

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 - Bryant Pergerson
Program Quality Director - Misty Mitchell
Club Growth Director - Terrence Armstrong
Finance Manager - Joleen Rasmussen
Public Relations Manager - Sandy Campbell

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

Div A Dir - Janeen Duncan
Div B Dir - Akhtar Malik
Div C Dir - Sai Divijender
Div D Dir - Roland Lambe
Div E Dir - Jim Stubanas

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?*

Need Help?

Chat with Ora Tor

Integrity - Being transparent and direct with all members. Using District funds wisely.
Respect - Listening to suggestions and issues with an open mind.
Service - Being a servant leader encouraging other leaders to earn their DTM and a Triple Crown.
Excellent - Dedicated to providing the best programs and events possible con
District Director: I believe in walking the walk, serving as a mentor and setting the example I expect to see in others.



Team Operating Principles

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

Our theme this year will be "Building Our Future Together," combining D37, D117 and 6 clubs from D58 into a new entity that involves the best qualities of each district.
* We will seek what is best program possible for the members of the district.
* We will work to make decisions that are founded in collaboration.
* We will maintain open communications within the district team.



Potential Obstacles

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

The district leadership must be aware that Toastmasters is a volunteer organization and our available time is limited. The district is 10-hour drive time east to west. In-person events are the most beneficial, but we need to be cognizant of travel time of our members. Most events will need to be hybrid to allow members to attend that would not be able to travel many hours to attend.



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 will schedule a meeting weekly for an hour. The Core Team that includes the PRM, the Finance Mgr, Admin Mgr, & Logistics Mgr will join the TRIO meeting once a month. The meetings will be conducted on Zoom. The Admin Mgr will maintain meeting minutes.



Team Interactions and Behavioral Norms

How will decisions be made?*

When possible, the TRIO will focus on collaboration for decision making. Each member of the TRIO has specific areas of authority they are responsible to oversee and direct. Some decisions will be made by a single TRIO member for smaller activities. It is the responsibility of each TRIO member to keep the other members of the TRIO informed. TRIO members will make sure major events are listed on the district calendar.

Some decisions may be made by the District Director, with or without discussion, keeping in mind the 4 core values

Goal 1: Membership Payments Growth	Goal 2: Club Growth	Goal 3: Distinguished Clubs	
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Membership payments base	6,780
Distinguished (Membership payments base x 1.01)	6,848
Select Distinguished (Membership payments base x 1.03)	6,984
President’s Distinguished (Membership payments base x 1.05)	7,119
Smedley Distinguished (Membership payments base x 1.08)	7,323

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 is a new district formed on July 1, 2026. The district is composed of the entirety of D37, Western NC, D117, Eastern NC, along with 6 clubs from D58, in northern SC.
D117 added 816 new members and 66 new charter members.
D37 added 611 new members and 40 new charter members.
D58 clubs (6 clubs) added 34 new members with no new clubs chartered.



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.)*

The Club Growth Director was elected to continue some of the past incentives used in D117. These focus on rewarding clubs for recruiting new members, especially my Sept 30 and March 31.



Action 1*

Fantastic 4 Club Membership award

Action 2*

Elite 8 Club Membership award

Action 3

The Growth Games Incentive

Action 4

Smedley Award

Action 5

DISTRICT MEMBERSHIP RENEWAL CHALLENGE

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.) *

The PRM has gathered a team of approximately 10 people that will each focus on a different social media platform. Our intent is to reach non-Toastmasters on social media platforms and get them interested in finding out more about Toastmasters and hopefully join a club. D217 has a newsletter publisher that is using mail chimp to better reach all members and avoid newsletters going to spam. District leadership got permission from Toastmasters Branding to purchase two large pop-up tents (10'x10'x10') with TI logo and D217 highly visible top and back side. These will be



Assignments

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

Sandy Campbell, PRM, is in charge of leading the team using social media platforms to monitor and create content about D217 and Toastmasters.
Brian Crutchfield is in charge of the monthly newsletter called "The District Voice."
Margaret Escobar is the totally new D217 Website manager.
The 2 pop-up tents have been received and used at several district events to positive feedback. One is stored in the



Action 1*

PRM has organized a team that meets twice a month to plan how to monitor and create content on social media

Action 2*

The "The District Voice" newsletter has already started monthly publication.

Action 3

The district website is online and continues to be developed.

Action 4

Pop-up tents have been received and are being used at two out Toastmasters events in the next few months.

Action 5

Timetable

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

All activities listed above have begun. The new D217 website went live July 1. The District Voice first edition was sent out in July. August will soon be published. The tents have been received. The social media team is providing content on social media platforms.



Action 1*

PRM teams are active now

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D217 website went live on July 1

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The District Voice is being published monthly

Action 4

One pop-up tent was displayed at district training and TLI. One tent will be used for an non-Toastmasters ev

Action 5

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?*

The district needs to continue to develop our future leadership team. We need to maintain a steady group of leaders to manage the district in the future. As District 217 Director, I am initiating the Exceptional Leadership Awards. The purpose of these awards is to recognize Toastmaster members that have proven themselves to be exceptional volunteers in support of all levels of District 217 activities.

Purpose: To acknowledge members that have demonstrated themselves to be exceptional volunteers in support

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.)*

District leaders need to be role models and mentors to club officers in their divisions and areas. Leadership opportunities should be offered at every opportunity. We are conducting a Leadership Mastermind Workshop for Division and Area directors in November. This workshop is an 8-hour training on leadership skills. The 8 Division Directors and 36 Area Directors will have the first opportunity to sign up for this workshop. The Trio intent is to encourage these leaders to continue to move upward in the leadership chain. Any member that wants to improve

Strategy

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The District Director has interviewed each Division Director and Area Director personally. He has set the expectation of being a role model by actively working to complete their DTM (or another DTM). By knowing exactly what each district officer needs to complete their DTM, they are able to be mentors to the club officers and encourage club officers to earn their DTM. The District Director has also set the expectation each district officer will earn a Triple Crown award. We are conducting a Leadership Mastermind Workshop for Division and Area directors in November.

Action 1*

Each district officer is expected to work toward earning their DTM or another DTM.

Action 2*

The District Director will set the example and be a role model by earning his 9th DTM.

Action 3

Each district officer is expected to earn a triple crown award this year.

Action 4

Implement the Exceptional Leadership Awards.

Action 5

Club Officers have been challenged to earn a triple crown and be a positive role model for their club member:

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.)*

The district will provide triple crown pins to be awarded at club meeting when possible. The District Director is tracking each Division Director's progress to completing their DTM. This encourages the Division Directors to do the same for their Area Directors.

The District Director will continue to encourage district leaders and clubs officers to be role models and mentors in word and deed.



Assignments

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

The District Director will continue to encourage district leaders and clubs officers to role models and mentors in word and deed.

The Finance Manager will keep track of triple crown pin inventory. More pins will be ordered as needed.

The district will budget funds to encourage earning trip crown pins.

The District Director has initiated the Exceptional Leadership Awards. The awards will be listed on the district



Action 1*

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Action 2*

The district will budget funds to encourage earning trip crown pins.

Action 3

The Finance Manager will keep track on triple crown pin inventory. More pins will be ordered as needed.

Action 4

Area Directors will award triple crown pins when visiting clubs to those that have earned the triple crown.

Action 5

Exceptional Leadership Awards will be listed on the district website explaining the suggested criteria for each

Timetable

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

The district has a supply of triple crown pins on hand. The District Director will encourage members to continue to work on their DTM and earning a triple crown award.

Exceptional Leadership Awards are being initiated soon on the district website. The criteria will also be distributed using the District Voice newsletter. The awards were discussed at the D217 Council meeting on 9/12/26. The awards will be listed on the district website explaining the suggested criteria for each level of the awards.



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Exceptional Leadership Awards will be published in the District Voice newsletter to explain how the plan will b

District Success Plan

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Team Interactions and Behavioral Norms

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

Trio texts or group texts.
Phone calls.
Zoom calls.
Emails.
In-person when practical.



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.

The TRIO will use group texts for quick communications.
Zoom calls will be used for more detailed, complicated issues. Conflicts should be addressed with a Zoom call or telephone call as soon as practical. This will allow tone and intent to be more clearly communicated to avoid misunderstandings.
Emails will be used to document information or decisions. We will limit emails if the topic is sensitive or challenging.



How will the team resolve differences of opinion?

We will make every effort to resolve differences of opinion through open and respectful discussions giving each person the opportunity to express their point of view. If there is a difference of opinion, the TRIO will seek the advice from previous District Directors, in particular the three Immediate Past District Directors from D37, D58 & D117. Once a decision has been reached, each TRIO member will do their best to move forward as a unified leadership team to the rest of the district membership.



How will the team support one another?

We will work together as a team backing each other up. We will seek to gather dedicated and motivated Toastmasters to perform the duties required of each TRIO member. Respect for the responsibilities assigned to each TRIO member will be our priority. We will seek out experienced mentors to guide our decisions, especially past District Directors/Governors.



How will the team ensure equitable participation when completing activities?

In TRIO discussions, each member will be given the opportunity to inform the team of what is occurring in their area. When making decisions each member will be given the opportunity to present their point of view. In Core Team meetings, each Core member will also have an opportunity to report, ask questions and express concerns.



How will team members be held accountable for their responsibilities?

The TRIO and Core Team will use an agenda maintained in Google Drive at meetings to stay on track and document what activities are happening within the district. The Admin Mgr will coordinate the agenda with TRIO members. Each member will present what is occurring in their area of responsibility. The rest of the team will question any unclear areas for clarification. Ultimately, the District Director is responsible for all activities in the district.



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

Saying "Thank You" is our only unlimited budget. Recognizing hard work and dedication will be given publicly whenever possible. The Core Team and extended team will be recognized in the district newsletter and the district website.



Membership Payments Growth

Situation Analysis

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Timetable

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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.)*

D217 has recently combined with D37 and six clubs from D58, creating a newly aligned district with 171 clubs. Last year D117 added 3 new clubs, D37 2 new clubs, D58 0 new clubs The current Club Growth Director previously served as a DivD in D117, where six clubs achieved Smedley Distinguished. The Club Extension Chair is last year's CGD from D117, and the Club Research Chair is a former DD giving the team strong experience and continuity. The district's most pressing challenge is club support: 63 clubs currently need coaches, creating a significant demand for



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.)*

We will have a targeted team focused on attracting younger members through workplace partnerships, social media outreach, and modernized programming. There will be a specialized team dedicated to approaching HR departments, leadership development directors, and local employers to establish new corporate clubs, especially in growing industries and large regional employers. We will also maintain the strongest club building rewards, recognition programs, and membership drive incentives that historically produced results. Identify underserved cities,



Action 1

Create a Young Professionals Engagement Committee (Ages 23–35)

Action 2

Continue the Most Effective Incentives from All Three Legacy Districts

Action 3

Implement Club Coaching, and Club Mentoring Programs

Action 4

Have a focus Corporate Outreach

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.)*

We have a strong, experienced leadership team supporting key district functions, along with new AV equipment and two branded tents to enhance our pop-up and outdoor marketing efforts. Our relationship with Fort Bragg positions us to explore a corporate club opportunity for veterans and to connect service members with nearby clubs. The Young Professionals Committee will focus on attracting members ages 23–35 and developing clubs that meet their needs. Our Research Team, led by David Linguist, will identify where new clubs are most needed and recommend the



Assignments

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

The Young Professionals Engagement Committee will be guided by Donald Barnes, who will focus on energizing emerging leaders across the District. Corporate outreach initiatives will be directed by Antoine Basquiat, ensuring we build strong relationships with key industries and organizational partners. Our Club Coaching and Club Mentoring programs will be strengthened under the leadership of Lillian Falciglia and LaTricia Smith, who will work together to support club quality and long-term sustainability. Finally, Fort Bragg Pop-Up efforts will be coordinated by Roderick



Action 1*

Fort Bragg Pop Ups

Action 2*

Club Coaching, and Club Mentoring Programs

Action 3

Corporate Outreach

Action 4

Young Professionals Engagement Committee

Action 5

Timetable

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

All action items will run throughout the year, beginning immediately as committees and leaders initiate outreach, training, and program development. Each initiative will reach completion as its milestones are achieved—such as launching new clubs, hosting engagement events, or finalizing mentor and coach training cycles. Progress will be monitored through consistent monthly reviews, updated tracking sheets, and regular team check-ins to ensure every effort stays aligned with District goals and remains on schedule.

Action 1*

Fort Bragg Pop ups- Aug 15th, Sept 2nd Nov TBD

Action 2*

Young Professionals Engagement Committee

Action 3

Corporate Outreach

Action 4

Club Coaching, and Club Mentoring Programs

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.)*

Prior to combining the districts, historically saw ~ 34 - 45% of clubs achieving Distinguished, but performance varies significantly across divisions due to the recent merger, uneven officer training, and gaps in Pathways knowledge. Many clubs understand the idea of the Distinguished Club Program (DCP), but not the mechanics — especially how renewals, education awards, and onboarding directly influence DCP points.

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.)*

District 217 will strengthen club performance by focusing on education, accountability, and proactive support. The strategy includes:

Delivering high-impact officer training that emphasizes DCP planning, Pathways completions, and renewal alignment.

Action 1*

Deliver DCP-focused officer training at TLIs and mid-year training.

Action 2*

Launch a District 217 DCP Success Framework with dashboards and monthly check-ins.

Action 3

Provide targeted coaching through PQD Officers and learning sessions to build DCP plans and Pathways awa

Action 4

Implement incentives for Distinguished, Select Distinguished, President's Distinguished, and Smedley Distingui

Action 5

Highlight club success stories monthly to reinforce best practices and motivate performance.

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).)*

District Trio, Division Directors, Area Directors

Club Coaches, Mentors, and Pathways Champions

Training materials, DCP guides, and Pathways resources

Assignments

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

TRIO, Division Directors, Area Directors, Education team, PRM, FM

Action 1*

PQD leads training content; COT team coordinates delivery; DDs and ADs support attendance.

Action 2*

PQD and Education Co-Chairs manage dashboards; PRM supports communication; ADs conduct monthly checks

Action 3

CGD team oversees coaching assignments; Coaches and ADs conduct DCP planning sessions.

Action 4

PQD manages incentive structure; Finance Manager tracks budget; ADs verify club achievements.

Action 5

PRM highlights stories; PQD selects featured clubs; ADs provide updates.

Timetable

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

Action items will begin in July at the start of the program year and continue through June.

Initial DCP-focused officer training will be completed by September, with a mid-year refresher delivered in January.

The District 217 DCP Success Framework—including dashboards and monthly check-ins—will launch in September and run continuously throughout the year. Coaching assignments will begin in July and remain active through June.

Incentive programs for Distinguished, Select Distinguished, President's Distinguished, and Smedley Distinguished



Action 1*

Begin July; complete initial training by September; refresh at mid-year.

Action 2*

Launch in September; run monthly through June.

Action 3

Begin coaching assignments in July; ongoing through June.

Action 4

Launch incentives in August; evaluate quarterly.

Action 5

Publish stories monthly beginning September; track progress through June.

Additional Goals

The district needs to continue to develop our future leadership team. We need to maintain a steady group of leaders to manage the district in the future. As District 217 Director, I am initiating the Exceptional Leadership Awards. The purpose of these awards is to recognize Toastmaster members that have proven themselves to be exceptional volunteers in support of all levels of District 217 activities.

Purpose: To acknowledge members that have demonstrated themselves to be exceptional volunteers in support

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Each district officer is expected to work toward earning their DTM or another DTM.

Action 2*

The District Director will set the example and be a role model by earning his 9th DTM.

Action 3

Each district officer is expected to earn a triple crown award this year.

Action 4

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Action 5

Club Officers have been challenged to earn a triple crown and be a positive role model for their club members.

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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.)*

The district will provide triple crown pins to be awarded at club meeting when possible. The District Director is tracking each Division Director's progress to completing their DTM. This encourages the Division Directors to do the same for their Area Directors.

The District Director will continue to encourage district leaders and clubs officers to be role models and mentors in word and deed.



Assignments

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

The District Director will continue to encourage district leaders and clubs officers to role models and mentors in word and deed.

The Finance Manager will keep track of triple crown pin inventory. More pins will be ordered as needed.

The district will budget funds to encourage earning trip crown pins.

The District Director has initiated the Exceptional Leadership Awards. The awards will be listed on the district website



Action 1*

The District Director will continue to encourage district leaders and clubs officers to role models and mentors

Action 2*

The district will budget funds to encourage earning trip crown pins.

Action 3

The Finance Manager will keep track on triple crown pin inventory. More pins will be ordered as needed.

Action 4

Area Directors will award triple crown pins when visiting clubs to those that have earned the triple crown.

Action 5

Exceptional Leadership Awards will be listed on the district website explaining the suggested criteria for each

Timetable

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

The district has a supply of triple crown pins on hand. The District Director will encourage members to continue to work on their DTM and earning a triple crown award.

Exceptional Leadership Awards are being initiated soon on the district website. The criteria will also be distributed using the District Voice newsletter. The awards were discussed at the D217 Council meeting on 9/12/26. The awards will be listed on the district website explaining the suggested criteria for each level of the awards.



Action 1*

The District Director will continue to encourage district leaders and club officers to be role models and mento

Action 2*

The Finance Manager will keep track of triple crown pin inventory. More pins will be ordered as needed.

Action 3

Area Directors will be encouraged to award triple crown pins when visiting clubs to those that have earned th

Action 4

Exceptional Leadership Awards are being initiated soon on the district website.

Action 5

Exceptional Leadership Awards will be published in the District Voice newsletter to explain how the plan will b

Starting Numbers

Club Base	173
Membership Payments Base	6,780
Number of Division and Area Directors	0

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	0
x 0.85	

	Membership Payments Growth	Club Growth	Distinguished Clubs
Distinguished	Membership Payments Base x 1.01 6,848	Club Base * 1.01 175	* 0.45 78

Goals	Quarter 1			Quarter 2			Quarter 3			Q	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
Distinguished Growth											

Add a goal