



I. CHAPTER PURPOSE

The purpose of the Ann Arbor Jaycees is to:

1. Provide its membership leadership training.
2. Instill civic consciousness to better the membership's usefulness as citizens.
3. Provide civic service, through the organized efforts of the membership.
4. Promote the welfare of the community and its citizens through active, constructive projects.

II. EVALUATION OF SURVEYS

In order to understand the needs and wants of our membership, we conducted a Beginning of the Year Survey of our membership. The survey process started when the VP's and President met to review lists of projects from past Ann Arbor Jaycees surveys, lists of project ideas from various sources such as the Michigan and U.S. Jaycees websites and brainstorming. Through this process we came up with lists of projects. In addition to project information, we asked a large number of demographic and general information questions such as a list of hobbies, "Why did you become a Jaycee" and "Why do you remain a Jaycee". With this information we hope to be able to approach members about appropriate project chairing opportunities and to better target new membership advertising.

This year we used online survey website www.SurveyMonkey.com and we also offered paper surveys at our January GMM.

III. CHAPTER OBJECTIVE

It is the mission of the Ann Arbor Jaycees to provide young people the opportunity to develop personal and leadership skills through local community service and organizational involvement while expanding the Jaycee movement.

IV. CHAPTER PROGRAMMING:

A. Business / Management Area of Opportunity

1. *The Chapter's strengths/resources and weaknesses/needs are identified as follows:*

a) Strengths/Resources:

Financial Management Commission

1. Large membership base available to staff projects.
2. Longstanding financial management projects.
3. Built up "rainy-day" fund to be used in case we have a bad fund raising year.
4. Dual check signers required.
5. Tax reports filed annually.
6. Approved expense report required for reimbursement.
7. Established criteria for making and recording payments and deposits.
8. QuickBooks Pro Software can provide financial reports by area and project.
9. Access to CPAs that are Jaycees for consultation.
10. Have multiple (2) interest-bearing accounts at Michigan Commerce Bank.
11. Several older members with institutional knowledge of long standing projects.
12. Prospective and existing chapter members can pay for membership dues or project fees via Pay Pal.
13. Good working relationship with Main Street Association of Ann Arbor (MSAA) regarding fundraising projects.

Marketing and Public Relations Commission

14. Monthly newsletter distributed to all current and prospective members, District Director, Region Director, Management Program Managers, MIJC Vice Presidents, MIJC President, Ann Arbor City Council, and other key organizations.
15. An established award-winning newsletter.
16. Enthusiastic feedback from members about newsletter.
17. Updated roster of member information (name, address, phone numbers, birth date, renewal date and e-mail address with member permission) posted monthly to secure area of our website.
18. Published agendas and meeting minutes.
19. Internet presence: website, calendar of events, and e-mail groups, and FaceBook and Twitter pages.
20. An established award-winning website.
21. Appointed positions/officers transition well from one year to the next.
22. Good networking with other chapters.
23. Chapter enjoys good reputation in local community.
24. Focus on shifting to more use of Internet resources.
25. We have an updated full color, tri-fold membership brochure.

Strategic Planning Commission

26. Plan based on annual beginning, mid and/or year-end surveys.
27. Planning sessions held to write an appropriate chapter plan.
28. An excellent chapter plan from previous year to use as a guide.
29. Quarterly evaluation of Chapter Plan of Action to check progress and revise plan.
30. Membership activation tracked electronically on the Michigan Jaycees "Jaycee 2.0" website.
31. Regularly scheduled chapter meetings and Board meetings at which items from the Chapter Plan are reviewed.
32. Chapter Bylaws, Policy and Procedures and Long Range Plan in place and reviewed for practicality at least bi-annually.
33. Chapter Long Range Plan has built in milestone dates.

Business Opportunity Commission

34. Members and alumni own small businesses.
35. Members have professional skills with which to teach business opportunity skills.
36. Visitation of local businesses which give chapter members a "behind-the-scenes" view of their business practices.

b) Weaknesses/Needs:

Financial Management Commission

1. Large Board of Directors takes away from member base for chairpersons.
2. Flagship projects require high staffing commitment by members.

3. Over reliance upon historically high-earning projects, need for diversification of fundraising resources.
4. Some long running projects have steadily declining revenues.

Marketing and Public Relations Commission

5. Lack of communication by Board Members to CIO regarding member changes.
6. Not enough public projects covered by the media. Print media and radio have limited space and with the large number of non-profits, not-for-profits, clubs and other organizations all bidding for same space and coverage, it has become extremely difficult to get coverage.
7. The community, as a whole, has an incomplete "big picture" of who we are, what we provide and how we meet their needs and interests. We need to develop a strategic marketing plan – Chapter Branding.
8. Lack of lead-time to effectively promote first quarter projects due to transition of teams, especially projects that run in January and the early part of February.
9. Need to advertise on a more mainstream basis (local TV, radio, newspaper, internet) to get the Ann Arbor Jaycees "brand" out to the Ann Arbor community.
10. Need to effectively use social media.

Strategic Planning Commission

11. Lack of participation in annual review of Chapter Bylaws, Policy and Procedures and Long Range Plan.
12. Weak process to implement Long Range Plan goals/milestones.
13. Survey is not released to members until January. This makes it impossible to have the chapter plan completed using member input prior to initial Blue Chip submission requirements.

Business Opportunity Commission

14. Need to establish stronger ties with the Ann Arbor area businesses.
15. Need to utilize USJC and JCI resources more effectively for programming ideas.
16. Past business networking activities have been poorly attended/lacked "buy in" from general members.

2. Anticipated problems and solutions:

Financial Management Commission

- a) Problem: Several of our fundraisers are dependent on the weather.
Solution: Develop additional indoor fundraisers in case we need to raise additional funds.
- b) Problem: A few our fundraisers start before 8 am.
Solution: Encourage BOD participation and offer breakfast and wake-up calls to the general membership.
- c) Problem: Heavy manpower commitments with Financial Management projects.
Solution: Have team "call out" nights to fill out the staffing grids. Provide challenges to offer incentives for members assisting with manpower.
- d) Problem: We need to find some way to keep up with events at Pioneer High School that might affect the Carnival.
Solution: Contact the Pioneer High School Principal or the school board to see if this is possible.
- e) Problem: Unforeseen circumstances force the chapter to look for alternate projects.
Solution: Have backup locations ready for our larger fundraising projects.
- f) Problem: Our chapter loses Main Street Area Association (MSAA) as a major source for fundraising projects.
Solution: Diversify fundraising projects and backup fundraising project ideas ready to implement if that situation occurs.

Marketing and Public Relations Commission

- f) Problem: Board members neglect general member communications.
Solution: Work as a Board of Directors to target communication effort effectively.
- g) Problem: Newsletter deadline not observed by all members.
Solution: Management Vice President to enforce deadlines at all Executive Board Meetings; Editor to send reminders via e-mail each month.
- h) Problem: Jaycee programming and membership opportunities are under publicized in the local media.
Solution: Continue to develop relationships with local media. Check in with them regularly. Investigate new ways of publicizing events to the public, such as better use of the Internet.
- i) Problem: Unsuccessful in getting local businesses to participate or sponsor Jaycee projects.
Solution: Work with the Ann Arbor/Ypsilanti Area Chamber of Commerce and associate business newsletters to

- promote the Jaycees to the local business community. Send out joint solicitation letter with Foundation to introduce both organizations and ask for corporate support. This will require several months of lead-time.
- j) Problem: Lack of lead-time to promote first quarter projects.
Solution: The 4th quarter Board of Directors needs to PR 1st quarter projects.
- k) Problem: Difficulty finding people to nominate for Distinguished Service Awards/Outstanding Young Michigander.
Solution: Find general member to be chairperson of project. Utilize community and member resources for leads.

Strategic Planning Commission

- l) Problem: Chapter has an inconsistent way of archiving information.
Solution: Develop an online archive for past projects, CPG's, surveys, etc.
- m) Problem: Chapter historically plans entire year of projects in January so projects scheduled for late in the year are sometimes no longer of interest to membership at that time.
Solution: Be sure to do a mid-year survey to gauge member interest in planned projects. Put some TBD projects into the chapter plan and select them based on mid-year survey results.

Business Opportunity Commission

- n) Problem: Chapter has poor working relationship with Ann Arbor/Ypsilanti Area Chamber of Commerce.
Solution: Develop projects/fundraisers with the Ann Arbor/Ypsilanti Area Chamber of Commerce.
Solution: Have a Corporate Relations Director board position that helps foster this relationship.

3. *The Chapters long-term goals pertaining to the Management Area of Opportunity are as follows:*

Financial Management Commission

- To develop year-round fundraising by December 31, 2011.
- To ensure no project accounts for more than 35% of chapter revenue by December 31, 2012.

Marketing and Public Relations Commission

- To create and maintain an electronic online database of media outlets by December 31, 2011.

Strategic Planning Commission

- To collect and electronically archive old CPGs and awards by December 31, 2011.
- To grow the Savings Account to \$22,000 by December 31, 2012.
- To create an account for a building fund with no less than \$5,000 by December 31, 2012.

Business Opportunities Commission

- To create an electronic member business directory by December 31, 2011.
- To sponsor at least one (1) Ann Arbor Chamber of Commerce event annually by December 31, 2012.

4. *Short-term goals and planned projects to achieve long-term and short-term goals are as follows:*

a) Goals:

Financial Management Commission

1. To raise \$21, 545 (net profit) by December 31, 2011.
2. To involve 85 members (70% of base membership) by December 31, 2011.
3. To involve 10 other Jaycees by December 31, 2011.
4. To involve 8 Junior Jaycees by December 31, 2011.
5. To generate a budget by February 17, 2011.
6. To have at least quarterly budget evaluations by December 31, 2011.
7. To have year-end financial statement prepared by January 15, 2012.
8. To have financial reports at Board of Directors Meetings at a minimum of once per quarter.
9. To have 100% of the project budget sheets submitted to the Treasurer by December 31, 2011.
10. To have check register reconciled quarterly by an Executive Board member who is not a check signer.

Marketing and Public Relations Commission

11. To publish 12 monthly newsletters and one elections newsletter by December 31, 2011.
12. To publish updated roster monthly (password protected) on our website.

13. To publish 12 sets of minutes for General Membership Meetings and Board of Director Meetings by December 31, 2011.
14. To have appointed officer reports at each Board meeting.
15. To maintain a calendar of events on the chapter website.
16. To publicize 12 events (approximately 3 per quarter), excluding GMMs, in local media outlets by December 31, 2011.
17. To promote large projects via 5 external (non-Jaycees) media sources by December 31, 2011.
18. To submit one (1) DSA or OYM to the Michigan Jaycees by December 31, 2011.

Strategic Planning Commission

19. To conduct a beginning of the year survey to determine the chapter's interests by January 31, 2011.
20. To involve 61 members (50% of base membership) in taking the beginning year survey.
21. To develop a Chapter Plan of Action for approval by the Board of Directors meeting on February 17, 2011.
22. To complete initial requirements and submit the Chapter Blue Chip Report form by February 28, 2011.
23. To conduct a mid-year survey by July 31, 2011.
24. To involve 61 (50% of base membership) Jaycees in the mid-year surveys.
25. To complete and submit the Chapter Blue Chip Requirements by the quarterly deadlines of April 30, 2011, July 31, 2011, October 31, 2011 and January 31, 2012.
26. To involve 49 members (40% of base membership) in strategic planning activities/projects by December 31, 2011.
27. Create a General Business Operation Planning Guide (mini-CPG) for projects that are part of our general chapter operations (Secretary, CIO, etc.) by December 31, 2011.

Business Opportunity Commission

28. To involve 61 members (50% of base membership).
29. To work with 2 community organizations.
30. To involve 10 non-Jaycees.
31. To involve 5 other Jaycees.
32. To involve 3 Junior Jaycees.

b) Projects:

Financial Management Commission

1. USA Hockey Helpers
2. Poker Nights
3. Taste of Ann Arbor
4. Carnival
5. Rolling Sculpture Car Show
6. Mom 2 Mom Sale III
7. Oktoberfest
8. Charity Scavenger Hunt

Marketing and Public Relations Commission

9. Public Relations
10. DSA/OYM/OYF

Strategic Planning Commission

11. Chapter Plan of Action
12. Bylaws and Policies & Procedures Review
13. Long Range/Strategic Plan Review

Business Opportunity Commission

14. Domino's Pizza Business Tour
15. Ugly Dog Distillery Business Tour
16. Kellogg's Business Tour
17. Detroit Parade Company Business Tour
18. TBD

B. Community Area of Opportunity

1. *The Chapter's strengths/resources and weaknesses/needs are identified as follows:*

a) Strengths/Resources:

Community Service Commission

1. Several events are long standing Ann Arbor traditions.
2. Strong relationships with numerous community organizations in Washtenaw County.
3. Projects have a profound impact on the local community.
4. General Membership has a strong desire to participate in community service.

Community Fundraising Commission

5. Chapter has established relationships with several community organizations.
6. Fundraising is supported by members and the community.
7. Projects provide networking opportunities with community leaders.
8. The Ann Arbor Jaycees Foundation serves as a funding source/fiscal agent for community fundraising projects.

Government and Civic Involvement Commission

9. Positive working relationship with the Mayor's office.
10. Local government and businesses utilize our organization to plan and execute various community projects.

Children and Youth Commission

11. Commission has the strongest possibility for visible events with big impact.
12. A couple events are long standing Ann Arbor traditions that reach many children
13. This commission has a strong impact on our members and a future impact on the children

b) Weaknesses/Needs:

Community Service Commission

1. Finding chairpersons for project planning.
2. General members don't participate in committees
3. PR for large events is lacking

Community Fundraising Commission

4. Finding chairpersons for project planning.
5. Too many events raise minimal dollar amounts
6. Chairperson's don't think "big"
7. We rely too much on members for fundraising

Government and Civic Involvement Commission

8. Government agencies don't interact with community groups
9. Finding "fun" and engaging ways to get involved in government is challenging.

Children and Youth Commission

10. We don't utilize the parents in our own group to serve their children's needs.
11. Projects in this area aren't promoted widely enough

2. *Anticipated problems and solutions:*

Community Service Commission

- a) Problem: Lack of attendance from general membership.
Solution: Provide a better definition of what their personal and community impact will be.
- b) Problem: Assistance requests are not received in a time frame where we can help.
Solution: Schedule a few TBD projects in different commission to save a slot for emergency needs
- c) Problem: Difficulty finding chairpeople for large and/or ongoing projects
Solution: Establish committees rather than focusing on one main chairperson and let the chairperson float to top. Also hold committee meetings at GMM's.

Community Fundraising Commission

- d) Problem: Relying too much on general members for fundraising.
Solution: Utilize our Corporate Relations Director to obtain sponsorship for larger events.
- e) Problem: Difficulty in finding chairperson for projects.
Solution: Allow chairperson to pick which charity the event will benefit.
- f) Problem: Foundation fundraising is less than in previous years.
Solution: Work with Foundation to help identify fundraising opportunities and establish a "key" fundraiser to be run annually.

Government and Civic Involvement Commission

- g) Problem: Lack of appealing governmental projects.
Solution: Develop projects/programs that challenge the intellect of members and are interactive.
- h) Problem: Confusion as to what projects fall under Government and Civic versus Community Service.
Solution: Phrase project objective with emphasis on government or civic involvement.
- i) Problem: Government projects conflict with members' work schedules.
Solution: Come up with projects that will run successfully on weekends and evenings to allow increased participation from members.

Children and Youth Commission

- j) Problem: Not enough focus on different age groups of children.
Solution: Develop age appropriate and age sensitive projects.
- k) Problem: Lack of interest from members who do have children.
Solution: Work with our members who have children in developing projects in this commission in which they would participate.
- l) Problem: Lack of participation by our Junior Jaycees.
Solution: Identify our Junior Jaycees and reach out to them to participate in projects.

3. *The Chapters long-term goals pertaining to the Community Area of Opportunity are as follows:*

Community Service Commission

- To develop and administer a Community Survey to local businesses and organizations by December 31, 2011.
- To apply for and receive \$500 in grant monies from businesses or organizations other than the Ann Arbor Jaycees Foundation annually by December 31, 2012.

Community Fundraising Commission

- To choose no more than four (4) charitable organizations per year to raise monies for by December 31, 2011.
- To raise a minimum of \$1,000 per year for the Ann Arbor Jaycees Foundation by December 31, 2012.

Government and Civic Involvement Commission

- To have quarterly meetings with the Mayor or local legislative officials by December 31, 2012.

Children and Youth Commission

- To co-host an event with a children's organization by December 31, 2011.

4. *Short-term goals and planned projects to achieve long-term and short-term goals are as follows:*

a) Goals:

Community Service Commission

1. To work with 4 community organizations by December 31, 2011.
2. To involve 95 Jaycees (79% of base membership) by December 31, 2011.
3. To involve 8 Jaycees from other Chapters by December 31, 2011.

Community Fundraising Commission

4. To raise \$5,000 for community organizations by December 31, 2011.
5. To involve 5 local businesses by December 31, 2011.
6. To involve 100 Jaycees (83% of base membership) by December 31, 2011.

7. To involve 10 Jaycees from other Chapters by December 31, 2011.

Government and Civic Involvement Commission

8. To impact 4,500 community individuals by December 31, 2011.
9. To work with 100 community businesses and organizations by December 31, 2011.
10. To involve 15 Government or Civic individuals by December 31, 2011.
11. To involve 10 community individuals by December 31, 2011.
12. To involve 3 Jaycees from other chapters by December 31, 2011.
13. To involve 68 Jaycees (56% of base membership) by December 31, 2011.

Children and Youth Commission

14. To involve 68 Jaycees (56% of base membership) by December 31, 2011.
15. To involve 10 Junior Jaycees by December 31, 2011.
16. To involve 550 community individuals by December 31, 2011.
17. To involve 2 children's organizations at events by December 31, 2011.

b) Projects:

Community Service Commission

1. Healing Hunger
2. Walk 'n Wag
3. Forsythe Park Clean Up
4. Ronald McDonald House

Community Fundraising Commission

5. Bowl For Kids Sake/Super Bowl Party
6. America's Most Beautiful Ride Fundraiser
7. Relay for Life
8. Slice of South U
9. Spartan Bash

Government and Civic Involvement Commission

10. Trip to Washington DC
11. Fourth of July Parade
12. Veteran's Day

Children and Youth Commission

13. Art Supply Drive for Motts Children's Hospital
14. Easter Egg Scramble
15. Stuff A Bus
16. Holiday Helpers

C. Individual Area of Opportunity

1. The Chapter's strengths/resources and weaknesses/needs are identified as follows:

a) Strengths/Resources:

Personal Development Commission

1. Diverse programming is offered that allows members to try new things and continue to develop as individuals.
2. Large number of available resources within our community and chapter for life improvement project ideas.
3. Long history of quality personal development projects.
4. Diverse membership interests and skills to offer training to fellow members.
5. Variety of new personal development projects each year.

Professional Development Commission

6. There are a variety of resources available within the chapter to educate and coach prospective competition participants.
7. Chapter has a Training Director Board position.
8. Individual Chairperson's Planning Guide training sessions available to all chairpersons.
9. Good working relationship between outgoing and incoming Board.
10. Utilization of state training (LOTS, Convention, Mid-year training).
11. Several years worth of previous Chairperson's Planning Guides available for reference. Soon to be digitized!
12. Chairperson's Planning Guide utilized for all projects.
13. There are a large number of chapter and community professionals who would be interested in training and able to serve as trainers.
14. Members move up to serve on the MIJC, USJC and JCI Boards.
15. Need to be consistent with CPG training for chair people across projects and project areas.

International Involvement Commission

16. Culturally diversified membership and community.
17. Local resources available through area universities and businesses.
18. Close proximity to cultural centers of Detroit and Ann Arbor

b) Weaknesses/Needs:

Personal Development Commission

1. Lecture style projects do not attract large numbers of members.
2. Need to promote personal development projects to community individuals.

Professional Development Commission

3. Recent lack of membership interest in Competitions.
4. Lack of interest in attending professional development projects in the past.
5. Need to think outside the box for professional development project ideas.
6. Need to make professional development more interesting.
7. Need to promote leadership development to community individuals.
8. Need to promote Competitions in a more interesting manner.
9. Difficulty finding chair people for leadership development projects.
10. There are professionals in the chapter who receive training at their job site and therefore are not interested in attending additional professional development trainings/projects.
11. The Ann Arbor chapter usually has competitors in the ID Competitions at State conventions.

International Involvement Commission

12. Under-utilizing the Jaycee contacts in foreign countries.
13. Lack of strong member interest in International projects.

2. Anticipated problems and solutions:

Personal Development Commission

- a) Problem: Individual Development projects can be expensive.
Solution: Subsidize project costs through increasing project budget and thereby reducing costs to members. Charge a fee or a higher fee to non-members.
- b) Problem: Health and fitness activities have potential to not be well attended.

Solution: Plan unique health and fitness projects based on the interests of the members (i.e. Rock Climbing, kickball).
Don't use the name health and fitness in the project promotion.

c) Problem: It is difficult to find committed chair people for projects.

Solution: Stay in communication with general members and plan projects that meet their needs/desires. Encourage Directors to develop personal relationships with general members to find out what they like and what projects they would like to help plan and attend.

Professional Development Commission

d) Problem: Members are unwilling or anxious about participating in ID competitions.

Solution: Educate members on the types of competitions and what is involved. Do trainings and competitions at the chapter level to give people practice. Give incentives to those who compete.

e) Problem: Professional development projects are poorly attended.

Solution: Survey members and target projects specifically to the professional needs of the members.

f) Problem: Lack of professional development programming.

Solution: Have local business owners come in to train members in useful skills.

International Development Commission

i) Problem: Lack of membership understanding of the word "Twinning".

Solution: Be sure to get the word out in e-mail, phone calls, and promotions at GMMs as to what Twinning is and how it can benefit our chapter.

j) Problem: A passport is required to go to events in Canada now.

Solution: Hold an ID class on how to apply for a passport and go through all the paperwork with them there.

3. *The Chapters long-term goals pertaining to the Individual Area of Opportunity are as follows:*

Professional Development Commission

- To host an official JCI Training course by December 31, 2011.

4. *Short-term goals and planned projects to achieve long-term and short-term goals are as follows:*

a) Goals:

Overall Individual Development Area

1. To involve 85 Jaycees (70% of base membership) by December 31, 2011.
2. To involve 30 non-Jaycees by December 31, 2011.
3. To involve 15 other Jaycees by December 31, 2011.

Personal Development Commission

1. To have 4 personal development projects by December 31, 2011.
2. To involve 60 Jaycees (50% of base membership) by December 31, 2011.
3. To involve 10 non-Jaycees by December 31, 2011.
4. To involve 10 other Jaycees by December 31, 2011.

Professional Development Commission

5. To have 4 professional development projects by December 31, 2011.
6. To involve 100% of Board members by December 31, 2011.
7. To hold one competitions training by December 31, 2011.
8. To have 4 members to compete/judge in Michigan Jaycee competitions by December 31, 2011.
9. To involve 60 Jaycees (50% of base membership) by December 31, 2011.
10. To involve 15 non-Jaycees by December 31, 2011.
11. To involve 10 other Jaycees by December 31, 2011.

International Involvement Commission

14. To have 4 international development projects by December 31, 2011.
15. To involve 54 Jaycees (45% of base membership) by December 31, 2011.
16. To involve 5 non-Jaycees by December 31, 2011.

17. To involve 2 other Jaycee by December 31, 2011.

b) Projects:

Personal Development Commission

1. Junior Jaycees Jamboree
2. How to Buy Gems
3. Ann Arbor Culture Club
4. Fun with Guns
5. Self Defense

Professional Development Commission

6. First Time Homebuyers and Beyond
7. Photoshop Tutorial
8. Actions Speak Louder Than Words
9. Social Networking 101

International Involvement Commission

10. Foreign Film Night
11. Hakuna Matata (International Night)
12. Holocaust Museum Trip
13. Oktoberfest Bus Ride to Germany
14. JCI Nothing But Nets

D. Membership Area of Opportunity

1. *The Chapter's strengths/resources and weaknesses/needs are identified as follows:*

a) Strengths/Resources:

Membership Retention, Growth and New Chapters Commission

1. Experienced State, National & International Officers in chapter as resources.
2. Established web site is user-friendly and attractive.
3. Web site has electronic information request form, PayPal and online signup sheets.
4. Members and projects are visible in community and promote a positive image of the chapter.
5. Professionally diverse membership.
6. Effective, ongoing exchange of information between prospective members and membership team through Guest Information Sheets, chapter newsletter and information sessions.
7. Membership Vice President is an experienced officer and is committed to growing this great organization.
8. Membership team and Board of Directors possess passion and vision for the organization.
9. Chapter is a member of The Ann Arbor Chamber of Commerce and their events are excellent places to recruit members.
10. Experienced recruiters in chapter.
11. New members are activated soon after joining and subsequently encouraged to step up to leadership roles.
12. Effective use of Orientation, Buddy Program and Passport to Leadership to facilitate activation of new members.
13. Communication in place to contact new and renewing members.
14. Board of Directors know majority of members.
15. Members enjoy and attend membership projects.
16. Payment plans are available for membership dues.

Chapter Activities Commission

17. Members are creative, enthusiastic and friendly.
18. Wide variety of activities is offered to interest a diverse group of people.
19. Consistent General Membership Meeting location at Holiday Inn Express.
20. Holiday Inn Express and Kensington Court have additional meeting spaces available suitable for meetings and social gatherings.
21. General Membership Meetings follow an informative agenda and are documented by meeting minutes.
22. At General Membership Meetings, all of the projects on the agenda have sign-up sheets.
23. Guests are regularly invited and attend General Membership Meetings.
24. Greeters are at every General Membership Meeting to greet members, and welcome and provide information to guests.
25. General Membership Meetings start on time.
26. Daycare at GMMs
27. Strong participation in district, region and MIJC activities by Board of Directors.
28. Growing participation at USJC and JCI activities.

b) Weaknesses/Needs:

Membership Retention, Growth and New Chapters Commission

1. Cultural diversity of community is not reflected in chapter.
2. Need to expand outreach to younger (21-26 year old) demographic.
3. Lack of training in recruiting members.
4. Do not actively recruit members from local colleges and universities.
5. Need to recruit large number of members because not retaining members.
6. General members are not confident in recruiting new members.
7. Ann Arbor is a transient community and difficult to keep a stable group of people in the population.
8. There are cliques in the chapter making it difficult for new members to make friends.
9. Need to grow participation in Passport to Leadership.
10. New directors do not know veteran members.

Chapter Activities Commission

11. Need to coach chairpersons and focus on the benefits of promoting projects at General Membership Meetings.
12. Many chairpersons and committees are not comfortable with public promotions and need to be trained.
13. Same projects run year after year, and don't always pique interest of members, or the same people show up year after year.

14. Lack of membership understanding of MIJC and USJC programming.
15. General members are not aware of state, national and international opportunities within the Jaycees.
16. Lack of participation of general members in DRMU and visitations to other chapters.
17. Availability of dates for visitations due to our busy chapter calendar.

2. *Anticipated problems and solutions:*

Membership Retention, Growth and New Chapters Commission

- a) Problem: Existing members are hesitant to recruit new members.
Solution: Utilize Passport to Leadership more effectively and mentor members to encourage recruiting. Emphasize with members that you don't have to personally bring in new people, but helping with the recruitment process by introducing around, answering questions, and sharing their experiences with prospective members is a tremendous help in the process.
- b) Problem: Uneven membership months make it difficult to grow membership numbers.
Solution: Even out membership months by recruiting and retaining more members in certain months. The last month of the quarter has the greater percentage due that month, so the plan is to grow in the two first months and decrease the third month to even things out. The 1st & 4th quarter are also heavy so the plan is to remain steady 1st & 4th and grow 2nd & 3rd.
- c) Problem: Low participation in Passport to Leadership.
Solution: Hold Passport to Leadership trainings at GMMs, talk up Passport to Leadership at meetings and projects, and celebrate accomplishments. Create an incentive program for those finishing each phase.
- d) Problem: Members do not see value in membership/don't understand total Jaycee concept.
Solution: Be consistent with message of what Jaycees are about and continue to encourage activation and participation in all areas.

Chapter Activities Commission

- e) Problem: Same core group of people involved in running and attending events.
Solution: Utilize survey results and member calls to talk up upcoming events and target new members to chair projects. Continually talk up upcoming project to members at GMMs and projects. Use the New Member Orientation to recruit chair people.
- f) Problem: Low GMM attendance.
Solution: Continually analyze the format of our GMMs and make changes as necessary. Remind the Board to keep the GMMs entertaining and effectively use time. Limit areas to one or two skits. Keep meetings under two hours. Provide "daycare" for members with children.
- g) Problem: Lack of sufficient and timely information from the state regarding programming details.
Solution: Continually request information from pertinent state officers and utilize MIJC and USJC web pages. Utilize chapter members who are members of the state board as a source for state level information.
- h) Problem: Replacing ongoing project chairs that become burned out.
Solution: Divide ongoing projects into sub-projects to spread the workload. Recruit a strong committee to distribute tasks.
- i) Problem: Not enough visitations planned and promoted in advance.
Solution: Research visitation opportunities and promote far enough in advance so that members can make time for them. Use Region meetings to get upcoming information. Request other chapter's newsletters.
- j) Problem: General members lack of knowledge about Michigan Jaycee conventions.
Solution: Provide information in promotional speeches, brochures and/or put up a display board of MIJC convention at GMMs.

3. *The Chapter's long-term goals pertaining to the Membership Area of Opportunity are as follows:*

Membership Retention, Growth and New Chapters Commission

- To create and fully implement an integrated new member orientation/buddy program process by December 31, 2011.
- To grow the base of the membership by +10 annually through December 31, 2012.
- To retain 75% of base membership by December 31, 2012.
- To activate 75% of base membership by December 31, 2012.

State, National, and Junior Chamber International Involvement Commission

- To have 25% of the membership attend a MIJC state convention annually by December 31, 2011.
- To have a minimum of eight (8) members attend a USJC or JCI event annually by December 31, 2012.

4. *Short-term goals and planned projects to achieve long-term and short-term goals are as follows:*

a) Goals:

Overall Membership Area

1. To involve 103 Jaycees (85% of base membership) in the Membership Area by December 31, 2011.
2. To involve 300 non-Jaycees in the Membership Area by December 31, 2011.
3. To involve 20 other Jaycees in the Membership Area by December 31, 2011.
4. To involve 10 Junior Jaycees in the Membership Area by December 31, 2011.

Membership Retention, Growth and New Chapters Commission

5. To recruit 49 new members by December 31, 2011.
6. To grow by 4 members by December 31, 2011.
7. To retain 75 Jaycees (62% of base membership) by December 31, 2011.
8. To retain 29 (60%) of first year members by December 31, 2011.
9. To activate 97 Jaycees (80% of base membership) by December 31, 2011.
10. To orient 35 new members (71% of new membership) through New Member Orientations by December 31, 2011.
11. To involve 20 (17% of base membership) members recruiting at least one new member by December 31, 2011.
12. To have 4 members achieve 10th Degree status by December 31, 2011.
13. To have 60 members (50% of base membership) involved in Passport to Leadership by December 31, 2011.
18. To involve 300 non-Jaycees by December 31, 2011.
19. To involve 5 other Jaycees by December 31, 2011.

Chapter Activities Commission

20. To run at least 4 projects annually that were not run the previous year by December 10, 2011.
21. To conduct 12 monthly General Membership Meetings.
22. To involve 73 Jaycees (60% of the base membership) at General Membership Meetings by December 31, 2011.
23. To involve 91 Jaycees (75% of base membership) by December 31, 2011.
24. To involve 40 non-Jaycees by December 31, 2011.
25. To involve 20 other Jaycees by December 31, 2011.
26. To involve 10 Junior Jaycees by December 31, 2011.
27. To recognize 12 members as Newcomer of the Month by December 31, 2011.
28. To recognize 12 members as Jaycee of the Month by December 31, 2011.
29. To recognize 4 members as Jaycee of the Quarter by December 31, 2011.
30. To recognize 12 members as the People's Choice Award winner by December 31, 2011.
31. To conduct visitations to 8 other chapters by December 31, 2011.

b) Projects:

Membership Retention, Growth and New Chapters Commission

1. Passport to Leadership
2. Meet, Greet & Eat
3. New Member Orientation
4. Prospective Plan



Chapter Activities Commission

5. DRMU
6. 2010 Year Ender
7. Beat the Winter Blues
8. Board Game Night
9. Chocolate Fest
10. Mystery Dinner Train Ride
11. Tigers Game
12. Lawn-In Movie Night
13. Summer Picnic
14. Put-in-Bay Trip
15. Bonfire
16. UM Tailgating Party
17. Diamond Jubilee
18. Trip to Wiard's Orchard
19. Thanksgiving Dinner
20. Wine & White Elephant Party