership before the term ends (September 30 and March 31);
- 4) achieve distinguished status by June 1;
- 5) have 100% of members enrolled in Pathways within 6 months of joining the club.

Items 1 and 3 are focused on gaining and retaining members, respectively.

Incentives will be provided in the form of "District Bucks;" clubs will be credited with incentive dollars which can be used to purchase non-prohibited items (e.g., alcohol). Upon submitting a claim through CONCUR, the club would be reimbursed up to the amount of credit they have.

District 39 is revising the Triple Crown Award this year to include the following:

- A) Complete any three of the 55 levels in the eleven Paths, credited to clubs in District 39; and
  - B) Successfully complete any one of the following five activities by June 30, 2023:
    - a. Sponsor a new club in District 39;
    - b. Mentor a new club in District 39;
    - c. Coach a club in District 39 for six months, or have the club achieve distinguished status by June 30, 2023;
    - d. Conduct a Speechcraft Program in association with a District 39 club of which you are a member; or
    - e. Conduct a Youth Leadership Program in association with a District 39 club of which you are a member.
- Each of these 5 activities would, or have the potential to, increase membership.

Action 1

Set up schedule to prepare flyers.

Action 2

Action 3

Publish flyers as appropriate for target audience (current members).

Action 4

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Action 5

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## 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.) \*

PQD & PRM work together to prepare schedule and advertise. Funds have been set aside in the budget for current and new clubs for incentives.

## Assignments

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

The PQD will monitor progress.

Action 1\*

Monitor Dashboard to identify clubs which increase membership and forward to PQD for recognition.

Action 2\*

Monitor Dashboard to identify Area Directors who have completed club visit reports and forward to PQD for recognition..

Action 3

Recruit and train club coaches and mentors.

Action 4

Monitor Dashboard to identify clubs which complete club officer lists.

Action 5

Develop and monitor strategies for membership building.

## Timetable

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

Actions 1-3 and 5 are continuous. Tactic 4 takes place in November and December, and May and June. The dashboard and various databases will be monitored.

Action 1\*

See above

Action 2\*

Monitor District Central to identify Areas and Divisions which have completed club visit reports.

Action 3

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Action 4

Action 5

## 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.)\*

New Clubs are considered in Goal 2.D39 chartered no new clubs last year; unfortunately, there were no new clubs chartered the year before. TEXT from last year: D39 chartered 6 clubs last year, three in the second payment cycle and three in the third cycle. Three clubs chartered with 25 or more members to earn a D39 incentive. Three new clubs took advantage of the Toastmasters International incentive to avoid paying the charter fee and new member fees. The primary impetus for three of the clubs was to earn a DTM under the classic program. The last two incentives will not be available this year. Wildfires are continuing to disrupt D39 communities, as is COVID.

### 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.)\*

In order to build new clubs, there are 2 distinctive paths the CGD will follow up on: 1) Engage identified warm leads and work to build new clubs 2) Reach out to closed clubs and offer TM Promotions for recharter. To successfully execute these paths, Division and Area Directors have been engaged and trained in methods to identify viable leads. The existing team may be increased to manage specialized areas such as Marketing and Demo teams. The need for further CGD team members will depend on success of initial efforts.

Action 1

The Club Extension Chair leads all committees involved in generating, tracking, and converting leads to new clubs.

Action 2

Appoint a Marketing Team chair, preferably with input from the PRM

Action 3

Appoint a PR Team Chair, as needed.

Action 4

Appoint a Demo Team Chair, as needed

## 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.)\*

The Club Extension Chair leads the New Clubs Team, which includes: Club Extension Committee and any additions focusing on club building (e.g. New Clubs Team, Demo Team) The Club Growth will collaborate with Club Extension Chair to determine further team members

## Assignments

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

Current Assignments: Laura Gregory, Club Growth Director; Pat Knight, Club Extension Chair. Further assignments will be made based on club growth activity.

### Action 1\*

Laura Gregory: Determine the Chairs and Committee Members needed for the CG Team.

### Action 2\*

Laura Gregory: Contact the Division Directors and Area Directors to build relationships.

### Action 3

Working with the PQD's Training Manager, include Club Quality training of Division Directors, Area Directors, and Club Sponsors.

### Action 4

Club Growth coordinate with Web team for updates for review by Branding Committee and approval by District Director.

### Action 5

## Timetable

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

Club Growth Team will contact and coordinate with the Division Directors/Area Directors Club Growth Teams. Encourage all committee members to attend appropriate trainings offered by Program Quality team. Following new clubs leads and developing new clubs leads will be on going. With Public Relations Manager and her team update and refresh Web pages, Facebook, Meetup, and all social media frequently.

### Action 1\*

Begin immediately and complete by the September DECM.

### Action 2\*



Begin immediately and work with District Director to determine Division and Area Director's needs.

#### Action 3

Begin immediately and monitor new club leads throughout the year. Present at DECMs.

#### Action 4

Begin immediately monitoring the effects of our social media program on our club growth. Present at DECMs.

#### Action 5

Begin immediately monitoring team workload and add additional team members as needed

## 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.)\*

Last year (2021/22), District 39 had a base of 127 clubs. Fifty clubs (39%) completed 5 or more goals, of which 20 (15.7%) achieved distinguished status (or better); 30 did not achieve distinguished status due to membership. Membership in the 20 distinguished clubs ranged from 13 to 35, with 5 clubs having less than 20 members. Two clubs had over 20 members but were not distinguished, missing by one goal.

Data presented in the TI system does not always provide the needed information.

District 39 currently has a base of 116 clubs, and it is possible four additional clubs could come into good standing, thereby raising the base to 120. 69 clubs (59% of the base) have 1 to 7 members who have been a member longer than 6 months and are not enrolled in Pathways.

Club officer training focuses on how clubs can achieve success, so officers do have the opportunity to understand how to achieve success. 30 clubs did not have 4 or more officers trained in the period ending August 31, and 20 had all 7 officer roles trained.

Fires have displaced entire communities the last few years, and this is continuing. COVID also presents challenges to meeting in-person, or can cause a club to lose members or have members cease participating while they recover. The Find A Club feature does not allow one to search for clubs which meet in-person, causing frustration to potential future and current members.

### 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.)\*

This year the District will provide incentives for clubs to:

- 1) add members each month, and to get them engaged in the club by scheduling them for their first speech;
- 2) achieve 5 or more DCP goals by December 31;
- 3) renew the minimum membership before the term ends (September 30 and March 31);
- 4) achieve distinguished status by June 1;
- 5) have 100% of members enrolled in Pathways within 6 months of joining the club.

Incentives will be provided in the form of "District Bucks;" clubs will be credited with incentive dollars which can be used to purchase non-prohibited items (e.g., alcohol). Upon submitting a claim through CONCUR, the club would be reimbursed up to the amount of credit they have.

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a. Sponsor a new club in District 39;

b. Mentor a new club in District 39;

c. Coach a club in District 39 for six months, or have the club achieve distinguished status by June 30, 2023;

d. Conduct a Speechcraft Program in association with a District 39 club of which you are a member; or

e. Conduct a Youth Leadership Program in association with a District 39 club of which you are a member.

The three educational awards bring the clubs closer to achieving distinguished status, while completing one of the five activities moves the member closer to completing their DTM award. Completing the DTM award would also move the club closer to distinguished status.

Club officer training will be provided each month during the training periods. Training in other districts in the pacific time zone will be identified and shared on the District 39 website. Clubs will be encouraged to attend training.

Action 1\*

District leadership will work with the clubs to determine why members are not enrolled in Pathways after 6 months and, as appropriate, encourage them to enroll their members.

Action 2\*

Create a page on the district website devoted to the incentives, including identifying which clubs have received the incentives.

Action 3

Include information about the incentives, as appropriate, in the District 39 weekly newsletter.

Action 4

Recognize clubs and members for their accomplishments each month.

Action 5

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## 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).)\*

The PQD is responsible for encouraging and tracking progress toward the DCP, and working with Division Directors to help clubs succeed. The PRM will help promote incentives and will publicize achievements through D39's newsletter, social media, and the website.

## Assignments

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

Angie Rodriguez, Training Manager, is responsible for ensuring training for officers and members are manned.

Lance McMahan, PQD, is responsible for all other activities at the district level, in coordination with Division Directors and Area Directors.

Action 1\*

See above

Action 2\*

Action 3

PQD, with assistance from training manager, will create and conduct the fall and spring training schedule for club officers and District leadership.

Action 4

Create, implement and incentivize the DCP for membership, education awards, training, and administration

Action 5

Create, implement and incentivize a recognition program for education awards, members, clubs, areas, and division.

## Timetable

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

These items, except for Speech Contests, Leadership Gatherings and Spring Convention, will occur year round.

Action 1\*

The PQD will post winter training events on the calendar by September 16.

Action 2\*

The PQD will work with the webmaster to update the website beginning September 13.

Action 3

Ongoing - All year

Action 4

Ongoing - All year

Action 5

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## Additional Goals

### 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.)\*

### 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.*)\*

Action 1\*

Action 2\*

Action 3

Action 4

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 past District directors, Area and Division director, the District website, and a nomination committee.)\*

# Assignments

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

Action 1\*

Action 2\*

Action 3

Action 4

Action 5

# Timetable

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

Action 1\*

Action 2\*

Action 3

Action 4

Action 5