

# STRATEGIC PLAN

*2014 TO 2017*



**Part of a Yearly Strategic  
Change Management System Cycle**

**Italian Catholic Federation**

**8393 Capwell Drive, Suite 110  
Oakland CA 94621**

All comments about this document should be directed to  
Leonard Zasoski and Vincent Piro at [icftaskforce@gmail.com](mailto:icftaskforce@gmail.com)

# STRATEGIC PLAN

---

Directions: Click on the page number to the section you wish to view and you will be taken to that section.

## Table of Contents

<b>INTRODUCTION .....</b>	<b>3</b>
This section provides an overview the ICF's strategic planning process.	
<b>FUTURE ENVIRONMENTAL SCAN (SKEPTIC) .....</b>	<b>4</b>
These lists attempt to complete a future environmental scan – a look into the future – from the perspective of the ICF. It was created with input from members and officers at all levels of the Federation.	
<b>CRITICAL ISSUES LIST.....</b>	<b>6</b>
This list is a result of dialogue and brainstorming at the ICF Strategic Plan retreat.	
<b>VISION: 2014 .....</b>	<b>7</b>
This vision statement is a result of discussion at the ICF Strategic Plan retreat.	
<b>MISSION: 2014.....</b>	<b>7</b>
This mission statement is a result of discussion at the ICF Strategic Plan retreat and will be presented at the ICF 2014 Convention to be discussed by and voted on by the delegates.	
<b>GUIDING PRINCIPLES or CORE VALUES.....</b>	<b>9</b>
<i>This list, a result of discussion at the Strategic Planning retreat, represents the ICF's core values.</i>	
<b>KEY SUCCESS MEASURES (KSM) .....</b>	<b>11</b>
These items <i>measure how effectively the Italian Catholic Federation is achieving its vision, mission, and values on a year-by-year basis.</i>	
<b>ACTION PLANS.....</b>	<b>13</b>
This action plan, approved by the Central Council, will guide the ICF in future years as it attempts to reach its goals and objectives.	
<b>CORE STRATEGIES .....</b>	<b>18</b>
This is the heart of the ICF's Strategic Plan. These Core Strategies will be the focus of the ICF for the next several years.	
<b>CORE STRATEGY #1.....</b>	<b>19</b>
<b>CORE STRATEGY #2.....</b>	<b>20</b>
<b>CORE STRATEGY #3.....</b>	<b>21</b>
<b>CORE STRATEGY #4.....</b>	<b>22</b>
<b>MAJOR CHANGE SUMMARY .....</b>	<b>23</b>
This section summarizes the changes that the ICF hopes to achieve over the next several years.	
<b>ONE YEAR COMPREHENSIVE IMPLEMENTATION MAP 2013=1014.....</b>	<b>24</b>
This chart summarizes the first year of the ICF's Strategic Plan.	
<b>TASK FORCE COMMITTEE.....</b>	<b>25</b>

# STRATEGIC PLAN

---

## Introduction

In 2013, the Central Council of the Italian Catholic Federation voted to create a strategic plan in order to guide the Federation into the future with a clear vision and a set of broadly defined goals and objectives. To assist with this task, the Central Council hired the Denner Group International, consultants in business and strategic planning.

As part of creating a strategic plan of the Federation, during the spring of 2014, Federation members were surveyed and focus groups were convened. This preparatory effort culminated in a retreat with Central Council members and district representatives on May 17<sup>th</sup> and 18<sup>th</sup>. These various activities collected data that would be useful in creating the Federation's 2014-2017 Strategic Plan. Included in this plan is an environmental scan of the future, discussion of issues critical to the ICF, dialogue about the values and vision of the Federation, an analysis of the Federation's strengths, weakness, opportunities, and threats, and a discussion of changes the ICF must make to be a viable and vibrant organization for the next 3 years and into the future. The document below represents the ideas and conclusions gathered from the data and confirmed by the district representatives and Central Council members of the Federation at the strategic plan retreat. The Central Council adopted it on June 21, 2014. It will be used to guide the Central Council and leadership of the Federation as it creates operational plans and procedures for the next several years.

### What This Plan Is and Is Not

- This strategic plan broadly defines the intended journey of the Federation, not the specific steps.
- This strategic plan is a living document that will change over time. Actions that we believe are valid to pursue today may prove to be not feasible. The intent is to have committees analyze the various proposed guidelines and report their actions and conclusions to the Central Council.
- The specific steps will be laid out in the one-year operating plan that will follow the approval of the strategic plan.
- The strategies and actions in the Plan will be implemented with the necessary due diligence to avoid unintended consequences.
- Every strategy and action is focused on achieving the vision of the Federation.
- For this strategic plan to be effective, it is essential that those voting on its approval fully commit to supporting it, even if individuals don't agree with a few specific items.

# STRATEGIC PLAN

---

## FUTURE ENVIRONMENTAL SCAN (SKEPTIC)

### Out to the Year 2014 and Beyond

*These lists attempt to complete a future environmental scan – a look into the future – from the perspective of the ICF. It was created with input from members and officers at all levels of the Federation. This scan places the Federation in the context of what it perceives the future holds in store for it. It identifies perceived threats to and opportunities for the Federation. The ideas here will provide a context for later in the document when the Federation begins to shape its vision and plans for the future.*

*(T) = Perceived threat to the Federation*

*(O) – Perceived opportunity for the Federation*

### **S** SOCIO – DEMOGRAPHICS

- Nearly ½ of Catholics are Hispanic and percentage will continue to grow. (T)
- Church is adjusting to current times. (T)
- Society has become more secular. (T)

### **K** COMPETITION

- Other parish organizations are vying for membership. (T)
- Other social and cultural groups are vying for membership. (T)
- Other groups may offer more perceived value to their members. (T)

### **E** ECONOMICS

- There is more of a need for the type of charity offered by the ICF in our communities. (O)
- There are higher costs to run ICF office and overall, higher operational costs for the Federation. (T)
- There will be less of a middle class able to afford or have the time for organizations such as the ICF. (O/T)

# STRATEGIC PLAN

---

## **P** POLITICAL CLIMATE

- It is anticipated that there will be more government regulations of nonprofits and businesses (T)
- There is a fear that there might be possible elimination of tax exempt status for nonprofits. (T)

## **T** TECHNOLOGY PROJECTIONS

- There will be less of a need for face-to-face communication and interaction because of technological advancements. (O/T)
- There will be more online involvement for social organizations. (O)
- Online meeting will be more popular with increased use of email and social media. (O)

## **I** INDUSTRY

- The expense of the ICF convention may be too high to hold an annual convention. (T)
- The high costs of catering/restaurant services may hamper branch dinners and functions. (T)
- The increased costs of printing *The Bollettino* may place a burden on ICF budgets and dues (T).

## **C** CUSTOMER/Members

- There is an increasing generation gap in the Federation with older members having little in common with younger members and younger members not wanting to join what is perceived as a senior citizen group. Families are not invited to join branches or are not interested. (O/T)
- There is a perceived lack of leadership skills at all levels of the ICF. (O/T)
- Potential members claim to be too busy with family life and have no time to belong to the Federation. (O/T)

# STRATEGIC PLAN

---

## CRITICAL ISSUES LIST

(in no particular order of priority)

*As of spring 2014, the following issues were seen as critical to the survival and growth of the Federation. This list is a result of dialogue and brainstorming at the ICF Strategic Plan retreat. The ideas here will provide a context for later in the document when the Federation begins to shape its vision and plan for the future.*

1. Gaining input from members
2. Training and mentorship to keep new members
3. Marketing of ICF
4. Fostering a sense of unity so that districts and branches do not feel separate
5. Implementing new technology
6. Addressing lack of leadership at all levels of ICF
7. Changing the value to membership in the organization by current members and nonmembers
8. Addressing the poor retention of members since many leave after 5 years
9. Minimizing internal politics of branches, districts, and Central Council

# STRATEGIC PLAN

---

## VISION: 2014

*Our vision statement describes ideally where and what we want to be in the year 2017. These are the future hopes, dreams, and aspirations for the Italian Catholic Federation. All planning in this document must reflect the Federation's vision of itself.*

The Italian Catholic Federation will be the organization first and most sought out by Catholics in the USA to help support their religious faith and cultural heritage through the traditions of love, hospitality and charity.

## MISSION: 2014

*Our mission statement outlines the purpose towards which we commit our work life. These are the reasons for the existence of the Italian Catholic Federation and it clearly describes who our members are and what we produce as outcome benefits for them. All planning in this document must reflect the Federation's mission.*

## NEW MISSION: 2014-2017

Adopted at the ICF Annual Convention 2014

**Our Mission:** Through families and fellowship, the Italian Catholic Federation promotes and supports the Catholic faith and its values, encourages apostolic and charitable works, and celebrates our Italian American heritage and all the heritages of our communities.

**Marketing Slogan:** One Faith, Many Cultures

### **Who (are our customers or stakeholders)**

- Roman Catholics of all cultures
- Laity
- Clergy

### **What (we do)**

- Spread our faith in our communities

# STRATEGIC PLAN

---

- Promote the values that strengthen family and fellowship
- Support each other in our faith
- Engage in apostolic and charitable works in our communities
- Celebrate the cultures and heritages of our ancestors and members

## **Why (do we do this?)**

- Our Catholic beliefs and values
- Our Christian love for our neighbors and fellow human beings
- Our respect and appreciation of our ancestors' experiences and the experiences other cultures



# STRATEGIC PLAN

---

## GUIDING PRINCIPLES or CORE VALUES

*Our core values describe how we should act in order to accomplish the tasks leading to achieving our mission. They create our desired culture, as they are the principles that guide the behaviors of all members of the Italian Catholic Federation. These values are seen as intertwined and inseparable, supporting one another in a unique mix of faith, family, fellowship, and heritage. The ideas and planning in this document reflect the Federation's core values.*

### **Core Value: Catholic Faith**

- *Our Roman Catholic Faith is the foundation of all of our actions.*
- *We must follow Christ's example and values: belief in God and love of our fellow human beings.*

### **Core Value: Stewardship / Generosity**

- We see ourselves as stewards of our church and society and know that we must act out our faith in our parishes and communities.
- We are generous to each other by offering fellowship and friendship.
- We are generous to the less fortunate as Christ asked us to be.

### **Core Value: Family Togetherness**

- As our ancestors did, we value family unity and see it as a strength in our society.
- We encourage families to live their Catholic faith together in a supportive and loving environment.
- We offer such a supportive and loving environment for our members.

### **Core Value: Respect for All / Fellowship**

- As Christ asked us to, we respect all peoples and cultures and encourage them to join us as we act out our faith in our parishes and communities.
- We encourage fellowship and friendship among our members, acting in ways that reflect Christ's values of love and respect for others.

# STRATEGIC PLAN

---

## **Core Value: Heritage**

- We honor the Italian American heritage of our ancestors and realize that their experiences as immigrants offer valuable insights into the human condition.
- We believe that heritage and culture have a lot to offer people and often shape our values and visions of the world.
- We respect the shared experiences of various heritages and cultures.

# STRATEGIC PLAN

---

## KEY SUCCESS MEASURES (KSM)

*Our Key Success Measures are our outcome measures of success. They measure how effectively the Italian Catholic Federation is achieving its vision, mission, and values on a year-by-year basis. It is our scoreboard for continuous improvement of success.*

### Measurement Areas

#### I. Membership by 2017

- 1. Increase membership by 30% (10% per year)*
- 2. Open nine new branches (3 per year)*
- 3. Increase retention of current members to 90%*
- 4. Increase younger members (18-60) by 15%*
- 5. Increase Family Memberships by 100 families*
- 6. Ensure that all branches have at least 25 members*
- 7. Don't close more than 2 branches per year*
- 8. Ensure that 50% of members from a closed branch move to another branch*

#### II. Financial by 2017

- 1. Eliminate deficit for publishing Bollettino*
- 2. Reduce operating costs by 15%*
- 3. Make annual convention profitable*
- 4. Increase per capita income by 15%*
- 5. Increase non-per capita income by 15%*

#### III. Leadership by 2017

- 1. Provide one online leadership training per quarter*
- 2. Create an evaluation process to assist new leaders*
- 3. Evaluate structure and size of Central Council*
- 4. Establish leadership mentorship program and guidelines for all officers*

# STRATEGIC PLAN

---

5. *Ensure that deputies and/or Central Council members visit branches twice per year and strengthen Deputy Program*
6. *Follow ICF by-law that no district or branch president shall serve more than three years consecutively*
7. *Evaluate ICF by-laws and Central Council statutes*

## **IV. Community Connections by 2017**

1. *Stipulate that district officers communicate with bishops and pastors at least once per year*
2. *Establish a process and guidelines to strengthen communication between ICF and diocese and parishes*
3. *Create guidelines that explain and promote ICF to new parishes.*
4. *Contact 3 non-ICF parishes a year to promote ICF and create guidelines on how to contact and promote ICF in non-ICF parishes*
5. *Engage other parish and community organizations in ICF activities*
6. *Increase involvement in community activities*
7. *Engage chaplains in new branches*

# STRATEGIC PLAN

## ACTION PLANS

To reach our key success measures, the ICF, under the direction of the Central Council, will implement the following action plans. Some actions will be started in the first year, others in subsequent years. These actions require a close working relationship between Central Council committees, districts, and local branches. The Task Force subcommittee on Strategic Planning will monitor the progress of each of these tasks, offer assistance to responsible persons, and recommend corrective action when necessary.

Overall Responsible: Task Force

<b>KSM Areas</b>	<b>Actions to Develop Target Measures and Baseline Data</b>	<b>Who is Responsible</b>	<b>Date Due</b>
	<i>Membership Growth and Retention (including marketing)</i>		
1. Membership	Create Amici di Cuore (buddy system) to welcome and mentor new members	<i>Membership Committee, Local Branches</i>	<i>TBD</i>
2. Membership & Leadership	Streamline meetings at all levels: <ul style="list-style-type: none"> <li>• Prepared agenda</li> <li>• Keep meetings concise and enjoyable</li> </ul>	Task Force Committee	<i>TBD</i>
3. Membership & Leadership	Encourage a positive attitude from all members: <ul style="list-style-type: none"> <li>• Don't make it personal</li> <li>• Encourage engagement of sentinel to maintain a positive environment</li> <li>• Involve new members in committees and events as soon as possible</li> </ul>	Task Force Committee	<i>TBD</i>
4. Membership	Educate potential members on what the ICF is about by providing literature.	<i>Membership Committee, Local Branches</i>	<i>TBD</i>
5. Membership & Communication	Get support of pastor and parish by seeking out and helping with their needs, such as RCIA.	<i>Apostolic Committee, Local Branches</i>	<i>TBD</i>

## STRATEGIC PLAN

6. Membership & Finance	Promote ICF by having membership drives targeting specific audiences, such as RCIA and youth organizations (Future Farmers of America and parish youth groups).	<i>Membership Committee, Local Branches</i>	<i>TBD</i>
7. Membership & Finance	Consider a complimentary membership with each scholarship.	<i>Scholarship &amp; Membership Committees</i>	<i>TBD</i>

<b>KSM Areas</b>	<b>Actions to Develop Target Measures and Baseline Data</b>	<b>Who is Responsible</b>	<b>Date Due</b>
	<i>Financial</i>		
1. Financial	<i>Bollettino:</i> <ul style="list-style-type: none"> <li>• Reduce cost of <i>Bollettino</i> or increase revenue</li> <li>• Increase online only subscription to <i>Bollettino</i></li> <li>• Increase advertising revenue</li> </ul>	<i>Public Relations Committee</i>	<i>TBD</i>
2. Financial	Reduce expenses of the convention	<i>Convention Committee</i>	<i>TBD</i>
3. Financial	Reduce mailings/postal and telephone expenses with email database	<i>Executive Committee</i>	<i>TBD</i>
4. Financial	Reduce cost of Central Council	<i>Finance Committee</i>	<i>TBD</i>
5. Financial	Increase advertising revenue of the convention book	<i>Convention Committee</i>	<i>TBD</i>
6. Financial	Increase contributions to Providenza Fund.	<i>Apostolic Committee</i>	<i>TBD</i>

# STRATEGIC PLAN

KSM Areas	Actions to Develop Target Measures and Baseline Data	Who is Responsible	Date Due
	<i>Leadership</i>		
1. Leadership	Create a leadership program at all levels of the ICF: <ul style="list-style-type: none"> <li>• Guidelines for running a meeting</li> <li>• Training for how to create hospitality within a branch</li> <li>• Training on how to develop new leadership for now and in the future at all levels</li> </ul>	<i>Task Force Committee</i>	<i>TBD</i>
2. Leadership & Finance	Form a committee to evaluate leadership structure: <ul style="list-style-type: none"> <li>• Committee consists of Central Council members, district presidents, and branch members</li> <li>• Conduct surveys about satisfaction with current leadership structure</li> <li>• Conduct focus group sessions about satisfaction with current leadership structure and to gather ideas for change.</li> </ul>	<i>Task Force and Rituals &amp; By-Laws Committees</i>	<i>TBD</i>
3. Leadership & Membership	Form committee to evaluate and revise current Deputy Program: <ul style="list-style-type: none"> <li>• Committee consists of Central Council members, district presidents, branch members, and district and branch deputies</li> <li>• Conduct “What do you want out of a deputy” survey</li> <li>• Conduct focus group sessions about satisfaction with current Deputy Program and to gather ideas for change.</li> </ul>	<i>1<sup>st</sup> Vice-President</i>	<i>TBD</i>

# STRATEGIC PLAN

4. Leadership	<p>Improve current deputy program</p> <ul style="list-style-type: none"> <li>• Create subcommittees in Deputy program</li> <li>• Quarterly visits to branches</li> <li>• Remote annual CC visits with additional Skype visits</li> </ul>	<i>1<sup>st</sup> Vice-President</i>	<i>TBD</i>
5. Leadership	<p>Ensure officer term limits at district and branch level according to ICF by-laws.</p> <ul style="list-style-type: none"> <li>• Terms limits must be known when someone takes office.</li> <li>• Make it okay to step down</li> <li>• Encourage new leadership to take over</li> </ul>	<i>Deputy Program (1<sup>st</sup> Vice-President)</i>	<i>TBD</i>

<b>KSM Areas</b>	<b>Actions to Develop Target Measures and Baseline Data</b>	<b>Who is Responsible</b>	<b>Date Due</b>
	<i>Community Connections</i>		
1. Community Connections, Leadership, Financial, Membership	<p>Invite and welcome members of our parishes and communities to ICF and its events through:</p> <ul style="list-style-type: none"> <li>• Parish bulletins</li> <li>• Diocesan newspapers</li> <li>• Local newspapers</li> <li>• Announcements at Masses</li> <li>• Brochures at parish and community events</li> </ul>	<i>Membership Committee, Local Branches</i>	<i>TBD</i>
2. Community Connections, Leadership, Membership	<p>Invite other parish ministries to our dinner meetings and special events, such as St. Joseph's table, Bishop's Day, picnics, etc.</p>	<i>Membership Committee, Local Branches</i>	<i>TBD</i>



# STRATEGIC PLAN

<p>3. Community Connections, Leadership</p>	<p>Create better connections with pastors and chaplains</p> <ul style="list-style-type: none"> <li>• Review and learn the roles of pastors and chaplains in districts and branches</li> <li>• Make ICF information for pastors and chaplains accessible on website</li> <li>• Engage chaplain in district and branch by giving him a purpose and holding a Chaplains Night</li> <li>• Develop regular lines of communication with pastor</li> </ul>	<p>Task Force Committee</p>	<p><i>TBD</i></p>
<p>4. Community Connections</p>	<p>Improve Internet presence</p> <ul style="list-style-type: none"> <li>• Make ICF website easier to navigate and easier use</li> <li>• Have convention and district workshops recorded and placed online</li> <li>• Offer online version of all reports and forms (fillable and able to be emailed to office)</li> <li>• Offer template for branch and district websites</li> </ul>	<p><i>Public Relations Committee, Local Branches</i></p>	<p><i>TBD</i></p>
<p>5. Community Connections</p>	<p>Participate in charitable events within the community.</p>	<p><i>Apostolic Committee, Local Branches</i></p>	<p><i>TBD</i></p>

# STRATEGIC PLAN

---

## CORE STRATEGIES

*Our core strategies are the primary means and methods we will use to move the ICF from today to our vision for the year 2017.*

*Core Strategies are the primary ways we “close the gap” between today and our desired Future Vision. Thus, they are also the “glue” and “organizing framework” for all parts of the organization. They replace the obsolete concept of separate department goals. These are those goals; the same for each department.*

**1. Core Strategy #1: Membership Growth and Retention (including marketing)**

*We will grow and maintain our membership base through leadership training and marketing.*

**2. Core Strategy #2: Finances**

*We will balance our budgets at all levels so that the ICF is no longer financing its operations through investment returns.*

**3. Core Strategy #3: Leadership**

*We will evaluate and revise leadership structure in the ICF so that leadership is developed and encouraged among its members and so that new leadership is encouraged and developed.*

**4. Core Strategy #4: Community Connections**

*We create connections between the ICF, our parishes, and communities; these connections are seen as part of our commitment to apostolic and charitable work.*

# STRATEGIC PLAN

---

## CORE STRATEGY #1

### Membership Growth and Retention (including marketing)

*We will grow and maintain our membership base through leadership training and marketing.*

#### How Is It Changing?

From		To
New members leaving within 5 years	➔	New members becoming lifelong members (Retention at 90%)
Inability to attract new members	➔	New members grow by 10% per year
Few new branches opening	➔	Open 3 new branches per year

#### 2014 - 2017 Top Priority Actions

---

- 1. Implement Leadership program that creates hospitable and welcoming branches*
- 2. Create marketing plan to attract new members*
- 3. Provide more support locally for Expansion program*

# STRATEGIC PLAN

---

## CORE STRATEGY #2

### Finances

*We will balance our budgets at all levels so that the ICF is no longer financing its operations through investment returns.*

### How Is It Changing?

From		To
ICF Central Council budget is drawing on investments to balance budget	➔	ICF income is enough to cover expenses
<i>Bollettino</i> is financially unsound (expenses exceed income and per capita).	➔	<i>Bollettino</i> financially sound
Costs of meetings, mailings and telephone has skyrocketed over last decade.	➔	More efficient use of technology (emailing, online meetings, online drop boxes) reduces cost of mailings, etc.

### 2014 - 2017 Top Priority Actions

---

- 1. Develop and promote online version of Bollettino and reduce need for printed version of paper*
- 2. Increase use of emailing and online drop boxes and decrease mailings*
- 3. Increase use of online meetings, using services such as Go-to-Meeting.*

# STRATEGIC PLAN

---

## CORE STRATEGY #3

### Leadership

*We will evaluate and revise leadership structure in the ICF so that leadership is developed and encouraged among its members and so that new leadership is encouraged and developed.*

#### How Is It Changing?

From		To
Branch offices often in same hands beyond established term limits.	➔	New officers take office as established in by-laws.
Current leadership structure has not been evaluated in years.	➔	Evaluation and revision of current leadership structure at all levels to meet needs of members.
Weak Deputy Program	➔	Deputy Program running as designed

#### 2014 - 2107 Top Priority Actions

---

- 1. Provide leadership training that promotes new leadership*
- 2. Evaluate and revise current leadership structure from Central Council to branches*
- 3. Evaluate and revise current Deputy Program*

# STRATEGIC PLAN

---

## CORE STRATEGY #4

### Community Connections

*We create connections between the ICF, our parishes, and communities; these connections are seen as part of our commitment to apostolic and charitable work.*

### How Is It Changing?

From		To
ICF is not well known in all its parishes.	➔	ICF is an integral part of parish life.
ICF is not well known in communities.	➔	ICF is an integral part of community.
ICF's purpose is not clear with pastors and clergy.	➔	Pastor and clergy understand purpose of ICF and see it as an integral part of parish life.

### 2014 - 2017 Top Priority Actions

---

- 1. Promote ICF events in parish and community publications*
- 2. Improve ICF website and create branch websites*
- 3. Create regular communication with pastor and clergy, including chaplain*

# STRATEGIC PLAN

---

## MAJOR CHANGE SUMMARY

*The major changes desired over the entire life of our Strategic Plan.*

- 1. Increased membership*
- 2. Income (other than from investments) matching expenses*
- 3. Dynamic and changing leadership*
- 4. Better connections with parish and community*

# STRATEGIC PLAN

## ONE YEAR

### COMPREHENSIVE IMPLEMENTATION MAP

*In order to meet the goals of this strategic plan over 3 years, the Federation will need to follow a calendar that insures action and completion of tasks.*

#### Strategic Change Comprehensive Map

Date	Meetings
Early June 2014	<ul style="list-style-type: none"> <li>• Task Force: Review and Revise Strategic Plan (SP)</li> </ul>
June 21, 2014	<ul style="list-style-type: none"> <li>• Central Council: Review, Revise, and Adopt Strategic Plan (SP).</li> </ul>
July-August	<ul style="list-style-type: none"> <li>• Task Force: Publicizes SP to members &amp; prepares final draft for publication and convention presentation</li> </ul>
September – October 2014	<ul style="list-style-type: none"> <li>• CC Committees: Meet to discuss how they will implement SP actions this year and make presentation at Central Council meeting</li> </ul>
October 2014 –January 2015	<ul style="list-style-type: none"> <li>• SP Subcommittee: Monitors progress of action plan</li> <li>• CC Committees: Work with districts and local branches on first phase of SP implementation</li> <li>• CC Committees: Take corrective actions to be sure SP actions are on track for completion this year and make report to CC about progress</li> </ul>
February – June 2015	<ul style="list-style-type: none"> <li>• CC Committees: Work with districts and local branches to implement second phase of SP implementation</li> </ul>
May 2015	<ul style="list-style-type: none"> <li>• Task Force/Central Council/Leaders of ICF:               <ul style="list-style-type: none"> <li>○ Meet to review progress of SP</li> <li>○ Recommend corrective action</li> <li>○ Revise SP as necessary</li> </ul> </li> </ul>
June - August 2015	<ul style="list-style-type: none"> <li>• CC Committee: Work with districts and local branches on third phase of SP implementation</li> <li>• CC Committees: Report to CC about progress of SP actions</li> </ul>



# STRATEGIC PLAN

September 2015

- Task Force: Reports to convention delegates on progress of SP

**2013-2014**

## **Task Force Committee**

Leonard Zasoski, Jr. Chair  
Robert Basuino, Grand President  
Andrew Pappani  
Deborah Rodondi  
Roselynn Jarrett  
Vincent Piro  
Patricia Mages  
Michael Rossi  
Robert Pachinger, Member at Large  
Jane Dianda, Consultant  
James Jones, Consultant

## **Strategic Plan Consultants**

Msgr. Daniel Cardelli  
Nettie Descalso-Del Nero

This document was prepared by Vincent Piro.

All comments should be directed to Leonard Zasoski and Vincent Piro at [icftaskforce@gmail.com](mailto:icftaskforce@gmail.com).

