Knights of Columbus

Leadership Resources

Practical Information for Grand Knights, District Deputies and Financial Secretaries

Thank you for taking on the responsibility of being a leader in the Knights of Columbus. Through your example of faith, charity and sound judgment, you provide the model to follow. Your leadership can set a tone that is open and engaging, which will ensure growth in charitable outreach and membership.

This resource book will provide you with practical information and instructions for success in conducting and growing charitable activities and increasing membership. Additional information is also available through the Fraternal Training Portal, the Officers' Desk Reference, and on the Knights of Columbus Website kofc.org.

This Resource Book supersedes all previously published material relating to the topics herein.

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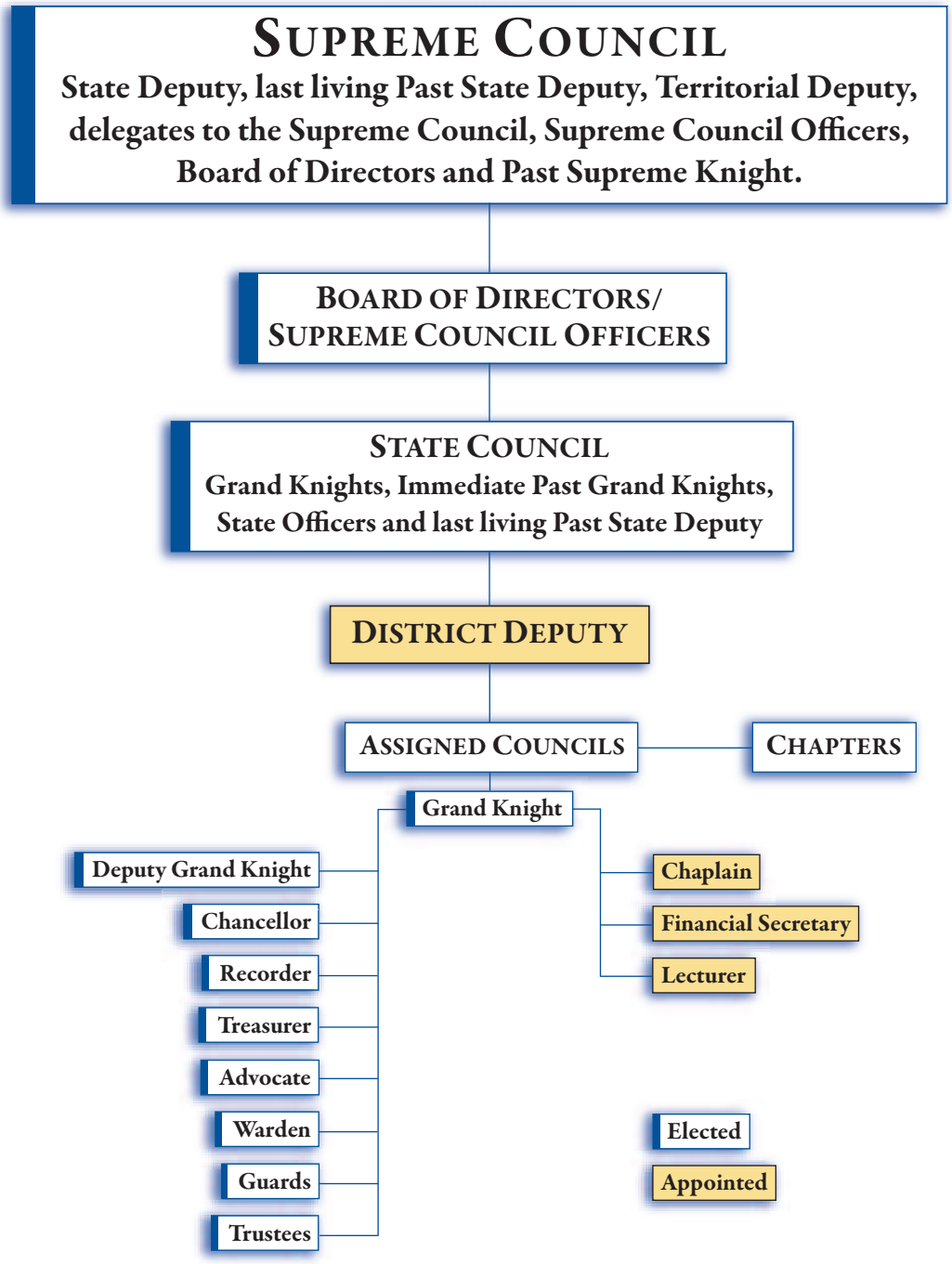
Knights of Columbus
Organizational Chart



General Section

SUPREME COUNCIL HEADQUARTERS CONTACT DIRECTORY

Main Number.....203-752-4000
Customer Service.....1-800-380-9995
KnightsGear.....1-855-432-7562.....knightsgear@kofc.org

Catholic Information Service	203-752-4574	cis@kofc.org
Ceremonials	203-752-4346	ceremonials@kofc.org
Chaplains Programs and Development	203-752-4267	chaplains@kofc.org
Columbia Magazine	203-752-4398	columbia@kofc.org
Council Accounts	203-752-4392	council.accounts@kofc.org
Financial Secretary Appointments	203-752-4285	financial.secretary@kofc.org
Fraternal Services	203-752-4270	fraternalservices@kofc.org
Membership Growth	203-752-4473	councilgrowth@kofc.org
Membership Records	203-752-4210	membership@kofc.org
Membership Management/Member Billing	203-752-4955	
Scholarships	203-752-4332	scholarships@kofc.org

For general inquiries, email.....info@kofc.org

Forms and Reports

Due Date	Form/Report
July 1	*Report of Chosen Officers for the Term* (#185)
August 1	*Service Program Personnel Report* (#365)*
August 15	*Semiannual Council Audit* (#1295)
December 31	*District Deputy Semiannual Report* (#944A)
January 31	*Annual Survey of Fraternal Activity* (#1728)*
February 15	*Semiannual Council Audit* (#1295)
June 30	*Columbian Award Application* (#SP-7)*
June 30	*District Deputy Semiannual Report* (#944B)
Immediately	*Membership Document* (#100)
If Required	*Notice of Intent to Suspend* (#1845)
As Required	Entries for the State Council Service Program Awards Contest (#STSP) and Family of the Year Contest to your state council
Monthly	*Council First Degree Exemplification Report* (#450C)
Monthly	*District Deputy's Degree Exemplification Report* (#450)
Monthly	*Family of the Month* (#1993)

* Indicates Star Council Award Requirement
Electronic versions of most forms can be found at kofc.org/forms.

Qualifications for Membership

The qualifications for Knights of Columbus membership, as contained in Section 101 of the Laws of the Order, are:

- ❒ Only practical Catholics in union with the Holy See shall be eligible and entitled to continue membership in the Order.
- ❒ An applicant for membership shall not be less than 18 years of age on his last birthday.

Practical Catholic Guidelines

Guidelines have been established to assist in determining the practical Catholicity of an applicant or member. These guidelines will assist the grand knight in performing his duties when serving on the council's admission committee. These guidelines include:

If questions regarding the practical Catholicity of an applicant or member arise, the pastor of the applicant or member should be consulted before any action is taken.

- ❒ A practical Catholic accepts the teaching authority of the Catholic Church on matters of faith and morals, aspires to live in accordance with the precepts of the Catholic Church, and is in good standing with the Catholic Church.
- ❒ A practical Catholic strives to have a greater knowledge of the teaching of Christ and his Church, and to accept, respect and defend the Church's authority (vested in the Supreme Pontiff, the hierarchy and clergy united with him) to teach, govern and sanctify the faithful.
- ❒ A practical Catholic gives material and moral support to the Church and her works on all levels, promoting the programs of the parish and diocese and coming to the aid of the missions, the needy and the underprivileged; supports and advances the just causes of minority groups; endeavors to eliminate unjust discrimination, prejudice, etc.; and supports the Church in her defense of marriage and family life.

Initiation Fees and Council Dues

The Laws of the Order prescribe that the initiation fee shall be fixed by the council, provided, however, no initiation fee shall be required of any priest or member of a religious community who applies for membership. The rules also provide that for those entering under 26 years of age, the initiation fee shall not exceed $10. In cases of Juvenile to Adult transactions, the maximum initiation fee is $5, provided application is made prior to the applicant's 19th birthday.

The Laws of the Order set forth specific provisions regarding dues payable by each member. Dues shall be levied in advance in an amount as fixed by the council. The dues for all associated and insurance members shall be the same, and they must not be less than $5 per year. However, councils may fix a different rate of dues for insured members under 26 years of age, but the same shall not be less than $3 per year.

Star Council Award

In order for your council to earn the Star Council Award, it must:

- ❒ Earn the Father McGivney Award for membership growth;
- ❒ Earn the Founders' Award for insurance growth;
- ❒ Earn the Columbian Award for well-rounded council programs.
- ❒ Submit the *Columbian Award Application* (#SP-7);
- ❒ Submit the *Service Program Personnel Report* (#365);
- ❒ submit the *Annual Survey of Fraternal Activity* (#1728); and
- ❒ remain current with assessments from the Supreme Council Headquarters

The **Father McGivney Award** recognizes excellence in council membership growth. Each year, your council is assigned a membership quota from the Supreme Council. For the award, growth is considered to be net increase over losses through suspension or withdrawal. Deaths do not count against your quota, and transfers in or out of your council do not count for or against your quota. Your council quota can be found under the Membership tab in Officers Online, which is updated daily. Eligibility for the Father McGivney Award is automatically determined by the Supreme Council and there is no application.

The **Founders' Award** recognizes excellence in the promotion of our insurance and fraternal benefits. Each year, your council is assigned an insurance quota from the Supreme Council. For the award, growth is considered to be net gain above losses through suspensions and withdrawals and transfers from insurance to associate membership. Deaths do not count against your quota, and transfers in or out of your council do not count for or against your quota. Your council quota can be found under the Membership tab in Officers Online, which is updated daily. There is no application for the Founders' Award as eligibility is automatically determined by the Supreme Council.

The **Columbian Award** recognizes your council's charitable service activities and fraternal programs in each of the six Surge . . . with Service program categories below. In order to earn the Columbian Award, your council must complete at least four major programs or activities in each of the six Surge . . . with Service categories. A council is considered to be well-rounded when it promotes and conducts programs that focus on:

- ❒ Church Activities
- ❒ Community Activities
- ❒ Council Activities
- ❒ Culture of Life Activities
- ❒ Family Activities
- ❒ Youth Activities

The Supreme Council has designated select programs as *Featured Programs* in certain program categories. The featured programs are:

Church Activities	Refund Support Vocations Program (RSVP)
Community Activities	Habitat for Humanity
	Global Wheelchair Mission
Council Activities	Special Olympics
Culture of Life Activities	March for Life
	Ultrasound Initiative

Family Activities	Food for Families
Youth Activities	Coats for Kids

When your council conducts a Featured Program and fulfills its requirements, it fulfills all four requirements for that Columbian Award category (Church, Community, Council, Culture of Life, Family and Youth) The requirements for each Featured Program are explained in the Supreme Council Featured Programs section.

- ❒ The **Double Star Council Award** is presented to councils that earn the Star Council Award and attain 200 percent or more of the membership quota.

- ❒ The **Triple Star Council Award** is presented to councils that earn the Star Council Award and attain 300 percent or more of the membership quota.

Other Awards

- ❒ The **International Service Award** is presented to councils for the best programs conducted in the areas of Church, community, council, culture of life, family and youth activities. The international winners are selected from the winning entries submitted by each jurisdiction. The first place winners are recognized at the annual Supreme Council Convention. To be considered for the award, complete and submit the *State Council Service Program Awards Entry Form* (#STSP). The form, along with supporting materials (newspaper articles, photographs, etc.), should be submitted to your state council.

- ❒ The **Contest of Champions Award** is presented to two councils in each jurisdiction: the council with the highest percentage growth in membership, and the council with the highest numerical gain in membership. No application is required for this award as eligibility is automatically determined by the Supreme Council.

- ❒ The **Insurance Promotion Award** is presented to two councils in each jurisdiction: the council with the highest percentage growth in insurance membership, and the council with the greatest numerical net gain in insurance membership. No application is required for this award as eligibility is automatically determined by the Supreme Council.

Other Awards — District

The **New Council Award** is presented to those district deputies responsible for the development of a new council.

The **Star District Award** is presented to those district deputies who attain 100 percent or more of the district membership net gain quota and the district insurance net gain quota and **have at least one of the councils in the district earn one of the levels of the Star Council Award**.

The **All Star District Award** is presented to those district deputies who attain the Star District Award and have all of their active councils earn one of the levels of the Star Council Award.

Supreme Council Featured Programs

Refund Support Vocations Program — The featured program for the Church Activities category of the Columbian Award is the Refund Support Vocations Program (RSVP). If your council participates in RSVP you may be eligible to receive a refund for qualifying donations and to also receive credit for all four Church Activity requirements of the Columbian Award. To participate in RSVP, your council must do the following:

- ❒ Contact your pastor or diocesan vocations director to identify seminarian, postulant or novice to support
- ❒ Create a plan for raising the money that will be donated
- ❒ Invite your "adopted" seminarian or postulant to your council to make a presentation on their vocation and what it means to prepare for priesthood or religious life

To qualify for the refund, the *RSVP Refund and Plaque Application* (#2863) must be submitted and the following conditions must be met:

- ❒ Money given to each individual must be vocation-related and must amount to at least $500 per individual
- ❒ The money must have been given directly to a seminarian, postulant or novice, NOT to an institution or fund
- ❒ The money must be paid with a check drawn on the council's account
- ❒ Copies of the checks (both front and back) or other documentation supporting the donation[s], must be attached to the *RSVP Refund and Plaque Application* (#2863)

Substantial moral support of the seminarian, postulant or novice is also required and may include:

- ❒ Correspondence between the council and seminarian/postulant/novice
- ❒ Personal visits to seminary or religious residence
- ❒ Invitation of seminarian/postulant/novice to council events

Complete details and additional information for RSVP is available on the Knights of Columbus website kofc.org/rsvp, the Fraternal Training Portal and in the *Surge . . . with Service Manual* (#962).

Habitat for Humanity — One of the featured programs for the Community Activities category for the Columbian Award is Habitat for Humanity. Your council may receive credit for all four Community Activities requirements of the Columbian Award by conducting this program. The following steps are required to participate in Habitat for Humanity:

- ❒ Contact your local Habitat for Humanity affiliate or visit their web site habitat.org for information on an affiliate in your area
- ❒ Discuss with your affiliate the volunteer opportunities available for your council
- ❒ Involve the entire parish community in the project
- ❒ Make it a family project, and be sure to publicize the event and invite those interested in joining your council to participate

To qualify for all four Community Activities requirements for the Columbian Award, the council must:

- ❒ Report participation with Habitat for Humanity on the *Partnership Profile Report with Habitat for Humanity* (#10092)
- ❒ Your council must donate a minimum of $1,000 and 200 man hours to the project

Complete details and additional information for Habitat for Humanity is available on the Knights of Columbus website kofc.org, the Fraternal Training Portal, and in the *Surge . . . with Service Manual* (#962).

Global Wheelchair Mission — Another featured program for the Community Activities category of the Columbian Award is the Global Wheelchair Mission. Your council may receive credit for all four Community Activities requirements of the Columbian Award by conducting this program. To participate in the Global Wheelchair Mission, your council must:

- ❒ Promote the program in your council, parish and community
- ❒ Conduct targeted fund raisers with the proceeds going to the Global Wheelchair Mission
- ❒ Hold information nights on the project to keep awareness up in the council, parish and community

To qualify for all four Community Activities requirements of the Columbian Award, the council must:

- ❒ Raise enough funds to purchase an entire container of one hundred wheelchairs
- ❒ Complete and submit the *Global Wheelchair Report Form* (#10071)

Additional details and information on the Global Wheelchair Mission is available on the Knights of Columbus website at, kofc.org/wheelchair, the Fraternal Training Portal and in the *Surge . . . with Service Manual* (#962).

Special Olympics — The featured program for the Council Activities category of the Columbian Award is the Special Olympics. Your council may receive credit for all four Council Activities requirements of the Columbian Award by conducting this program. To participate in the Special Olympics, your council must:

- ❒ Invite the director of the local or regional Special Olympics group to the council to explain what Special Olympics is doing in your community and its needs
- ❒ Publicize the event in your council, parish and community
- ❒ Host a fundraiser with proceeds going to Special Olympics
- ❒ Coordinate your council's volunteers the day of the games

To qualify for all four Council Activities requirements of the Columbian Award, the council must:

- ❒ Complete and submit the *Partnership Profile Report with Special Olympics* (#4584)
- ❒ Your council must donate a minimum of $2,000 and 200 man hours to Special Olympics

Additional details and additional information on Special Olympics is available on the Knights of Columbus website, kofc.org; the Fraternal Training Portal and in the *Surge . . . with Service Manual* (#962).

Ultrasound Initiative — One featured program within the Culture of Life Activities category for the Columbian Award is the Ultrasound Initiative. Your council is eligible to receive one-half the cost of an ultrasound machine and may receive credit for all four Culture of Life Activities requirements of the Columbian Award. To participate in the Ultrasound Initiative, a council must:

- ❒ Raise at least one-half of the cost of the ultrasound machine
- ❒ Locate a pregnancy care center that is "pro-life" and prepared to receive, use and maintain the ultrasound machine
- ❒ Receive written approval from your diocese

To qualify for one-half of the ultrasound machine's cost (funded by the Supreme Council), the *Ultrasound Initiative Application* (#4886) must be submitted and the following conditions must be met:

- ❒ The center must be properly licensed under state and local laws
- ❒ A medical doctor must be affiliated with the center and oversee its operation
- ❒ The medical personnel that will operate the ultrasound machine must be licensed and experienced
- ❒ The center must have adequate insurance

Complete details and additional information on the Ultrasound Initiative is available on the Knights of Columbus website kofc.org/ultrasound, the Fraternal Training Portal and in the *Surge . . . with Service Manual* (#962).

March for Life — Another featured program for the Culture of Life Activities category of the Columbian Award is March for Life. Your council may receive credit for all four Culture of Life Activity requirements of the Columbian Award by participating in or organizing this program. To participate in or organize a March for Life:

- ❒ Plan on attending your national March for Life or your jurisdiction's March for Life
- ❒ Your council may want to organize your own community's March for Life with your council
- ❒ Be sure to advertise your council's participation in the March for Life
- ❒ Be sure that the Knights of Columbus emblem is displayed during the march

To qualify for all four Culture of Life Activity requirements of the Columbian Award, the council must:

- ❒ Have a minimum of 100 marchers
- ❒ Complete and submit the *Columbian Award Application* (#SP-7) with specific details on your council's participation in the March for Life.

Additional details and information on the March for Life is available on the Knights of Columbus website, kofc.org; the Fraternal Training Portal; and in the *Surge . . . with Service Manual* (#962).

Food for Families — The featured program for the Family Activities category of the Columbian Award is Food for Families. If your council participates in Food for Families, it may be eligible to receive a refund for qualifying donations, and credit for all four Family Activities requirements of the Columbian Award. To participate in the Food for Families program, your council must:

- ❒ Contact your local food pantry or parish soup kitchen to ensure they will be able to receive the food and ask what their specific needs are
- ❒ Display posters/flyers promoting the event around your parish and community
- ❒ Provide adequate receptacles for donated items and make sure that they are emptied frequently

To qualify for the refund, the *Food for Families Reimbursement Program Application* (#10057) must be submitted and the following conditions must be met:

- ❒ A minimum of $500 or 1,000 pounds of food must be contributed. Contributions are cumulative, so the council can make multiple contributions to reach the minimum dollar or pounds required

To qualify for all four Community Activity requirements for the Columbian Award, the council must:

- ❒ Contribute a minimum of 1,000 pounds of food and a minimum of 100 man hours to the soup kitchen/food pantry

Complete details and additional information on Food for Families is available on the Knights of Columbus website kofc.org/food, the Fraternal Training Portal and in the *Surge . . . with Service Manual* (#962).

Coats for Kids — The featured program for the Youth Activities category of the Columbian Award is Coats for Kids. Your council may receive credit for all four Youth Activities requirements of the Columbian Award by conducting this program. To participate in Coats for Kids:

- ❒ Start planning early for the distribution of coats
- ❒ Determine a fund raising strategy to purchase the coats
- ❒ Publicize the event in your parish and community
- ❒ Schedule a distribution date, time and location

To qualify for all four Youth Activities requirements of the Columbian Award, the council must:

- ❒ Order and distribute at least eight (8) cases of coats
- ❒ Order coats using the *Coats for Kids Order Form* (#5029)

Complete details and additional information on Coats for Kids is available on the Knights of Columbus website kofc.org/coats, the Fraternal Training Portal and in the *Surge . . . with Service Manual* (#962).

Investments

The charitable mission of the Knights of Columbus encourages councils to raise money which can then be donated to worthy causes. This mission also calls our members to become personally involved in fundraising and charitable activities.

Councils have, in the past, been known to establish a large investment portfolio generating passive income. This tends to undermine the charitable fundraising aspect of our mission. It is important to remember that the Knights of Columbus has a well-earned reputation for giving volunteer hours and money to worthy causes, and not holding funds in investment accounts.

The Knights of Columbus encourages members to become personally involved in fundraising and charitable activities by recommending that a cap be placed on the amount of accumulated funds that a council may hold. The Supreme Council strongly advises councils not to maintain total accumulated funds in excess of $10,000, except in certain special circumstances. Numerous problems frequently arise when total accumulated general funds (non-earmarked) exceed $10,000. For example:

- ❒ Investing and managing funds frequently causes discord and dissension among members who may disagree about investment decisions
- ❒ Conflicts of interest frequently arise when members in the investment business seek to manage the funds
- ❒ The accumulation of large sums of money may lead members to handle those funds unwisely, despite their good intentions

Councils are authorized to receive funds into their general account in the course of their ordinary fraternal and charitable activities. To the extent that these funds are not immediately disbursed for necessary expenses and charitable donations, they may be held in other bank and investment accounts. However, councils should never invest or hold funds in brokerage accounts, stocks, annuities, mutual funds (other than money market mutual funds), bonds or other forms such as gold, silver or platinum. The Supreme Council does not advise, encourage, recommend or permit any of its councils to invest or hold funds in any type of account other than the following:

- ❒ Ordinary short term certificates of deposit
- ❒ Simple savings accounts
- ❒ Simple checking accounts
- ❒ Simple money market accounts
- ❒ Money market mutual funds

For example, councils may choose to place funds in excess of $10,000 in a short-term certificate of deposit while waiting to disburse funds for an intended purpose. It is also acceptable for a council to hold excess funds in a certificate of deposit as a reserve to cover a known expense or liability that is coming due in the future. The funds should be held under the name and Tax Identification Number of the council, and only the officers identified in the bylaws are to have signature authority over the account. The financial officers and trustees are responsible for keeping the members informed of where the funds are deposited. A program or committee chairman may never mix Knights of Columbus funds with personal funds. Councils should not create charitable trusts with the expectation of distributing the income generated by a large principal. These types of trusts pose several challenges, including:

- ❒ Long-term commitment by members to invest and manage the principal
- ❒ Risk that successor trustees may not honor the original intention of the trust
- ❒ Separate tax-filing obligations, if the trust is formed as a separate entity, which is usually the case
- ❒ Substantial legal obligations

Rather than forming charitable trusts, councils should consider other ways to distribute their funds, including:

- ❒ State council charitable foundations
- ❒ Local Catholic schools
- ❒ Other local faith-based organizations

If a council determines that it has an unusual circumstance that requires it to accumulate or invest funds in a way that is inconsistent with this policy the grand knight should first consult with the state advocate, who will then forward any request for permission to hold excess funds to the supreme advocate.

Any individual member who expresses an interest in making a donation to an organization that promotes faith-based initiatives should be encouraged to give to his state council's foundation or to the Supreme Council's United in Charity program. These donations are tax deductible. Donations to a council are not tax deductible.

Duties of Council Officers

Chaplain

- ❒ Serves as spiritual advisor to the brother Knights and families of that council
- ❒ Provides his message to members at the beginning of the meeting as outlined in the *Method of Conducting a Council Meeting* (#1937) or whenever it best suits his schedule

Grand Knight

- ❒ Presides over all meetings
- ❒ Appoints program and membership directors
- ❒ Appoints committees as needed
- ❒ Countersigns checks and orders for payment
- ❒ Responsible for the council's First Degree Team

Deputy Grand Knight

- ❒ Assists the grand knight with operation of the council and any other duties assigned to him by the grand knight
- ❒ In the absence of the grand knight, presides at council meetings
- ❒ Recommended to serve on the council's Retention Committee

Chancellor

- ❒ Has the duty of strengthening the members' interest in council activities
- ❒ Assists the grand knight and deputy grand knight with their duties as assigned
- ❒ Recommended to serve on the council's Admission Committee

Financial Secretary

- ❒ Upon recommendation of the grand knight and the trustees, the financial secretary is appointed for a three-year term that is approved by the supreme knight
- ❒ The prospective financial secretary must also complete and submit the *Application for Appointment as Financial Secretary* (#FS101)
- ❒ Under Section 130 of the Laws of the Order, the financial secretary is automatically bonded in the amount of $5,000. Additional bonding may be provided at a cost of $7 per thousand by contacting the supreme secretary's office
- ❒ Collects money, in the form of dues, from members. Responsible for sending billing notices and initiating retention measures by providing a list of delinquent members to the grand knight to prevent members from being suspended for nonpayment of dues
- ❒ Ensures that the council membership records are updated and that new members sign the constitutional roll
- ❒ Receives from the Supreme Council Headquarters honorary and honorary life membership cards for distribution to qualified members
- ❒ Files various reports and membership/insurance transactions with the Supreme Council Headquarters
- ❒ Responsible for completing and submitting the proper 990 for the council (U.S. only)
- ❒ Keeps the seal of the council and affixes the same to membership cards, resolutions and other official documents as necessary

Recorder

- ❒ Responsible for keeping and maintaining a true and permanent record of all actions of the council and maintains all correspondence of the council

Treasurer

- ❒ Charged with handling council funds
- ❒ Receives money from financial secretary and deposits it in the proper council accounts
- ❒ Responsible for paying all council expenses, including assessments from the Supreme Council
- ❒ Under Section 130 of the Laws of the Order, the treasurer is automatically bonded in the amount of $5,000. Additional bonding may be provided at a cost of $7 per thousand by contacting the supreme secretary's office

Lecturer

- ❒ Appointed by the grand knight
- ❒ Responsible for providing suitable educational and entertaining programs under the "Good of the Order" section of council meetings

Advocate

- ❒ Acts as parliamentarian for the council
- ❒ Should have a working knowledge of Robert's Rules of Order and *Methods of Conducting a Council Meeting* (#1937)
- ❒ When needed, will seek legal assistance from the state advocate

Warden

- ❒ Responsible for supervising and maintaining all council property
- ❒ Sets up council chambers for meetings and degree exemplifications
- ❒ Oversees inside and outside guards

Inside/Outside Guards

- ❒ Attend the doors of the council chamber, checking for current membership cards and allowing entrance

Board of Trustees

- ❒ Consists of grand knight and three other elected members
- ❒ Supervises all financial business of the council and conducts the semiannual audits
- ❒ Trustees are elected for terms of three years, two years and one year. At each regular election, the position of each trustee will be voted upon, with the current three- and two-year trustees moving on to become the two- and one-year trustees, respectively

Program Director

- ❒ Appointed by the grand knight
- ❒ Collaborates with the grand knight in setting the calendar of council programs for the year
- ❒ Manages each service program director and chairman as they implement the council's programs and activities
- ❒ Keeps accurate records of council programs for reporting on the *Annual Survey of Fraternal Activity* and the *Columbian Award Application*
- ❒ Keeps council's public relations chairman informed of all programs and activities for promotion to local media

Membership Director

- ❒ Appointed by the grand knight
- ❒ Collaborates with the grand knight and Council Membership Committee on council membership goals for the year
- ❒ Manages the Recruitment Committee, Retention Committee and Insurance Promotion Committee chairmen as they implement the council's membership activities
- ❒ Plans and coordinates the council's schedule of recruitment programs

For additional information, refer to the Duties and Responsibilities of Council Officers, Directors.

Protocol

Proper protocol should be followed by all fraternal leaders. Protocol, by definition, is basic common courtesy. *The Knights of Columbus Protocol Handbook* (#1612) contains specific information governing many types of situations where protocol is involved. Keep in mind, however, that where there is no specific rule governing a situation, you will not go wrong by employing common courtesy.

Invitations — Guests should be sent proper invitations in writing well in advance (at least six weeks before the event). All invitations should be sent in the name of and

When addressing correspondence to a person that you have a close working relationship with, you should acknowledge the office he holds. The salutation would be "Worthy Grand Knight and dear Brother Bill".

signed by the grand knight, district deputy or state deputy, respectively. Replies may directed to a chairman or committee member.

The invitation should let the guest know timing, agenda, dress and any special expectations.

Your district deputy, as a special representative of the supreme knight and state deputy, should be invited to all council functions. However, it is not proper protocol to send a "blanket" invitation to your district deputy with the expectation that he will attend each event. It should be understood that his schedule may not permit him to attend all affairs, in which case he would notify you in ample time.

Speakers — Speakers for an event should be notified well in advance that they are expected to speak. A courteous fraternal leader does not approach a guest just before or during a program and ask if he wants to talk. This gives the impression that you would prefer he did not speak, but if he wanted to talk, you would permit it.

Head Table — Seating is usually arranged by the highest rank from the middle out to either end. Guests are introduced from the right toward the middle then from the left toward the middle, excluding speaking members at the head table. The wives of all those seated at the head table should also be included in the dais. The following priority list should apply for speaking programs and seating arrangements: clergy, Knights of Columbus (in ranking order), civic dignitaries and other fraternities.

When more than one priest is present and a speaker does not wish to mention each by name, he should say "Rev. Monsignori" and/or "Rev. Fathers." Never use "Reverend Clergy" unless clergymen of different faiths are represented.

Opening and Closing Odes

Opening Ode
Melody set to "O Christmas Tree"

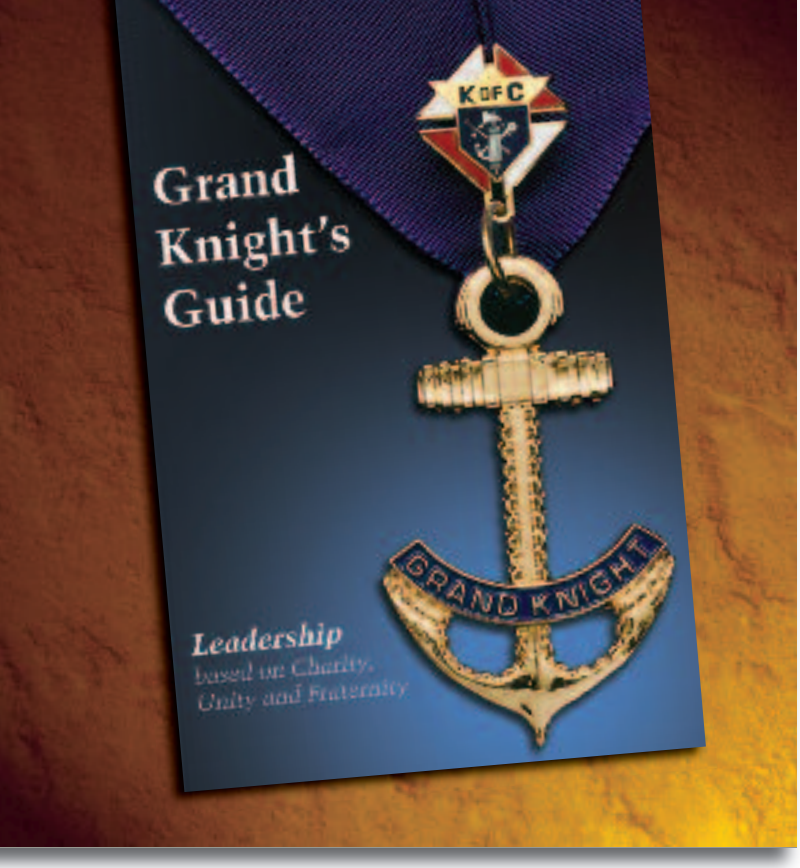
Sing ye his praises loud and long,
And let the unenlightened know.
In ev'ry echo of your song,
the great deeds done tho' long ago.
By Columbus of the valiant soul,
who first old Neptune has controlled.
Despite of Envy, Intrigue, Gold,
in the dim past of long ago.

With vessels three o'er stormy sea,
he thrilled the world of long ago.
While wisdom linked with destiny,
in justice scales its weight did throw.
We are his heirs; We wear his name;
We boast his deeds; We spread his fame.
Our order is the shining flame,
that lights the gloom of long ago.

Closing Ode
Melody set to "My Country 'Tis of Thee"

Now our evening's work is done,
then let us ev'ry one,
join in a song.
Long may our order stand,
foremost in this freeland,
ready with heard and hand,
to right each wrong.

We have a mission great,
true to our church and state,
onward we move.
We dry the mourner's tear,
the tired heart we cheer,
faith in our works appear,
upheld by love.



Grand Knight

As grand knight, by virtue of your office, you and a duly elected delegate from your council, along with the grand knights and delegates from each council in your jurisdiction, compose the state council. The grand knight and delegate, or their alternates, elect state officers, elect delegates to the annual Supreme Convention and vote on resolutions presented to the annual state convention. It is extremely important for you and the delegate from your council to attend and participate in the proceedings of the convention. By taking an active role, you will ensure a stronger future for your council and jurisdiction and the overall good of the Order.

Council Audit

The Semiannual Council Audit Report (#1295) for the period ending June 30 is due at the Supreme Council by Aug. 15; the period ending Dec. 31 is due by Feb. 15. The council trustees and the grand knight should complete the audit and send it to: Knights of Columbus, Council Accounts, 1 Columbus Plaza, New Haven, CT 06510-3326. The reports can be found at kofc.org/forms and in the *Council Report Forms Booklet* (#1436).

All three sections of the *Semiannual Council Audit Report* (#1295) must be completed, and the audit must be signed by the grand knight and ***at least two*** trustees. If an entry is not applicable, the word "none" should be inserted on the line. Failure to complete any section or affix required signatures will necessitate return of the report to the grand knight.

Schedule A — Membership — A major objective of the semiannual council audit is to reconcile local council membership records with those maintained by the Supreme Council Department of Membership Records. If your council uses Member Management/Member Billing, the requirement to complete Schedule A is satisfied. Otherwise, the sources for information necessary to complete Schedule A are: (1) records the financial secretary maintains via the online Member Management System or on ledger cards or ledger sheets, depending on the accounting system used by the council; (2) semiannual Council Rosters provided by the Supreme Council Headquarters; and (3) monthly Council Statements sent from the Supreme Council Headquarters. The latter are especially necessary for associate to insurance, insurance to associate, transfers out of the council and, in some instances, death transactions recorded as a result of insurance claims processing. All discrepancies between local council and Supreme Council records are to be reconciled, with any necessary membership transactions being submitted to the Department of Membership Records or local council records being corrected as necessary to ensure agreement. Only those members for whom the applicable membership transactions have been reported are to be listed on the audit. If an addition or a deduction is being acted upon but has not been submitted with sufficient time for processing, it is not to be indicated on the audit report. A review of the monthly Council Statements for the audit period — August through January statements for the January audit, and February through July statements for the July audit — should be completed to ensure that membership transactions have been received and processed by the Supreme Council Headquarters. For the purpose of preparing the semiannual audit only, inactive insurance members are excluded; they are not to be considered as insurance members of the council. If an insurance member is suspended or takes a withdrawal, he becomes inactive and is considered a deduction. Conversely, an inactive member reactivating his membership is an addition to be recorded on the

"Re-entries" line. Also, the *"Transfers — Assoc. to Ins."* and *"Transfers — Ins. to Assoc."* lines in the Additions and Deductions sections must agree. For example, an insurance addition as a result of an associate to insurance transfer is also an associate deduction. The figures for *"Total Deductions"* in the Deductions section are to be placed on the line *"Minus Total Deductions"* in the Additions section and must be subtracted from the figures for *"Total for Period"* to obtain the correct figures for *"Number Members at End of Period."*

Schedule B — Cash Transactions — Financial Secretary — "Cash on Hand Beginning of Period" will be the figure from the previous Audit Report showing "Cash on Hand at End of Period."

Figures for *"Cash Received — Dues, Initiations"* and *"Cash Received from other Sources"* will be the accounting period summary from Records of Cash Receipts or from the Financial Secretary's Cash Book. "Total Cash Received" will be the total of the three previous items.

Amount for *"Paid to Treasurer"* will be the total of the figures shown on receipts from treasurer to financial secretary for moneys received during the period by the treasurer from the financial secretary.

"Cash on Hand at End of Period" will be amount shown "Paid to Treasurer" subtracted from the amount shown *"Total Cash Received."* In most instances, "Cash on Hand at End of Period" will show a zero balance, as most financial secretaries pay all moneys to the treasurer before the end of the audit period.

Schedule B — Cash Transactions — Treasurer — The "Cash on Hand Beginning of Period" will be the figure shown on the previous audit from line *"Net Balance on Hand."* The item *"Received from Fin. Sec."* will be the accounting period total of the items in the Treasurer's Cash Book showing moneys received from the financial secretary. This should agree with the amount shown in the financial secretary's report on line "Paid to Treasurer."

Under "Disbursements," the amounts for per capita payment and general expenses will be the accounting period total of payment by the council as shown in the Disbursements section of the Treasurer's Cash Book.

Schedule C: Some councils may include figures in this schedule that are not applicable to the audit report. This is particularly true relative to "Due Supreme Council: Per Capita" in the Liabilities column and "Due from Members" in the Assets column.

A common error is that some councils include as owed the per capita levy for the period following the one for which the audit is being made. For example, if an audit is being conducted for the period ending Dec. 31, then the per capita levy for January of the following year should not be shown on the "Per Capita" line. However, should that January levy not be paid by June 30, it would be included on the next audit.

"Due from Members" — if the financial secretary follows the proper billing procedures, he will have sent the First Notices at least 15 days prior to the start of the period. Entries are not to be made for those members being billed for the following period. To avoid confusion, billing notices should be dated as the first of the month of the start of the period (January 1 or July 1), not the date the bills are being prepared. However, should any portion of the bill remain unpaid into the next audit period, that portion is to be included on the ensuing Audit Report.

Audit Procedures for Schedule B — The procedure detailed below is recommended for use by auditors in determining that dues payments were receipted, entered on the appropriate Member Ledgers, turned over to the treasurer, receipted by the treasurer and deposited in the council's bank account. Conversely, it is effective in verifying that credits were not posted to Member Ledgers unless there is a record of payment having been received. In order to make these determinations, a representative number of accounts should be "spot checked." Proceed as follows:

- ❒ Verify several receipts on each Record of Cash Receipts sheet to determine if credit was given on the appropriate Member Ledger for the amount shown
- ❒ Verify several Member Ledgers to determine, in reverse order, if credit given there was received and recorded on the Record of Cash Receipts
- ❒ Verify the totals on each Record of Cash Receipts sheet to determine that moneys were turned over to the treasurer and his receipt was issued
- ❒ Verify each Treasurer's Receipt to determine that the amounts shown were credited on bank statements as deposits

To determine if the treasurer's check register is in balance with the balance shown on the end-of-period bank statement, the following procedure is suggested:

- ❒ Determine that an authorized voucher exists for each check issued and that the check was issued to the correct payee in the correct amount
- ❒ Review the endorsement on the checks to determine that they are properly endorsed by the payee
- ❒ Compare the cancelled checks to the Cash Disbursement register and indicate initial audit results on the check register

Schedule C — Assets and Liabilities — This section will provide insight as to the financial condition of the council. From the audit period it will indicate the council's financial progress — or lack thereof — and where necessary, it will enable the trustees, state and district deputies, and the Supreme Council Headquarters to obtain a true picture of the council's financial status.

Assets — *"Undeposited Funds"* are moneys in the possession of either the financial secretary or treasurer or both. Assets labeled "Bank — Checking Acct." and "Bank — Savings Acct." will be the reconciliation of the treasurer's checkbook(s) showing the net cash balance(s). Outstanding checks should be deducted from the bank statement.

"Due From Members" data is obtained from the financial secretary's *Member Ledger* records. Refer to *"Schedule C — Assets and Liabilities"* for guidelines regarding these figures prior to making the entries.

One indicator of the financial condition of a council is the number of members in arrears and the amounts owed. Be certain to include these figures on the report. The treasurer will furnish the amounts for *"Money Market accts."* from his cash book, which should show transfers of cash to savings accounts.

Liabilities — Figure for the Liabilities section relative to the council's obligations to Supreme and state, as well as miscellaneous, will be supplied by the financial secretary from his records and from unpaid bills in his possession. Advance payment of dues by members should be included in *"Advance Payments By Members."* It is a liability because it represents dues payment not yet chargeable to the members.

When a member is suspended, the amounts he owes will appear in the Audit Report for the period in which he was suspended. If using a manual accounting system, his Member Ledger should be removed from the council file on or before the end of the period in which he was suspended. This procedure will ensure that a billing notice is not produced during the next billing period and eliminates the carryover from one period to another of uncollectible dues or other charges on members who have been suspended. The figure for *"Total Current Liabilities"* is also entered in the Assets column in the space designated *"Less: Current Liabilities"* and is subtracted from *"Total Current Assets"* to obtain *"Net Current Assets."*

If liabilities exceed assets, the *"Total Current Assets"* should be subtracted from *"Current Liabilities"* and the resulting figure shown in parenthesis.

Other Assets — Trustees are to itemize other assets on the lines provided in this section.

Council Budget

As grand knight, you should work with the treasurer, financial secretary and trustees of your council to compare the past year's actual figures with the budgeted figures that were approved by the council. The information obtained will be used to develop the budget for the current fraternal year. Your council's budget should correspond to the fraternal year, which covers the period from July 1 to June 30. Setting your council's budget should be started immediately after your election

Budgets are useful tools, as they allow your various program chairmen to conduct programs autonomously while working within the confines of the budget that was approved by the membership.

as grand knight.

When beginning the budget process, review the actual revenues and expenses for each program and activity and compare those with the budgeted figures from the past year. Questions to consider when setting a budget include:

1. Were the revenues skewed by one large donation?
2. Were items that were donated in the past now being charged for, thus increasing expenses?
3. Was participation in a particular activity up or down? Did it depend on the weather or a scheduling conflict? This could impact both revenues and expenses.
4. Did the council charge too little or too much for the event?

Keep the budgeted figures realistic and attainable. The figures should reflect an approximation of the actual results from the prior year, adjusted as needed for either an extraordinary event or something that will be considered normal going forward. They should also be based on the answers to the sample questions above. However, a good rule of thumb would be to increase revenue and expenses for the cost of inflation (approximately 1-2 percent).

This is also the time to evaluate each activity to determine which ones the council will continue. The budget for a new activity will either take the revenue and expenses from a discontinued activity or new dollars will need to be allocated for the new activity.

Once the budget is prepared and finalized, it should be adopted at a regular council meeting by a vote of the membership. It is recommended that this take place during one of the first meetings early in the fraternal year. This process ensures that future meetings are utilized to the fullest and are not taken up with voting on each project's expense. It is also a good practice to ensure that excess funds are transferred from the council's general account to a savings account, as appropriate.

After the council passes the budget, it does not mean that it is set in stone. The budget should be an adaptable document, changing as circumstances dictate.

Membership Procedures

The financial secretary should use the Member Management application (the preferred method, when applicable) or process a *Membership Document* (#100) for each of the following transactions:

1. *New Member* — The First Degree establishes membership, and the recording of that degree is required to activate fraternal benefits. Immediately (within 24 hours) following the First Degree, the financial secretary will process the *Membership Document* (#100) by mail or email. Whether you mail or send an email of the *Membership Document* (#100) to the Supreme Council Office, always copy the general agent. This will ensure that the new member is recorded on the council roster and that the general agent receives a copy of the *Membership Document* (#100). (Note: If the field agent is present at the First Degree, he may pick up this document for delivery to the general agent.) The council should always retain a copy of the *Membership Document* (#100) for its records. When sending the Membership Document (#100) via email, there is no need to send a hard copy.

2. *Juvenile to Adult* — Juvenile to Adult constitutes a specific category for an applicant for membership who holds an in-force insurance policy that was issued while he was under 18 years of age. His application is to be processed as a Juvenile to Adult transaction. The juvenile policy number should be included on the *Membership Document* (#100), if available. If the prospect applies for membership prior to his 19th birthday, the maximum initiation fee that can be charged is $5.
3. *Reinstatement* — This transaction can be used if membership termination has been for a period of three months or less. Reinstatements can only take place in the council from which the member was suspended or took a withdrawal. A reinstatement will not reflect a break in membership. No council vote is required.

4. *Readmission* — This transaction is appropriate if membership termination has been for a period of more than three months and up to seven years. The applicant may be readmitted into the council of his choice. Council vote on his membership is required, but action by the admission committee is normally not needed.

5. *Reactivation* — The proper transaction for reentry of an inactive insurance member is reactivation. An inactive insurance member has been suspended for nonpayment of dues but maintains an in-force Knights of Columbus insurance certificate.

6. *Reapplication* — When an applicant has been out of the Order for more than seven years, reapplication is the proper transaction to be used. He may reapply to the council of his choice, and the re-applicant need not retake his degrees if he satisfies the admission committee that he's already done so. He pays no initiation fee.

7. *Transfer* — A member in possession of a current membership card may transfer to any council of his choice by applying through a *Membership Document* (#100). The receiving council accepts the application for transfer under the elective procedures. Please note that a transfer is initiated only by the receiving council. Members cannot be transferred out of a council.

8. *Withdrawal* — The withdrawal transaction cannot be reported by using the *Membership Document* (#100). Rather, a personal, signed communication from the member requesting withdrawal (resignation) is required to be sent to the council and forwarded to the Supreme Council Headquarters. A member can resign whether he is current in dues or in arrears. The only stipulation is that he must be eligible for re-entry as of the date he files his letter of withdrawal with the council or assembly. Withdrawal is not an option for a felon, non-practical Catholic, or someone who has been suspended or expelled under Section 162 of the Order's Laws. Those members who apply for and are granted a withdrawal do not maintain continuous membership. The membership record will reflect a break in service. If the applicant for withdrawal is an insurance member, he will be recorded as an inactive member and will remain in that status on the council roster as long as his insurance is in force. The council continues to be responsible for Supreme and state council assessments on inactive members. However, a $9 credit is applied to the council's account the month following the anniversary date of the member's insurance policy to offset such assessments.

Completed *Membership Documents* (#100) can be scanned and emailed to membership@kofc.org and to the general agent of your council. This saves time and money and ensures that transactions are posted to your council's account quickly. Preferably, any updates to a member's status should be made through the Member Management application located in Officers Online.

9. *Suspension — NonPayment* — A member must be in arrears for at least four months before he can be suspended for nonpayment. Any member in that status, however, is to be advised that a current membership card is required for attendance and participation at all Knights of Columbus business meetings and ceremonial exemplifications. A "current" membership card is defined as one bearing a *"DUES PAID TO"* date equal to or greater than the current date. Because this category of suspension represents the largest group of losses to our Order each year, it is of vital importance that proper billing procedures be followed before active membership is terminated by suspension.

As in the case of a withdrawal, a suspended insurance member goes to an inactive status and remains on the council rolls. Because of this fact, the council is responsible for supreme and state levied assessments and also receives the annual $9 credit, as explained in the preceding section.

10. *Death* — As soon as possible after the death of a council member, a *Membership Document* (#100) should be submitted to the Supreme Council Headquarters for processing with the complete date of death and survivor information included. Deceased members are remembered in daily Mass at St. Mary's Church, New Haven, CT 06510.

11. *Disability — Relief from Payment* — Those brother Knights who are unable to engage in any occupation for a period of at least six months may apply for waiver of

dues under Section 118(e) of the Order's laws. Evidence of total disability must be furnished to the Supreme Council Headquarters, along with the *Application for Relief from Payment of Council Dues and Supreme and State Council Per Capita Charges* (#1831). *Form #1831* must be signed by the disabled member, the grand knight and the financial secretary. All disability waivers expire on Dec. 31 of each year and must be renewed during the 90 days prior to expiration. A letter is sent from the Supreme Council Headquarters requesting confirmation of continued disability during October and must be signed by the grand knight and financial secretary. The letter is then returned directly to the supreme secretary's office. Council members who are exempt from dues payment under Section 118(e) are to be issued a *Membership Card* (#154) on a calendar year basis. In the case of a member qualified for exemption under both Sections 118(e) and 118(d) — honorary life — the honorary life designation takes precedent.

12. *Suspension — Lack of Practical Catholicity* — One of the requirements for membership in the Knights of Columbus is "...practical Catholic in union with the Holy See." In order to remain on the active rolls of your council, a current member must maintain his practical Catholicity. On occasion, however, members leave the faith, marry outside of the Church or otherwise lose that status. In such cases, they forfeit their membership "ipso facto" — by virtue of the fact.

Before a suspension for this infraction can be processed, tangible evidence to support a suspension under Section 168.1 of the Laws of the Order is required. A statement must be on file in the Supreme Council office from the council chaplain or the member's parish priest to the effect that the man in question is no longer a practical or practicing Catholic. A statement signed by the member admitting to the infraction giving rise to the attempted suspension is also acceptable. One of these statements, along with a completed Membership Document (#100), must submitted in order for suspension processing can be initiated.

This transaction is NOT counted against Supreme Council award quotas.

13. *Suspension — Felony Conviction* — Section 168.6 of the Laws of the Order stipulates forfeiture of membership for a felony conviction. A felony is generally one where the potential penalty is greater than one year incarceration. To substantiate conviction, the financial secretary must submit: a newspaper account of the conviction, written confirmation from the prosecutor or a certified copy of the court documentation. Proof of conviction should include a description of the crime as a felony. Any ONE of the aforementioned proofs of conviction, certification that the individual convicted is known by the financial secretary to be the member to have his membership forfeited and a completed Membership Document (#100) are sufficient for suspension under Section 168.6.

This transaction is NOT counted against Supreme Council award quotas.

14. *Suspension — Misconduct* — Detailed instructions on filing complaints against a member, his rights to plead and trial are found in the Laws of the Order, Chapter XIX, Sections 170-181.

A completed Membership Document (#100) and all paperwork resulting from compliance with Chapter XIX of the Laws of the Order must be submitted to the Department of Membership Records before the suspension processing can be initiated.

This transaction is NOT counted against Supreme Council award quotas.

Officers Online — Grand Knight Section

The site, accessed from the main Knights of Columbus webpage, provides you with access to your council's membership roster and financial statement. Your access to this website is granted once the Supreme Council Headquarters receives your contact information on the completed *Report of Officers Chosen for Term* (#185). This report should be submitted to the Supreme Council immediately after council elections. Only upon receipt of this form will the Supreme Council Office grant access to this secure section of the Knights of Columbus website.

This site lets you track your council's progress for both membership and insurance growth, which is useful information toward the earning of the Star Council Award.

After signing into *Officers Online*, as grand knight, you have the ability to order council supplies, which can be charged to your council's account. Gift items are also available by clicking on the *Knights Gear* logo, which brings you to knightsgear.com. Through this website, your council can also order customized apparel (e.g. your council's name and number). A *Requisition Form* (#1) is no longer needed to order supplies and gift items when ordering through this website.

Another resource available through *Officers Online* is the *Officers Desk Reference*. It provides answers to frequently asked questions about our name and emblem, home corporations, membership issues, tax issues, fraternal issues, council and assembly issues, the Fourth Degree and social communications. There's a very good chance that many of the questions you might have about some of the more challenging aspects of being a grand knight have been dealt with here. Entries are regularly updated and expanded as new questions arise or additional information becomes available. As grand knight, you also have access to the Member Management application and By-Laws Online. Please be sure to familiarize yourself with these applications.

Honorary and Honorary Life Membership Requirements and Ceremonial

Honorary Membership

Members who have attained the actual age of 65 years and who have been members of the Order for 25 consecutive years shall be designated as honorary members. If the 25 years of continuous service is calculated from the last date of entry, the award is automatic. If 25 years of unbroken service was achieved prior to a suspension or withdrawal transaction, the distinction must be requested through a submission of a *Membership Document* (#100) by the financial secretary.

The honorary membership distinction includes a plastic membership card that is sent to the financial secretary for presentation to the member at a suitable occasion. In the case of automatic processing, the card includes degree information, provided the member's record at the Supreme Council Headquarters indicates that he is a Second or Third Degree. In the case of a manual submission, the financial secretary can also indicate degree information on the *Membership Document* #100).

The honorary member is exempt from general fund charges, except payment of an amount equal to the sum of Supreme Council assessments and the annual levies of your state council. Because of this annual payment requirement, a paper membership card must be issued by the financial secretary on a yearly basis. The honorary member must present that paper card to gain access to Knights of Columbus functions.

Honorary Life Membership

Members who have attained the actual age of 70 years and who have been members of the Order for 25 consecutive years, and those who have been members of the Order for 50 consecutive years, regardless of age, shall be designated as honorary life members. If the required years of continuous service are calculated from the last date of entry, the award is automatic. If the required years were achieved prior to a suspension or withdrawal transaction, the distinction must be requested through a submission of a *Membership Document* (#100) by the financial secretary.

Honorary Life members are exempt from further payment of dues, per capita charges and assessments. No Supreme or state council assessments are levied against them. All priests and religious brothers who have taken their final or perpetual vows are automatically designated as honorary life members upon receiving the First Degree of the Order. However, this status is not awarded to permanent deacons or seminarians unless they meet the requirements based on age and years of service. The Honorary Life membership distinction includes a plastic membership card that is sent to the financial secretary. The grand knight presents the card to the member at a suitable occasion. In the case of automatic processing, the card includes degree information, provided the member's record at the Supreme Council Headquarters indicates that he is a Second or Third Degree. In the case of a manual submission, the financial secretary can also indicate degree information on the *Membership Document* (#100).

An honorary life member cannot be suspended for nonpayment. He can, however, request a withdrawal or be suspended for cause. In such case, you must request that he relinquish his plastic honorary life card.

Honorary (Honorary Life) Membership Ceremonial

If the member has been a member for 25 consecutive years and has reached age 70, or has been a member for 50 years regardless of age, the only change in the following ceremonial is to substitute the words *"honorary life member"* for *"honorary member"* wherever the latter appears.

The honor may be conferred upon one individual member or in groups of two or more. If a group, change singular to plural where necessary.

The following items should be obtained by the financial secretary prior to the ceremony. *Honorary Member* (#1457) and *Honorary Life Member* (#1458) certificates are available for a nominal charge as well as *Honorary Member* (#PG-109) and *Honorary Life Member* (#PG-110) lapel pins. Both items are available for purchase through the Knightsgear website, knightsgear.com.

Careful preparations for this solemn ceremony should be made and every care taken to make its impressions lasting. Each officer should be prepared to deliver his part in an inspiring manner, attired in a suit, jewel of office and ceremonial baldric or robe if available.

This ceremony may be conducted with the presence of the family and other guests or in private under "The Good of the Order."

G.K. — Our laws provide for conferring a degree of honor upon any member of this council who by reason of age and years of service is worthy of that distinction. The Worthy D.G.K. will announce the name(s) of our brother(s) to be so honored today (or tonight).

D.G.K. — Worthy G.K., the Worthy F.S. has certified to me the name(s) of Brother(s) _____ as meriting this honor. (Asks brother[s] so to be honored to step forward.)

Chan. — Worthy G.K. and brothers, the Knights of Columbus is a strong lay arm of the Church. In the solemn ceremony of initiation, you promised unswerving loyalty to her. You learned also the powerful lesson of unity; and unity, my brothers, means keeping ourselves together in carrying out the high aims and purposes of our Order. When receiving Knightly honors in this Order, you were pronounced the hope of Church and State. Be you ever, therefore, valiant sons of Holy Church and upright and loyal citizens of the State.

Our Order has acquired fame and honor throughout the land for the united efforts of its councils in community charitable service work, building the domestic Church and supporting the culture of life, supporting Catholic education and fostering religious vocations.

How important it is, therefore, that each member of this council should continue steadfast in his fidelity to our council and in unity with our Order. Let us be ever mindful, therefore, brothers, to maintain our membership in our council so that our unity of purpose and unity in action will not be weakened or diminished in our charitable

As long as the honorary or honorary life member is in good standing, the financial secretary continues to issue an embossed paper "travel card" to the member.

endeavors and for our efforts to build a stronger and more vibrant faith. Only with steadfast determination for God and for truth will we be able to promote and carry on our humanitarian work.

And so I say, Worthy G.K., that the purpose of this ceremony is to seek out and reward the persistent and faithful members of this council; and from this station I pronounce the brother(s) designated by the Worthy D.G.K. truly deserving of the honor you are about to confer.

(One Rap)

G.K. — (Addressing the brother[s]) Brother(s),_____, the Supreme Council of our Order has empowered _____Council No._____ to confer upon you the title of Honorary Member (Honorary Life Member) and this decoration of honor and loyalty. You have merited this distinction because you have kept yourself in good standing in the Order for (announce the actual number of years applicable) and with self-sacrifice and unselfishness have aided the Order in the accomplishment of its noble aims.

Your earnestness and zeal have been noted by your superior officers as well as by your brothers of this council. The Order needs such men, men of character, men of principle — stalwart Catholic men. By virtue, therefore, of the authority conferred upon me by the Supreme Council of the Order, I pronounce you an *Honorary (Honorary Life) Member* of the Knights of Columbus — and by like authority I present to you a commemorative Honorary/Honorary Life Member Card, your paid up traveling card, Certificate of Accomplishment and lapel pin, a mark of merit and distinction among your brother Knights. It symbolizes your loyalty, devotion and obedience to the principles of our honored Order.

(G.K. presents to each their Certificate, Commemorative Card and travel card to the brother[s] and inserts the emblem in coat lapel. The brother[s] should be called upon to give expression of his [their] thought and feelings, after which proceed as follows.)

The council sings one stanza of an appropriate hymn. Proceed with the remaining business under "Good of the Order" or, if the ceremonial is conducted during a council meeting, proceed with the next order of business.

Standing Council Committees

Admission Committee — Ensures that the applicant understands the Order and that the council understands what the candidate expects from his membership. A properly functioning Admission Committee:

1. Is comprised of the chancellor and six members who are appointed by the grand knight
2. Requests the candidates to complete the Admission Committee Questionnaire section of the *Membership Document* (#100)
3. Requests the candidates to complete the *Member Interest Survey* (#1842) to identify what types of activities are of interest to the candidates
4. Forwards the Admission Committee Report, which is read at a meeting of the council followed by candidate balloting, to the grand knight
5. Informs the candidates of the date for the next First Degree exemplification

6. After the candidates have taken their First Degree, asks the new members to consider joining in the committees and activities that match their interests

Recruitment Committee — Continually keeps a fresh list of potential candidates for membership in your council. A properly functioning Membership Committee:

1. Is composed of three or more members appointed by the grand knight in collaboration with the membership director
2. Identifies and schedules recruitment drives, which should include Church drives, open houses and team recruiting initiatives
3. Works with the Program Director in inviting potential members to participate in council activities

Retention Committee — Keeps the members of your council interested and participating in your council activities. A properly functioning Retention Committee:

1. Is comprised of the deputy grand knight, council trustees and any other members appointed by the grand knight
2. Recognizes each member's accomplishments
3. Ensures new members are introduced to the council membership and made to feel welcome
4. Communicates with members to remind them of meetings and activities
5. Works with the Program Director to encourage the members to participate in council activities

Council By-Laws

An application called *By-Laws Online* is available on the Knights of Columbus website. It allows councils to establish by-laws electronically, receive automatic approval, submit a request for printing (if the council wishes to have the by-laws printed by the Supreme Council), and maintain a historical file of by-laws that had previously been submitted and approved. The program is available to grand knights, financial secretaries and advocates of councils. The Supreme Council established the *By-Laws Online* program to ensure that all councils and assemblies are using a uniform set of procedures.

Since it established the *By-Laws Online* program, the Supreme Council is no longer accepting or reviewing council by-laws that have not been prepared using the online template. If a council wishes to amend its existing by-laws, it must use the online template to do so.

In order to access *By-Laws Online,* you will need a registered account on Officers Online, which is an online resource that offers a menu of helpful applications. Go to kofc.org, click on "Officers" on the right side of the home page, and follow the instructions on the site. If you do not have a registered account with Officers Online or need assistance obtaining a user name or password, please contact the Supreme Council Customer Service Department at 1-800-380-9995. Once you have obtained access to Officers Online, click on the *By-Laws Online* button.

Certified Council First Degree Team

As grand knight, you are directly responsible for the formation or continuation of your council's First Degree team. When your council has its own First Degree team, it has greater opportunities to conduct degrees, which allows for the welcoming of more members into your council.

If your council needs to form a First Degree Team, a team can be formed with four members and your council's financial secretary. This small group can be considered the nucleus of the team. Additionally, your council chair officers may assume degree team roles, but the opportunity to assume a role should be open to all members of your council.

Although the First Degree may be conducted by reading the parts, the performance of memorized parts remains the preferred method for the First Degree. The district deputy is responsible for certifying team members as soon as their part is memorized and they are able to deliver it in an inspiring manner. Once all team members have memorized their parts and are able to deliver the First Degree in an inspiring manner, then the First Degree team, will be certified by the district deputy.

First Degree Ceremonial Guidelines

- ❒ The financial secretary or grand knight orders

Candidates' Kits (#531) by logging into the Officers Online section of the Knights of Columbus website and clicking the link to KnightsGear. Each candidate kit consists of a rosary, a prayer card, a blank membership card, a Knights of Columbus lapel pin and a copy of the booklet *These Men They Call Knights* (#937), along with information on the Shining Armor Award.

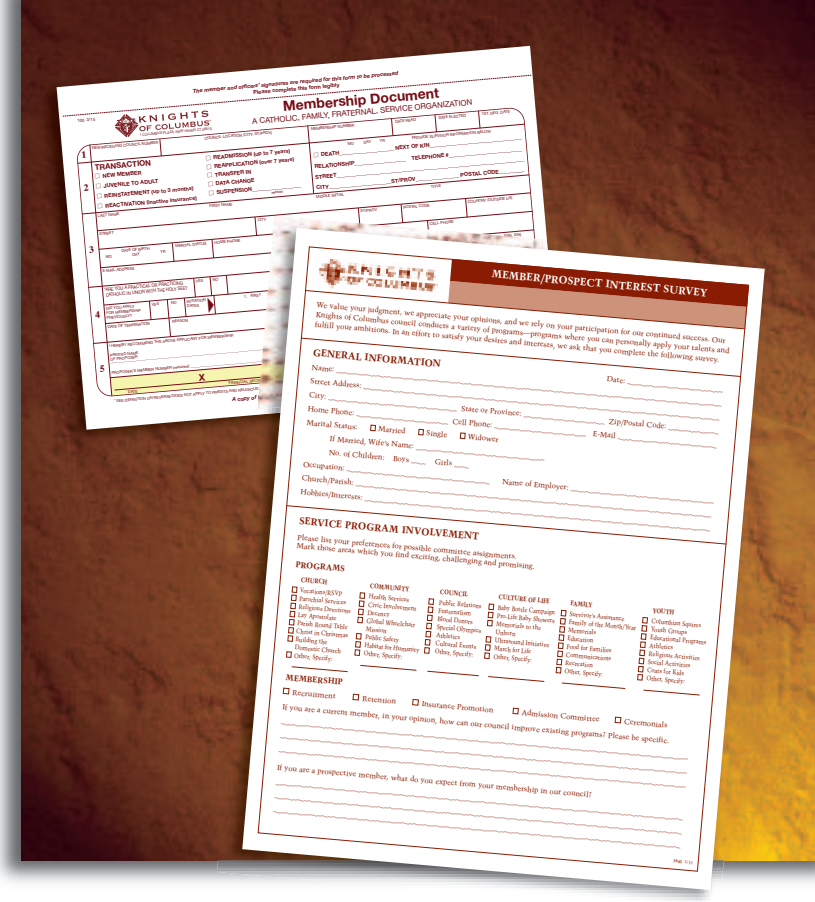
- ❒ The grand knight is in charge of this degree which may be conferred prior to, during, following or separately from a regular council meeting. The degree team officers need not be current chair officers. Degree team officers may wear the Supreme Council Ceremonial Baldric over a dark-colored business suit with the council jewel of office.

- ❒ Reading degree parts is allowed, until further notice, as is use of the *Narration CD* and the *First Degree Video Production*. Even though reading is allowed, memorization is the preferred method of delivery. A team may exemplify the degree before it is certified by the district deputy. When the team is ready for certification, the grand knight shall request the district deputy to certify the team on a mutually agreed date and time.

- ❒ The financial secretary, along with the warden should be the custodian of the books, CD and DVD. The warden will have the council chamber arranged as shown on Diagram A, page 6, in the *First Degree Ceremonial Book* (#2080 Rev. 6/05).

- ❒ Worn or tattered First Degree ceremonial books will be replaced at no charge provided the old books are returned to the Supreme Council Headquarters — Director of Ceremonials.

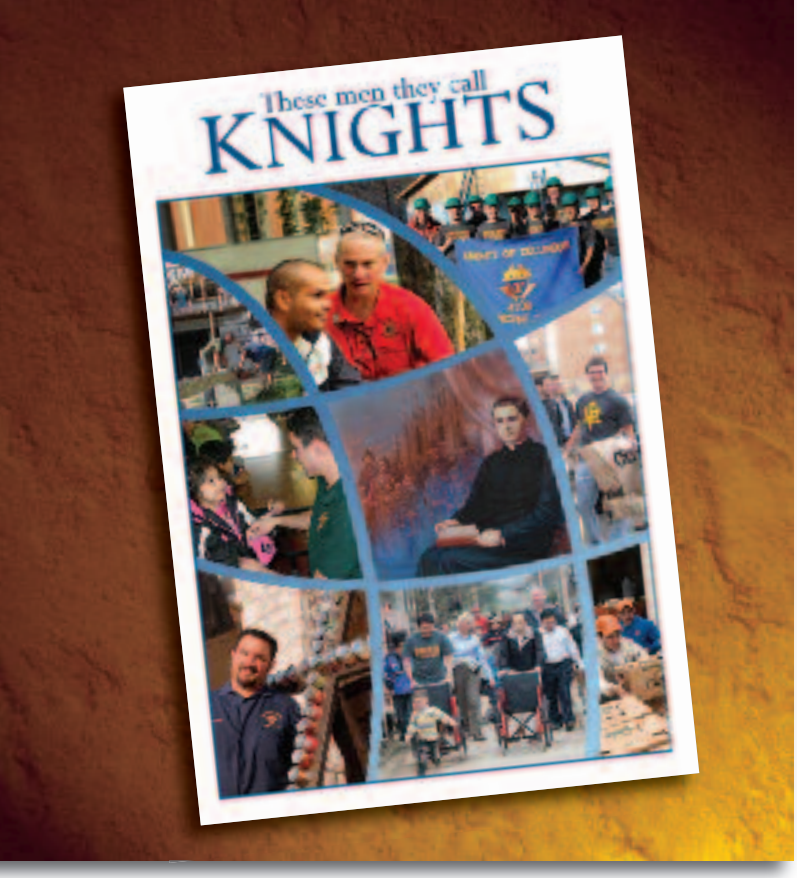
- ❒ For a First Degree Team to be certified it will have to deliver the ceremonial from memory. When the team has been certified, the district deputy shall apply for a certificate and certification cards using the *Notice of Certification of First Degree Team* (#543 Rev. 6/05), available on the Knights of Columbus website at kofc.org/forms. This form may be emailed to ceremonials@kofc.org.



- ❒ When a First Degree Team is certified, the district deputy will be mailed the *Team Certification Certificate* (#1984 Rev. 10/05), and the grand knight will be mailed each member's certification card and First Degree Team Pocket Tokens.

- ❒ The council should host a First Degree ceremonial at least monthly. A candidate need not travel far or wait extended periods of time to join his council. The grand knight shall notify the district deputy of degree dates.

Every degree is to be reported. If the district deputy is present he should report the exemplification on the *District Deputy's Degree Exemplification Report* (#450). If the district deputy is not available to attend the degree, the grand knight or financial secretary should report the exemplification of the *First Degree on Council First Degree Exemplification Report* (#450-C). Each report is available on the Knights of Columbus website, at kofc.org/forms.



Financial Secretary Evaluation

Ninety days prior to the conclusion of your council's financial secretary's three-year term, you will be advised that an evaluation of the financial secretary's performance in the office must be made and returned to the Supreme Knight before consideration will be given to reappoint him for an additional three-year term. The financial secretary will receive a copy of the letter informing the grand knight of the need for an evaluation.

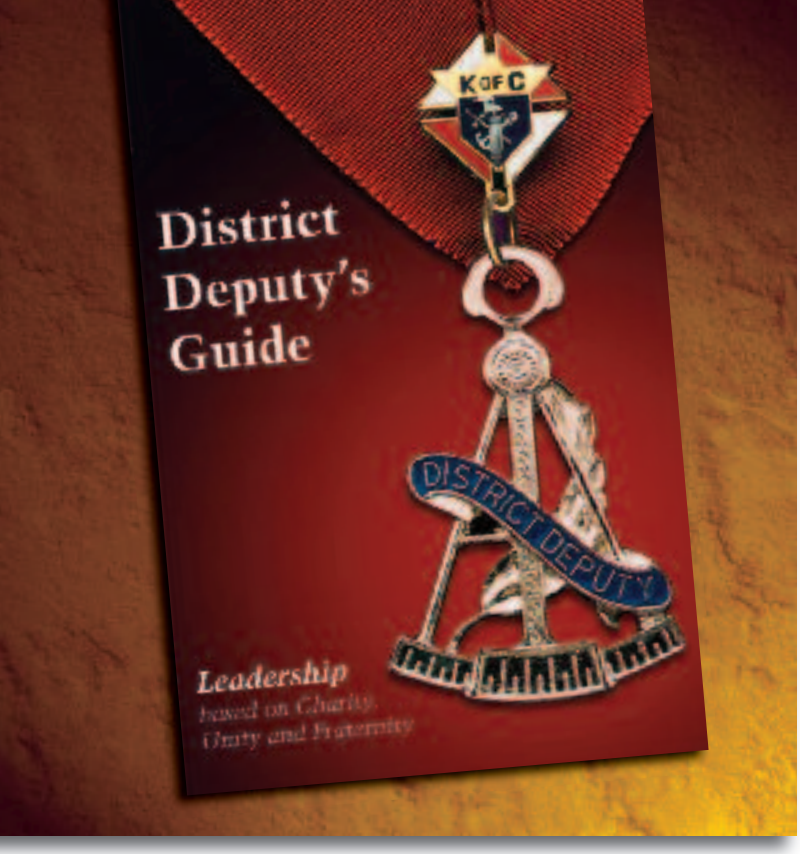
The Evaluation of Financial Secretary (#1938) instructs the grand knight, council trustees and district deputy to evaluate the financial secretary by checking one of four designations on the form, rating him on eight areas of his performance. Space is also provided to indicate recommendation or non-recommendation for reappointment, and the current occupation of the financial secretary. The completed evaluation must include the signatures of the grand knight, trustees and the district deputy. The form is sent to the state deputy for his endorsement and will be forwarded to the supreme knight. Financial Secretary appointment forms are located on the Knights of Columbus website, kofc.org/forms.

If the financial secretary must resign from office before the end of his term or if he does not wish or is unable to continue beyond his three year term, he should submit a letter of resignation to the supreme knight indicating the effective date of his resignation and the reason for doing so. When the letter of resignation is acknowledged by the supreme knight, you will be sent complete instructions and forms for the appointment of a successor to the office.

Eligible candidates for appointment as financial secretary are:

1. Third Degree member of the Order.
2. at least 21 years of age.
3. not engaged in the sale of life or health insurance for another organization.
4. not a convicted felon.
5. not elected to another office within your council.

You must complete the Nomination for Appointment (#103) and obtain the signature of your council's trustees. The nominee must complete the Application for Appointment as Financial Secretary (#101) and both forms must be submitted to the Supreme Council office. The supreme knight will make the appointment, which will be mailed directly to the newly appointed financial secretary with copies to you, the state deputy, executive secretary, district deputy, and general agent. The appointment takes effect on the date it is issued and will run for a period of three years from that date.



District Deputy

It is extremely important that you ensure that the grand knight and the delegate from each council in your district attend and participate in the proceedings of the annual state convention. As district deputy, you are also considered an important part of the state council. As such, you are expected to attend the organizational meeting, the mid-year membership meeting and the annual state convention. By taking an active role, you will ensure a stronger future for each council in your district, your jurisdiction and the overall good of the Order.

Degree Work Within Your District

As a district deputy, you are responsible for all of the degrees held in your district. At the conclusion of any degree exemplified in your district, report that degree to the Supreme Council Headquarters by completing the *District Deputy's Degree Exemplification Report* (#450). You should complete and submit this report even if you were unable to attend the degree. This report can be completed online by visiting the Knights of Columbus website at kofc.org/forms.

For each council in your district to be successful, encourage them to conduct their own First Degree Ceremonial. Point out to your councils' leadership teams that a First Degree team only requires four members plus the financial secretary to form the nucleus of the team. This should be well within the capability of any council, regardless of its size. In addition, a council with a First Degree team has the ability to conduct degrees more frequently, allowing them to welcome more new members than a council without a First Degree team.

The First Degree is under the direct supervision of the council's grand knight, who is responsible for appointing members to the team. Remind the grand knights in your district that the current chair officers may assume roles on the degree team, but the opportunity to assume a role on the team should be open to all members of the council, even if those members fill back-up roles.

Once the degree team members are set and they've had an opportunity to study their assigned parts, you have the responsibility of certifying the team to conduct the First Degree for that council. To certify a First Degree team you must observe the team members delivering their roles. Although the First Degree may be conducted by reading the parts, the performance of memorized parts remains the preferred method for the First Degree. Individual team members should be certified as soon as their part is memorized and they are able to deliver it in an inspiring manner. You can use *Notice of Certification of First Degree Team* (#543) for individual team member certification. Once all team members have memorized their parts and are able to deliver the First Degree in an inspiring manner, the First Degree team, as a whole, will be certified. Keep the following point in mind when preparing to certify a team: Memorize the part "word-for-word," but deliver it from the heart. This means a word or phrase may be turned around and should not be held against a member that has really learned his role. If he has not learned his part, be professional, and suggest he work a little more before certifying him.

Be sure to include the membership number for each degree team member and to check the box indicating that each part is completely memorized on the *Notice of Certification of First Degree Team* (#543).

Individual team members can be certified by using the *Notice of Certification of First Degree Team* (#543). Only include information for the team member[s] you are certifying. The Supreme Council Headquarters will monitor the progress of certification for the entire team and will automatically mail the First Degree Team Certificate once all team members are certified.

When a First Degree Team is certified, the district deputy will be mailed the *Team Certification Certificate* (#1984 Rev. 10/05). The grand knight will be mailed the team members' certification cards as well as First Degree Team Pocket Tokens for each certified degree team member.

District Deputy Expense Form

The Supreme Council Headquarters covers certain district deputy travel expenses. Your expenses should be submitted on the *District Deputy Expense Form* (#267).

Your travel expenses for transportation, meals, telephone, tolls and parking, in connection with official business in your assigned district, are chargeable to the Supreme Council. These expenses may be submitted as a result of traveling for installations of officers, degree exemplifications and council visitations. Hotel charges for one night's lodging, in connection with your attendance at your jurisdiction's organizational and midyear membership meetings, are also chargeable to the Supreme Council.

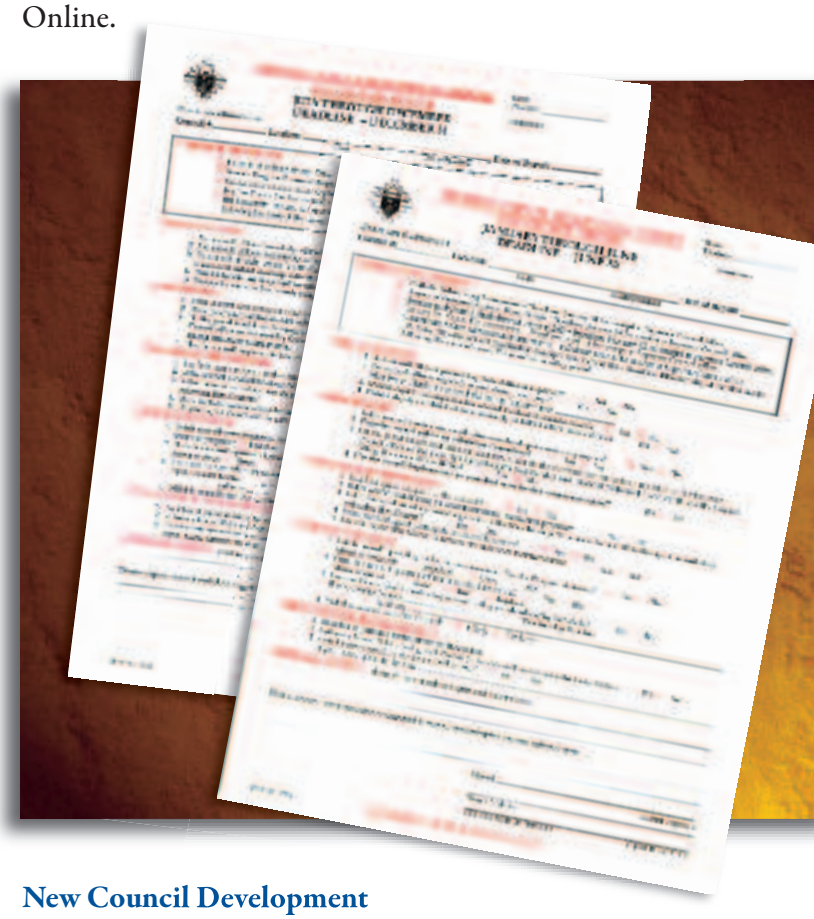
Expenses that are not reimbursed by the Supreme Council include postage, guest meals, clerical assistance, printing, stationery, duplicating services and expenses incurred in connection with your attendance at your jurisdiction's annual state council convention.

Your *District Deputy Expense Form* (#267), accompanied by itemized receipts, should be forwarded to the Supreme Council Headquarters quarterly through your state deputy, whose approval is required before it will be given attention by the supreme secretary. The expense form can be found on the Knights of Columbus website at kofc.org/forms or in Officers Online.

Official Council Visits

As district deputy, you are the official representative of the supreme knight and your state deputy when you make your official council visits. These official visits should be made at a minimum of two times per year. After each official visit, you are expected to complete and submit the report of your visit to the Supreme Council Headquarters. This report assists you and the Supreme Council Headquarters to determine if the council warrants additional assistance to maintain its viability.

Use the *District Deputy Semiannual Report on Council Status* (#944) to report on the status of the councils in your district. This form can be found on the Knights of Columbus website at kofc.org/forms or in Officers Online.



New Council Development

One of the greatest accomplishments for you as district deputy would be the formation of a new council during your tenure. The following guidelines have been established to assist you in forming a new council.

- ❒ Survey the Area
  It is extremely difficult for one council to

effectively serve all the parishes in the area. In addition, every priest deserves to have a Knights of Columbus council in his parish — your job is to ensure that each parish has an active council.

❒ Contact the pastor

Begin a conversation with the pastor of the parish where the new council will be formed and explain the benefits of having a Knights of Columbus council in his parish. Leave some literature with him and supply him with the name of another priest in his area that has a council in his parish that he can contact as a reference.

❒ Contact the state deputy

If the pastor gives his permission for the formation of a council, contact the state deputy by sending a *Notice of Intent to Establish a New Council* (#133) for his signature. Once the Supreme Council Office receives a copy of this form, a New Council Canvasser's Kit will be forwarded to you. It contains a variety of recruitment materials to assist in establishing the new council.

❒ Contact the general agent

Either the general agent or an assigned field agent will work with you to recruit eligible men to form this new council.

❒ The initial recruitment drive

Once the date for the recruitment drive is set, place a notice in the parish bulletin announcing the date of the recruitment drive weekend. Ask the pastor to make an announcement from the pulpit indicating that a new council is being formed in the parish.

❒ Committee Meeting

Plan a committee meeting with the men interested in establishing a council in their parish and select a temporary chairman and financial secretary. These men will assist in recruiting others to form the council and become the charter grand knight and financial secretary.

❒ Organizational Meeting

Interested men — and their wives — should be invited to this meeting. A representative from your state council should be invited to explain the Knights of Columbus and the benefit to the parish for having an active council. The general or field agent will also explain the Order's member benefits and the insurance program. At this point, assist men to complete the *Membership Document* (#100).

❒ First Degree

Candidates should not have to wait extended periods of time to be welcomed into their new council. Ask surrounding councils to hold a special exemplification or use the *First Degree Video Production* to welcome these men into their council.

❒ Plans for Institution

Once the required numbers of members to form an council has been obtained, complete the *Notice of Institution* (#136) and forward to the Supreme Secretary's office along with the *Membership Document* (#100) for the charter members of the new council.

❒ Application for Charter

Additionally, the *Application for Charter* (#137) should be completed and sent to the Supreme Council Office as quickly as possible. If the council is to be named after an individual, provide a short biography, along with the date of death as the Laws of the Order provide that no council can be named after a living person. If there is no name designated on the Application for Charter, the charter will reflect the city in which the council was established.

❒ Presentation of Charter

As district deputy, you are to make a formal presentation of the charter to the grand knight on behalf of the supreme knight and the board of directors.

❒ Follow-up

Maintain close personal contact with the new council officers and directors to ensure that all are properly trained in their respective duties

For complete details and instructions on forming a new council, including the presentation of charter ceremony, refer to the *Knights of Columbus New Council Development Guidelines* (#2119).

Council Reactivation

The health and welfare of each council that you have been assigned is an important function for you as district deputy. Councils that are experiencing problems or have been suspended warrant attention. As district deputy, an important duty is to reactivate any suspended council in your district. Although this may seem challenging at first, here are some guidelines to follow for this process.

Schedule a meeting with the pastor of the parish in which you are attempting to reactivate the council.

- ❒ The meeting should address any concerns the pastor has with having a council
- ❒ Listen to what the pastor is saying
- ❒ The meeting should stay on a positive note, highlighting the positive aspects of having a council in his parish
- ❒ Reinforce that the council will help with the spiritual enrichment of the men in the parish
- ❒ Emphasize that the council provides an opportunity for families to protect their financial resources through our insurance programs
- ❒ Remind that the council allows men to be active in the parish and community via the council's service projects
- ❒ Ask for permission to have a church drive, and set up an informational meeting for any prospects you receive from the drive
- ❒ Notify the state deputy of your intention to reactive the council
- ❒ Complete the *Notice of Intent to Reactivate Suspended Council* (#GH31)
- ❒ Schedule a First Degree to welcome new Knights that express an interest in joining the council during the church drive

After the completion of the church drive and informational meeting, hold an election of officers

- ❒ Complete *Report of Officers Chosen for the Term* (#185)
- ❒ Assist in the appointment of a financial secretary
- ❒ Assist in completing the *Nomination for Appointment as Financial Secretary* (#103) and *Application for Appointment as Financial Secretary* (#101)
- ❒ Assist the newly elected grand knight with the appointments of service personnel
- ❒ Assist in completing the *Service Program Personnel Report* (#365)
- ❒ Mail ALL forms to the Fraternal Services Department — Membership Growth at councilgrowth@kofc.org.

For additional details on council reactivation, please contact Fraternal Services — Membership Growth at councilgrowth@kofc.org.

Council Retention

As a district deputy, you have the very important responsibility of ensuring that the councils in your district remain viable. This is accomplished through your official and unofficial council visits. During those visits, your observation and leadership skills will prove to be invaluable, especially if you observe the following warning signs that a council is struggling to remain active:

- ❒ No one is willing to take office — the same members continuing year after year as officers of the council indicates a lack of leadership.
- ❒ Low attendance at meetings — council members appear to have no interest in continuing the council if there is no quorum for meetings on a continual basis.
- ❒ Very few or no service programs being conducted — councils have an obligation to assist the parish and community. Councils that have no service programs in place are likely to fail.
- ❒ The council has no recruitment program and is not welcoming to new members — in order to have a strong council, adding new members to the council is important. However, if there are no recruitment programs in place to accomplish this, the council will fail
- ❒ No support for the parish or the pastor — if the council is not interested in assisting the parish or the pastor with furthering the mission of the Church, this indicates that the council is failing
- ❒ The council is using dues payments for other expenses prior to paying its obligations to the supreme and state councils — this situation indicates that while the council is attempting to continue the programs that it may be conducting,

it is not taking in enough funds to pay for those programs. It will only be a short time before the council is suspended for nonpayment of supreme and state council obligations

The action steps you should take if you observe one or more of these warning signs include:

- ❒ Reassure the members — this is not the time for you to chastise the remaining members in the council. Rather, let the members know that you are there to assist them in getting the council turned around
- ❒ Talk to the pastor — engage the pastor in trying to find out why the council is failing. Keep the meeting positive and listen to what he is saying about why he thinks the council is failing
- ❒ Utilize the state officers — ask for assistance from the state officers, especially the state membership and program directors. These resources are there to assist you and will provide you with many strategies to get the council functioning properly

Remember that you are there to facilitate the turnaround of a struggling council and not to issue unilateral edicts and instructions. By collaborating with the pastor and the members of the council on ways to revive the council, you will be leading by example. Keeping a positive attitude when working through this process will yield a successful outcome.

District Meetings

Communication and organization are vital to the success of your district. To achieve success you are required to conduct, at a minimum, a district organizational meeting and a midyear membership meeting. Invite grand knights, financial secretaries, treasurers, membership and program directors, and field agents from the councils within the district to participate in the meetings.

Your district organizational meeting should be held within two weeks of the jurisdiction's organizational meeting and cover the following areas:

- ❒ Membership
  - ❍ Goals and quotas for the district and each council
  - ❍ Schedule of Degrees within the district for the proceeding six months
  - ❍ Recruitment Plans
    - ● Supreme Council plans
    - ● State Council plans
    - ● District plans
    - ● Council plans
  - ❍ Membership Retention
  - ❍ Insurance Promotion
  - ❍ Membership Incentive Programs
    - ● Supreme Council
    - ● State Council
- ❒ Charitable Programs
  - ❍ Supreme Council programs
  - ❍ State Council programs

The midyear membership meeting should be scheduled immediately following the jurisdiction's midyear meeting and focus on motivating each council to:

- ❒ Achieve membership and insurance goals
- ❒ Continue providing charitable service programs to their parish and community

The meeting is also a used to relay information from the Supreme and state councils on any new membership or charitable program initiatives.

Strategy Sessions

Quarterly (or as needed) strategy sessions are useful tools for you to meet with each council in your district on a one-on-one basis to review the council's plans for membership recruitment, insurance promotion and charitable outreach.

The sessions should be scheduled in August or September and then again in January or February. Each strategy session should include the council's grand knight and membership and program directors.

Use the first session to assess the council's plan on:

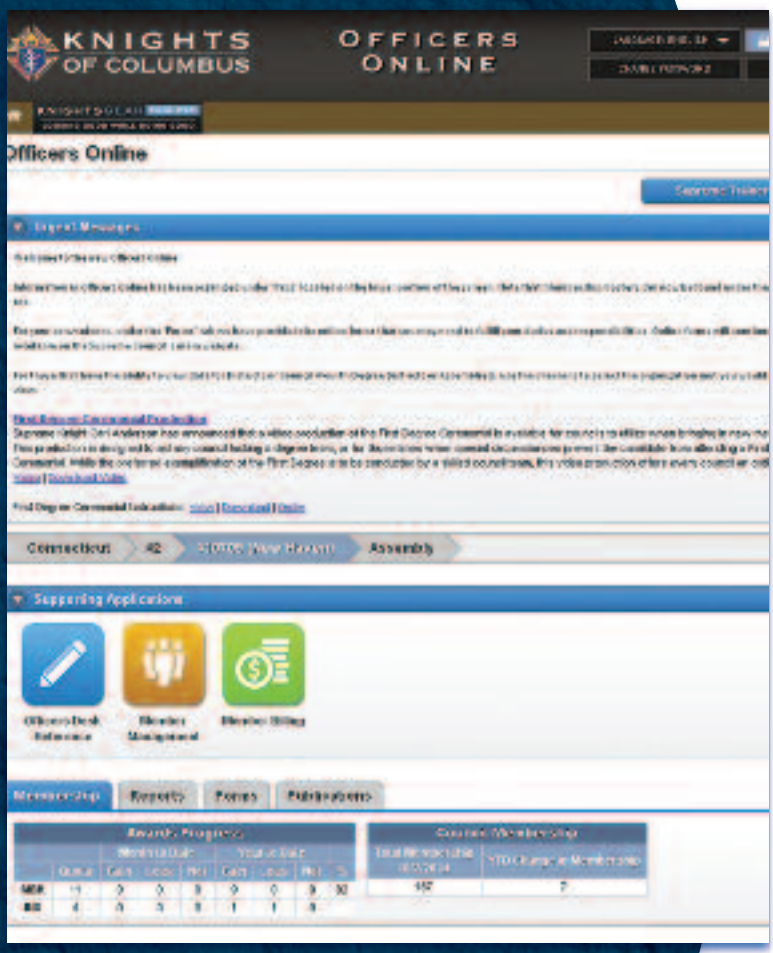
- ❒ Providing charitable outreach to the parish and community
- ❒ Earning the Star Council Award
- ❒ Membership recruitment

After this session, each participant should be committed to the plan of action for the council.

The second session should to be used to evaluate how the council is progressing on the goals established in the first strategy session. Questions to ask include:

- ❒ Is the council better than it was previously?
- ❒ What can we do to help more people?
- ❒ How can we do this better?

Officers Online — District Deputy Section



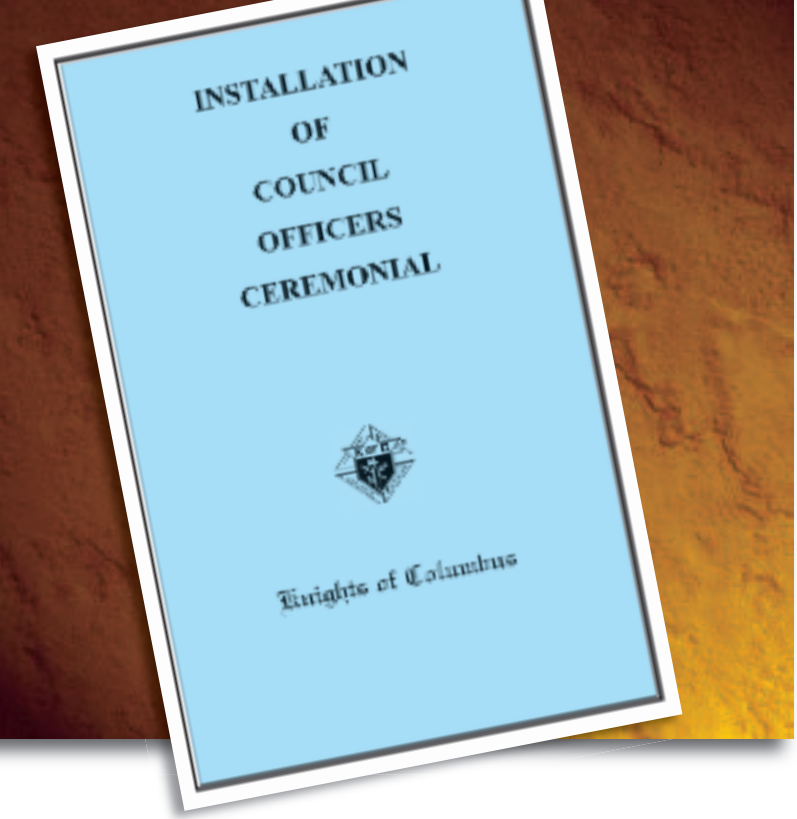
The site, accessed from the main Knights of Columbus webpage, provides you with access to your district deputy report. Your access to this website is granted once the Supreme Council Headquarters receives your contact information on the completed *District Deputy Appointment* (#189). This report should be submitted to the Supreme Council immediately after your appointment by the state deputy. Only upon receipt of this form by the Supreme Council Headquarters will access be granted to this secure section of the Knights of Columbus website. This site lets you keep track your district's progress for both membership and insurance growth, which is useful information toward the earning of the Star District Award, and is useful to track the health of each council in your district.

Another resource available through Officers Online is the **Officers Desk Reference**. It provides answers to frequently asked questions about our name and emblem, home corporations, membership issues, tax issues, fraternal issues, council and assembly issues, the Fourth Degree and social communications. Entries are regularly updated and expanded as new questions arise or additional information becomes available.

Miscellaneous — District Deputy Section

Jewels — The supreme secretary forwards the jewel for each new district deputy to the state deputy for presentation at the installation ceremony. The retiring district deputy is allowed to retain his jewel as a memento of his term in office.

Robes — It is customary for the retiring district deputy to pass his robe to the new district deputy. If the retiring district deputy's robe is unsuitable for use because of size or wear and tear, an order form for a new robe should be requested from the supreme secretary's office. When the new robe is received, it is recommended for the old one to be donated to the state council for continued ceremonial use, otherwise other appropriate means of disposition are recommended.



Officers' Failure to Perform Duties — When an officer of a council in your district fails or refuses to perform the responsibilities of his office, you may declare that office vacant in accordance with Sec. 92(b) of the Laws of the Order. You must report at once to the state deputy and supreme secretary any deposition or suspension made. If the vacancy will not be filled according to the Laws of the Order, you must appoint a member of the council to the office for the unexpired term.

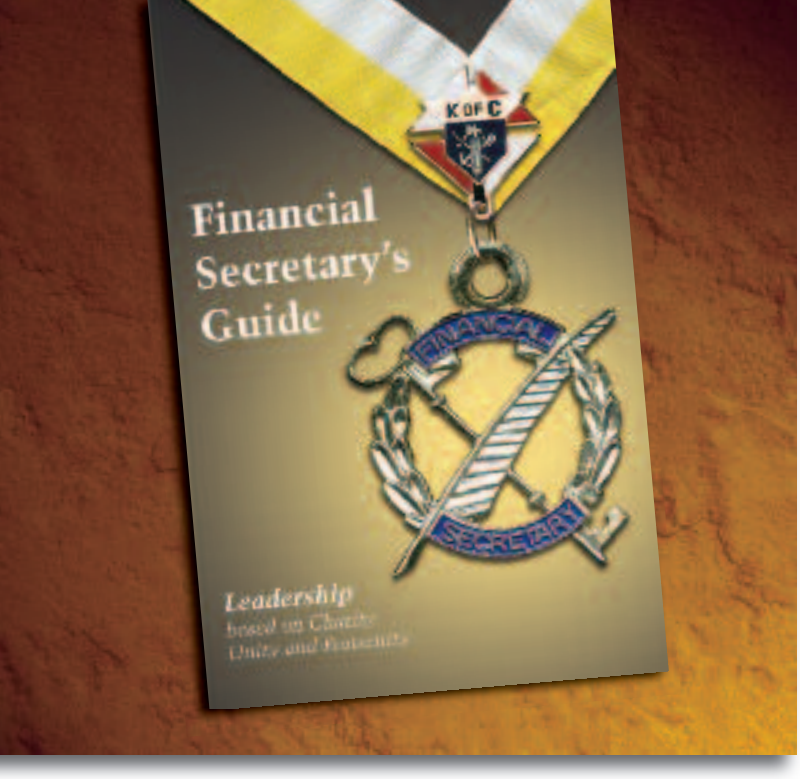
Installation of Officers — It is your duty to install the officers of each council in your district. According to Sec. 129 of the Laws of the Order, each council officer, unless excused by a vote of his council, must present himself for installation at a (**mutually agreed upon**) time. The time must be specified in a notice issued by or through the district deputy or state deputy. The district deputy or state deputy also have the right to excuse a council officer from the installation. The installation ceremony is detailed in the *Installation of Officers* (#770). You should prepare to conduct the installation as prescribed in the ceremonial book.

Dissolution of Councils — Whenever the board of directors orders a council dissolved, you must follow any directions you receive from the supreme secretary regarding the transfer of memberships and the disposition of books, papers, records, accounts and moneys of the council.

Dissolved Councils — A new council may not be established in a location that was the site of a dissolved council without first obtaining approval from the board of directors.

The procedure calls for the state deputy to direct a letter of permission to the supreme secretary before any steps to organize are taken.

Awards Presentations — Each year, the Star Council, Father McGivney, Founders' and Columbian awards plaques are forwarded to the district deputy of record (except where otherwise requested by the state deputy) for presentation. You are asked to present these awards to the council at an appropriate ceremony or occasion. You should invite the field agent to assist in all council award presentations, especially for the Founders' Award. (Note: If the council earns only the Founders' Award, it will be forwarded to the general agent of record for presentation.)



Financial Secretary

You have been selected by your council and appointed by the supreme knight. Through your professionalism, accuracy, strong organizational skills and timeliness, your council will be financially strong and able to conduct charitable projects in your parish and community.

If you must resign from office before the end of your term or if you do not wish to continue beyond the end of your three year term, you should send a letter of resignation to the supreme knight noting the effective date of your resignation and the reason for doing so. This should be done as far in advance as possible as sufficient time is needed to secure other applicants for the position and to process the paperwork necessary for the appointment.

Financial Secretary Compensation

The board of directors has set the compensation to be paid to the financial secretary, and every council should have bylaws that conform exactly to this policy:

- ❒ From the council — an amount no less than 8 percent and no more than 10 percent (to be determined by the council) of the moneys collected for dues from both insurance and associate members. The financial secretary is free to waive this compensation at his discretion.

- ❒ Lump sum payments are not allowed as compensation to the financial secretary. The purpose of compensation on the percentage basis is to pay the financial secretary according to the effectiveness of his collecting from members all moneys due to the council. Such collection is the first duty of his office listed in Section 139 of the Laws of the Order. The financial secretary receives compensation from his council for dues collected only. He does not receive compensation for initiation fees or any other receipts.

- ❒ From the Supreme Council Headquarters — the financial secretary annually receives at the end of each calendar year $.40 for each life insurance certificate registered to the council and in force at the end of the calendar year.

- ❒ The payment from the Supreme Council is made annually in January to the financial secretary of record on Dec. 31. If more than one person served in the office during the year, it is expected that the financial secretary receiving the award will share it on a pro-rata basis with his predecessor.

- ❒ The approved compensation is for performance of the regular duties of the office of the financial secretary according to the Laws of the Order. The council may award additional compensation to a financial secretary for extra duties which he performs at the council's direction beyond those required by the Laws.

Income Tax Requirements

The annual grant from the Supreme Council and any payments from your local council are subject to income tax. Accordingly, you are required to report the total amount received on your personal tax returns. In the United States, the Supreme Council will issue a Form 1099-MISC to you should your grant exceed $599.99. For Canadian councils, a T4A slip will be issued if the grant exceeds $499.99. You must report the grant as income on your personal tax returns even if it falls below the threshold for issuance of a Form 1099 or a T4A tax slip. You are not treated as an employee of either the local council or the Supreme Council.

Bonding

The financial secretary, upon appointment by the supreme knight, is automatically bonded at no charge to the council in the amount of $5,000. The same is true for

the council treasurer. Councils may request additional coverage - at a cost of $7 per thousand - by writing to the supreme secretary.

Additional information on bonding:

- ❒ Bonding is on the office of the financial secretary, not the person holding the position
- ❒ Additional coverage is requested by writing to the supreme secretary
- ❒ Bonding on the covered officers is limited to $125,000 of total coverage per council, including the provided $5,000 of coverage on each officer
- ❒ Bonding runs from March 1 to the end of February, and any charge for additional coverage is posted on the council account annually in March or April. The charge is prorated if purchased at another time during the year
- ❒ Bonding coverage is applicable only to councils who have properly completed the two most recent council audits, which must be on file at the Supreme Council headquarters

Annual Federal Information Return — Form 990 (U.S. Councils)

All councils in the United States are exempt from federal income tax under the Internal Revenue Code, Section 501(c)(8). A group ruling recognizing the exemption was obtained by the Supreme Council for itself and for its subordinate units. The group ruling does not extend to home corporations.

All councils in the United States must file one of the following IRS forms:

- ❒ 990N — Gross receipts of $50,000 or less
- ❒ 990EZ — Gross receipts over $50,000 and up to $199,999
- ❒ 990 — Gross receipts of $200,000 and over

The Supreme Council insists that each council carry out its responsibility under this law. An IRS form must be filed by the 15th day of the fifth month after the end of your annual accounting period. Failure to file three consecutive years will result in a loss of tax exemption status.

The supreme advocate will send a memorandum, containing information on current IRS laws, to all U.S. councils during the month of February each year.

Officers Online — Financial Secretary Section

The Officers Online website, accessed from the main Knights of Columbus webpage, provides you with access to your council's membership roster and financial statement. Your access to this website is granted once your appointment is approved by the supreme knight.

This site lets you keep track of your council's progress for both membership and insurance growth, which is useful information toward the earning of the Star Council Award.

After signing into Officers Online, as financial secretary, you have the ability to order council supplies, which can be charged to your council's account. Gift items are also available by clicking on the Knights Gear logo, which brings you to knightsgear.com. Through this website, your council can also order customized apparel (e.g. t-shirts with your council's name and number). A *Requisition* (#1) is no longer needed to order supplies and gift items when ordering through this website.

Another resource available through Officers Online is the Officers Desk Reference. It provides answers to frequently asked questions about our name and emblem, home corporations, membership issues, tax issues, fraternal issues, council and assembly issues, the Fourth Degree and social communications. There's a very good chance that many of the questions you might have about some of the more challenging aspects of being a financial secretary have been dealt with here. Entries are regularly updated and expanded as new questions arise or additional information becomes available.

The Order's accounting system and member database, Member Management/Member Billing, is also located in the Officers Online section of the Order's website. This system allows you to manage financial transactions; create, edit and archive receipts, vouchers, assessments and adjustments; maintain a list of accounts and sub-accounts, payee/payor lists and council defined sub-classes for billing (military, students, etc;), produce billing notices; and manage payments received from members.

The Member Billing Application

The Member Billing application works in conjunction with the Member Management application.

Initial Setup for First-Time Users

If your council has just started to use Member Billing, there are a few steps that are required prior to generating an assessment.

Setting up your council's billing information:

- ❒ Billing Information — Member Billing allows you to assess dues to members annually or semi-annually only. If your council has quarterly payors, you can inform them that they can continue to pay quarterly but will be billed annually or semiannually, according to your council's preference. The billing schedule must be selected as calendar or fraternal year. Also, once the billing frequency has been established, the billing remittance address needs to be selected — either your council's mailing address or the financial secretary's mailing address.
- ❒ Class List — This screen is where the amount of the council's dues is entered. (The amount of annual dues for honorary members in the council is based on the sum of state and Supreme Council per capita taxes and other levies. The annual dues for honorary life members is specified in the Laws of the Order and cannot be updated in Member Billing.)
- ❒ Subclass — Council subclasses can be created for members for whom the council wishes to reduce the dues amount. For example, a council may wish to waive or reduce dues for students. A subclass of students can be added, along with the rate of the reduced dues. Once established, members associated with a subclass will need to be assigned to the subclass on the member's Billing Information screen, located in the Member Information section.
- ❒ Reason for Assessments — This is required if your council plans to assess members for any special or miscellaneous assessments. Reason for assessments can be added on the Event/Assessments screen in the Billing Information screen

Setting up the member's billing information:

- ❒ Member Class — Displays the member as a regular, honorary, or honorary life member
- ❒ Sub Class — Members may be assigned as part of a sub class and eligible for reduced dues (military, student, etc.).
- ❒ Disability — Members that are on disability and noted as "Yes" on the Member's Billing Information screen, will not be assessed dues. Nothing else is required to ensure that they are not assessed.
- ❒ Do Not Assess — This provides the ability to not assess dues for members who may have a special circumstance, such as financial hardship, where the council decides not to assess dues for a certain period. (Honorary life or disabled members are not included in the dues assessment process, so this option does not need to be selected for these members.)
- ❒ Do Not Send Bill — This provides the option of not sending a billing notice to specified members for any reason. (The member will still be assessed, but a notice will not be generated.)
- ❒ Delivery Preference — This identifies the preferred method by which the member wishes to receive his billing notice — mail, email or both.
- ❒ Language Preference — This allows a billing notice to be generated in a different language.
- ❒ Billing Address Information — This section allows the financial secretary to update a member's contact information, including his address, telephone number, fax number and email address. These changes will also be reflected in Member Management to alert the Membership Records Department at the Supreme Council Headquarters.

Prior to generating the initial dues assessment, if there are members with an outstanding balance for previous billing periods, these records should be updated in the Member Ledger:

- ❒ Billing Status — When a dues assessment is processed from the Pending Assessment screen, the billing status for all members receiving this assessment will be changed to "First Notice." (Honorary life members do not receive an assessment and their billing status can be manually updated to "Dues Are Current.") Former members that are listed in Member

Management/Member Billing can be manually changed to "Prior" or "Deceased" status.

- ❒ Adjustments — The Adjustment section on the bottom of the Member Ledger screen can be used to generate a charge adjustment for members with an outstanding balance. Separate adjustments should be added if a member owes money for other assessments (initiation fee, miscellaneous fees, etc.). If a member has paid dues or other assessments for future periods, a credit adjustment should be added. Payment of dues should NOT be recorded here, but through the "Dues Collection Tool" found under the "Receipts" section of the Council Ledger. (This is the same process as assessing new members for dues or initiation fees after they have been recorded at the Supreme Council Headquarters and added to Member Management/Member Billing.)

Billing Members

A dues assessment can be generated for all billable members on the "Enter Dues Assessment" screen by clicking on "Assessments" under the Council Ledger section:

- ❒ Billing Cycle — Dues can be billed for the calendar year or the fraternal year. (The default for the billing period is predetermined by the billing frequency, which is selected in the "Billing Setup" section.)
- ❒ As of Date — All bills have a date that indicates how much is owed at the time the dues were assessed. Dues can be assessed in Member Billing as early as 60 days prior to the billing period. However, the "As of Date" cannot be set more than 15 days prior to the billing period. The date used for the "As of Date" when generating a dues assessment also should be used for any special or miscellaneous assessments.
- ❒ Assess Dues — This will place the dues assessment in a "pending" status, which can be processed on the "Pending Assessments" screen. All special or miscellaneous assessments should be assessed on the "Assess Other" screen before processing the dues assessment.

A special or miscellaneous assessment can be generated for selected members using the "Assess Other" screen under "Assessments" in the Council Ledger section.

- ● Charge To — This specifies who will be assessed the additional charge and is selected by member type. ("All Billable" will assess all regular and honorary members; "All Members" will assess all regular, honorary and honorary life members; "Honorary" will assess only honorary members; and "Honorary Life" will assess only honorary life members).
- ● Voluntary or Mandatory — If an assessment is a voluntary assessment, a notation will display on the member's bill showing that this assessment is voluntary and payment is optional. Voluntary assessments require a valid "Through Date." A valid "Through Date" should be selected well in advance of the last day of the billing cycle (i.e. if using a calendar year billing cycle, select a date of Sept. 1 — well in advance of Dec. 31). After this date, you have the ability to initiate a process that will generate a credit transaction for all members that did not pay the voluntary assessment. Mandatory assessments will remain on the Member Ledger until the member pays the assessment or the transaction is voided on the Member Ledger.
- ● Reason for Assessment — This is a required field, and if the "Reason for Assessment" does not appear in the drop down list, it can be added on the Event/Reason screen under the Billing Information section.
- ● Assess Other — This will place any special and miscellaneous assessments in a pending status, which can be processed on the Pending Assessments screen. All special or miscellaneous assessments should be assessed on the "Assess Other" screen before processing the dues assessment.

All pending assessments can be posted to the Member Ledger from the "Pending Assessment" screen. If a dues assessment is included when the "Process Assessment" is clicked, the billing status for all members assessed will change to "First Notice."

Generating Notices

Once the pending assessments are processed, the First Notice can be generated from the "Notices" section

The council officers should continue to follow the *Proper Billing Procedures Including Use of the 'Notice of Intent to Suspend'* (#1845A) instructions. This section instructs the financial secretary on the steps necessary to generate notices in the Member Billing Application and assumes that all protocols under #1845A have been followed.

of the Print Center in Member Billing. (If the respective officers' names or telephone numbers do not display on the Notice, the data can be added on the "Council/ Assembly Officers — Current Year" screen in Member Management.)

Notices can be sent via email, or printed and mailed, based on delivery preferences on the Member Billing Information screen. There is also an option to generate a file copy of all Notices to members.

Member Billing also provides the ability to email an individual Notice to members who have been added to Member Management/Member Billing. Once the member delivery preference is set to email or email and printed/mailed, an "Email Notice" icon will appear on the Member Ledger or Billing Information screens.

Thirty days after the "As of" date, you can update all members currently in the "First Notice" status to "Second Notice" status by using the "Update Status" screen under the Assessment section of the Council Ledger. Notices can be sent via email, or printed and mailed, based on the delivery preferences on the Member Billing Information screen. Second Notices can also be saved electronically.

Thirty days after the "As of" date of the Second Notice status, you can update all members currently in the "Second Notice" status to "Knight Alert" status by using the "Update Status" screen under the Assessment section of the Council Ledger. The Knight Alert letter being sent to the member explains how his membership is in danger of being forfeited as a result of unpaid dues. The Knight Alert letter cannot be sent electronically because they require the signatures of the grand knight and trustees.

Fifteen days after the "As of" date of the "Knight Alert" status, all members currently in "Knight Alert" status can be updated to "Intent to Suspend" status by using the "Update Status" screen under the Assessment section of the Council Ledger. A Notice of Intent to Suspend can be generated in the Billing section of the Print Center, informing the member that his delinquency has put his membership in jeopardy. Copies of the letter must be sent to the Supreme Council Headquarters, the state deputy and the district deputy.

Individuals who have been assessed for the current billing period, but have become former members, need to have any outstanding balances and their billing status manually updated on the Member Ledger screens.

Processing Payments from Members

Under the "Receipt" section of the Council Ledger, there is a "Dues Collection Tool" to record members' payments. The "Dues Collection Tool" is used if the member pays his outstanding balance in full.

If a member does not pay the full amount or includes a donation to the council or special fund, the payment should be recorded on the "Enter Receipt" screen to ensure that the proper accounts/subaccounts are recorded properly. If his payment includes money for a special or miscellaneous assessment, a "Reason for Assessment" must be entered in the "Event" field.

Once the "Save" button is clicked on the "Dues Collection Tool" screen or the "Enter Receipt" screen, this will place the transaction in "pending" status. Pending transactions can be processed on the "Pending Receipt" screen.

A "Report of Receipts" is available under the Treasurer Reports in the Print Center of Member Billing. There are four reports available: two for pending receipts and two for posted receipts. (Posted receipt reports will display signature lines for the financial secretary and treasurer, which serve as a record that the treasurer received these moneys. If the treasurer's name does not display on this report, add his data on the "Council Officers — Current Year" screen in Member Management.)

Processing Receipts From Other Sources

These moneys can be recorded in Member Billing using the "Enter Receipt" screen under the Council Ledger.

- ❒ Member or Payor — Prior to entering the receipt information, you must search for a member or a payor. (A payor is an individual or entity that is not a member of the council. A payor can be added to Member Billing on the "Add a Payee/Payor" screen under Billing Information).

Once a search has been conducted, the results will appear in the "Search Results" box to the right. Click on the desired member or payor so that it is highlighted in a blue banner. Click the "Select" button to populate the date and member/payor in the "Enter Receipt" section on the bottom of the screen. Continue to enter the remaining information.

Once the "Save" button is clicked, the transaction is placed in "Pending" status. Pending transactions can be processed on the "Pending Receipts" screen.

Generating Membership Cards

Membership cards can be generated for members using the "Membership Card" section of the Print Center in Member Billing. Print membership cards using the "By Member Type" feature, thereby having these cards ready for presentation when the member remits his payment for dues.

Membership Card (#4817) stock paper can be ordered through KnightsGear.com. (Cards come eight to a sheet with 25 sheets to a package, for a total of 200 cards.)

There are four options in Member Billing for printing membership cards:

- ❒ By Member Type — which can be classified as: All Billable, All Members, Regular, Honorary, Honorary Life, or Members on Disability
- ❒ By all members whose dues became current between specified dates
- ❒ By Degree Dates — either 1st, 2nd, or 3rd
- ❒ By using the Membership Card Template for a small group of members or for new members who have not been added to Member Billing

Ordinary, embossed "travel" Membership Cards shall be issued for all current members on an annual basis. In order to gain admission to a Knights of Columbus meeting, a member should present a current travel card.

Institution of Payment

A Supreme Council or state council obligation DOES NOT require council approval. Receipt of the monthly Council Statement from the Supreme Council Headquarters serves as the official notice that the amount owed is due and payable. The same is true of a billing statement received from the state council.

When the council approves any bill other than a Supreme Council or state council assessment, the bill must be turned over to the financial secretary. He then issues the "Order on Treasurer" voucher.

Order on Treasurer (Vouchers)

After a bill has been properly approved for payment, the financial secretary initiates issuance of a check by generating an "Order on Treasurer" voucher in Member Billing under the "Voucher" section of the Council Ledger. He then prints a "Report of Vouchers" for the grand knight's signature, which authorizes the treasurer to issue the check.

Trustees, when conducting the semiannual audit, should compare the Report of Vouchers to the checks issued that are recorded in the bank statement and check book.

Suspension of Council

The financial secretary should be aware of the need to make payments to the Supreme Council within the time limits allowed under Section 156 of the Laws of the Order.

Failure to make payment within the time limit will result in suspension of the council. When a council is suspended, the board of directors requires the supreme secretary to send a Notice of Suspension to the grand knight, with copies to the district deputy and state deputy.

Section 156 provides for a grace period of 100 days for each levy from the first of the month in which the levy is made. The assessment dates and the dates on which they become in arrears are as follows:

Levy Date	Type of Levy	Pay by
January 1	Per Capita	April 10
	Catholic Adv/COL	
July 1	Per Capita	October 10
	Catholic Adv./COL	

Supplies — 40 days after the first of the month in which the charge appears on the monthly Council Statement.

A council is automatically suspended whenever there is an arrearage of $50 or more in any of the above accounts.

Even though the council has a 100-day grace period to remit payments, automatic notices to the grand knight, financial secretary and district deputy will be generated between 58 and 60 days of the date of the assessment. This notice is a reminder to remit the council's payment in order to avoid automatic suspension.

A council may have its suspension lifted by making payment in the amount of the arrears. When a council is to be reinstated, a Notice of Reinstatement is sent to the aforementioned officers.

Record Retention

It is recommended that the following council records be retained as follows:

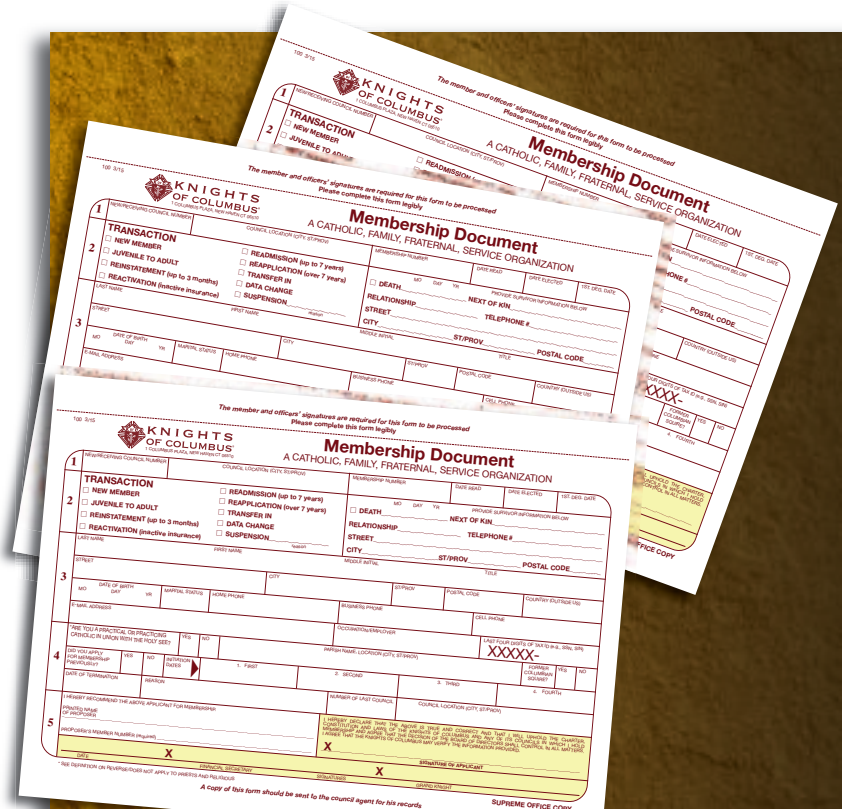
- ❒ Current member *Membership Document* (#100) (new members, re-entry transactions for members who did not join through your council originally): 7 years retention
- ❒ Current member *Membership Document* (#100) (all except above and data changes): 3 years retention
- ❒ Current member *Membership Document* (#100) (data changes): verify processing of information at the Supreme Council Headquarters, then destroy
- ❒ Former member *Membership Document* (#100) (all transactions): verify processing of information at the Supreme Council Headquarters, then destroy
- ❒ Financial and business records (e.g. bank statements, contracts, purchase orders, invoices, etc.): 10 years retention
- ❒ Tax forms: 7 years minimum, 10 years recommended retention

In all cases, tax ID numbers — including the last four digits — must be removed.

Report of Officer Elections

As financial secretary, you are responsible for completing and submitting the *Report of Officers Chosen for the Term* (#185). Under the Laws of the Order, elections for council officers shall be held between May 15 and June 15 of each year (college councils — March 1 to June 1). Those duly elected officers are to be reported to the Supreme Council Headquarters by July 1.

The preferred method of reporting the newly elected council officers is through the Member Management application located on the Knights of Columbus website in the Officers Online section. If reporting through Member Management prior to July 1, make sure you are on the "Next Fraternal Year" screen and simply follow the instructions included on the site for completing the form. There is no need to file a paper report with the Supreme Council Headquarters after using this method of reporting the newly elected officers.



Monthly Statement

As financial secretary, you should have an understanding of the effect of reported membership transactions on per capita, Catholic advertising and the Culture of Life levies and with the charges accrued by your council for supply orders. The council statement, sent out monthly, provides this information. It reflects changes in membership and reports information on your council's financial obligations to the Supreme Council.

- ❒ The council statement should be retained by you as part of your permanent files. It also should be reviewed by the grand knight and read at the next council meeting.
- ❒ The account balances - per capita, Catholic advertising, Culture of Life and supplies - should be treated as individual amounts owed by your council. Credit balances often appear in the per capita and Catholic advertising/Culture of Life columns because of inactive insurance member credits, back-dated transaction credits and miscellaneous adjustments and may cause an overall credit balance in the account. Credit balances in the per capita and Catholic advertising/Culture of Life columns will automatically transfer between accounts to offset charges. Supply credits are only used to offset future supply charges.
- ❒ Credits for assessments may be applicable in the case of member suspension transactions. On the date a suspension transaction is processed by the Supreme Council, there is a 130 day look-back period. If an assessment date (Jan. 1 or July 1) falls within this period, a credit of $3.25 is issued to the council.
- ❒ Councils are assessed $1.75 for per capita, $.50 for Catholic advertising each Jan. 1 and July 1 on the total membership in the council, including inactive and honorary members. Honorary life and members on disability are excluded from the assessment.
- ❒ Councils are assessed $1.00 for the Culture of Life fund each Jan. 1 and July 1. Honorary, honorary life, inactive members and members on disability are excluded from this assessment.

After this fraternal year has ended, please pass this resource booklet along to your successor.

Additional copies of this booklet are available for $1.00 each from the Supreme Council Supply Department.

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