



2012 State Plan of Action

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PLAN of ACTION

MISSION STATEMENT:

To provide young people the opportunity to develop personal and leadership skills through local community service and organizational involvement, while expanding the Jaycee movement.

VISION STATEMENT:

To be the organization of choice for young adults ages 18-40 throughout the state of Missouri, providing direction and leadership to our communities, the state and nation in order to effect positive change.

THE JAYCEE CREED:

We Believe:

- That faith in God gives meaning and purpose to human life;
- That the brotherhood of man transcends to sovereignty of nations;
- That economic justice can best be won by free men through free enterprise;
- That government should be of laws rather than of men;
- That earth's great treasure lies in human personality;
- And that service to humanity is the best work of life.

PLANNING PROCESS:

A committee was formed to look into what the plan for the Missouri Jaycees should be for the 2012 year. This committee came up with a draft of the state plan. The incoming state team then met for a planning retreat October 21-23, 2010 at the outgoing President's home in Fulton, Missouri. The President-Elect, 2011 State President, 2 Vice President-elect and the Chief of Staff nominee were in attendance. At that time, the plan was polished up and priorities were set to continue planning for the 2012 year. The Plan was discussed at the Missouri Jaycees State Planning Session on November 12, 2011 at the State Service Center in Jefferson City, Missouri. All Jaycees in Missouri were invited and encouraged to attend and present their ideas and suggestions to improve this plan. Each attendee's input and views were utilized to pinpoint the state's strengths and weaknesses in each Area of Opportunity. The Budget & Finance Committee also met at that time and determined a realistic budget for the 2012-year based on input from all the committees. In addition, several subcommittees met on various topics including future directions, elections, personnel, credentials, and constitution and bylaws. Recommendations from each of these subcommittees were considered for inclusion in the plan written for the applicable Area of Opportunity. Additional input for this plan was provided through input from local chapters and members.

EVALUATION PROCESS:

The President's Cabinet will prepare a written evaluation of priorities, goals and projects on a quarterly basis and at such other times at the State President deems necessary. The Annual Report will be started in December and completed after the final membership closeout for the year.

The Executive Committee, with input from state program managers and chapter presidents, will assess progress on a continual basis, through phone conversations, e-mail, surveys, and visitations to chapter meetings and projects. Actual membership results will be evaluated monthly.

Priorities and goals will be adjusted as needed based on input from the written and verbal reports.

BUSINESS AREA OF OPPORTUNITY

“Any business-oriented training or other program that contributes to the economic prosperity for members and the community.”



A. Marketing & Public Relations – *“Projects conducted to promote the image of the state organization and the Junior Chamber movement in the community.”*

Examples:

- **Outstanding Young Missourian (OYM) Program**
 - **Parade of Chapters**
 - **Communication Campaign** (newsletters, web site)
 - **Public Relations Campaign**
 - **PR & Marketing Training**
1. **Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:**
 - a. Strengths & Resources:
 - 1) Statewide Outstanding Young Missourian Program with recognition for state winners.
 - 2) Outstanding Young Farmer Program.
 - 3) Marketing materials available for chapters from the national organization.
 - 4) Some chapters have excellent exposure of Jaycee activities in local papers.
 - 5) State Photographer.
 - 6) Parade of Chapters.
 - 7) Chapter & Officers Directory is continually updated and available on the state web site.
 - 8) *Monday Morning Memo*.
 - 9) State, National and JCI web sites.
 - 10) Region & Chapter web sites.
 - 11) Region & Chapter newsletters.
 - b. Weaknesses & Needs:
 - 1) Lack of public awareness around the state.
 - 2) Parade of Chapters does not have majority participation.
 - 3) Lack of a state marketing plan.
 - 4) Lack of chapter participation in submitting nominations for OYM and/or OYF.
 - 5) *IMPACT* Magazine is not published and distributed in a timely fashion – lack of funding.
 - 6) Lack of news releases before or after major events.
 - 7) Many chapters do not participate in their local Chamber of Commerce.
 - 8) Lack of communication from state team.
 - 9) Lack of funds to promote the state organization through various media outlets.
 - 10) Five-years of declining membership.
 2. **The State Organization’s anticipated problems and solutions were identified as follows:**
 - a. Problem: Lack of overall public awareness around the state.
Solution: Plan and execute a state marketing plan to further the impact of the Missouri Jaycees. Utilize the Public Relations Program Manager to get out press releases to drive awareness.
 - b. Problem: Lack of a state marketing plan.
Solution: Form a committee to develop a state marketing plan that can be put into action and increase awareness around the state of the Impact we make in the community.
 - c. Problem: Lack of chapter participation in submitting nominations for OYM and/or OYF.
Solution: Program Manager and State Officer promotion at chapter, region and state meetings.

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- d. Problem: *IMPACT* Magazine is not published and distributed in a timely fashion – lack of funding.
Solution: Start publishing the newsletter online until funds can be obtained to redistribute the magazine.
- e. Problem: Lack of news releases before or after major events.
Solution: Obtain a Public Relations Program Manager to work on state press releases.
- f. Problem: Many chapters do not participate in their local Chamber of Commerce.
Solution: State team focuses on encouraging and highlighting the benefits along with the new partnership that the US Jaycees has with the US Chamber of Commerce.
- g. Problem: Lack of communication from the state team.
Solution: Training will be given as well as a reinforcement of expectations on communication.
- h. Problem: Declining membership.
Solution: Dual attack focusing on getting all existing chapters over the 30 member mark while expanding into regions of the state that we currently have a lack of penetration.

3. The State Organization’s available resources were identified as follows:

- a. State Executive Team
- b. Program Managers
- c. General Membership
- d. JCI World Headquarters and officers located within the state.
- e. US Jaycees National Headquarters located within the state.
- f. City and State Officials
- g. Chamber of Commerce

4. The State Organization’s long term goals pertaining to MARKETING & PUBLIC RELATIONS, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. Goals

Long Term Goal A: To increase exposure of the Missouri Jaycees’ programs.

Objective 1) Develop a marketing plan to promote the Missouri Jaycees.

Objective 2) To notify media sources of major state events at least two weeks prior to the event.

Objective 3) To provide follow-up pictures and articles to media sources following each event.

Objective 4) State Program Managers to generate at least two PSA’s for each program and programming area.

Long Term Goal B: To utilize all available mediums to communicate with the membership.

Objective 1) To produce the *Monday Morning Memo (M.M.M.)* once a month for Executive Committee members and each chapter.

Objective 2) To post the *M.M.M.* to the web site by the 5th of each month.

Objective 3) To publish the *IMPACT* newspaper quarterly for the general membership.

Objective 4) 50% of chapters submit article or flyer to *IMPACT* for each submission deadline.

Objective 5) 100% of chapters submit at least one item to *IMPACT* in the year.

Objective 6) To complete and post the State Chapter & Officers Directory to the web site by January 15, 2012.

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- Objective 7) To make necessary updates and changes to the State Chapter & Officers Directory on a monthly basis.
- Objective 8) Maintain a useful, professional web page for the state organization.
- Objective 9) Utilize e-mail lists to communicate whenever possible.
- Objective 10) Utilize e-groups (Missouri Jaycees' e-mail list) to help communications.
- Objective 11) Jaycees Magazine, published semi-annually by the US Jaycees
- Objective 12) State Program Manager articles submitted monthly for state publications.
- Objective 13) Maintain a Face Book page for the state organization.

b. Programs

- 1) Outstanding Young Missourians (OYM) & Farmers (OYF) Awards program.
- 2) *Monday Morning Memo*
- 3) *IMPACT* Newspaper
- 4) Missouri Jaycees web site (www.mojc.org)
- 5) Missouri Jaycees Face Book page

B. Strategic Planning – “All state projects involving record keeping and reporting, planning, needs analysis and evaluation.”

Examples:

- **Short-Term Planning & Evaluation**
- **Developing Chairman’s Planning Guides**
- **Long-Range Planning**

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Annual planning session held.
- 2) A Future Directions Committee that makes recommendations for changes and improvements.
- 3) Existing programs in place (i.e. Blue Chip) to assist chapters in planning and evaluation.
- 4) Full time Executive Director at State Service Center whose prior experience smoothes transition of incoming and outgoing Executive Committees.
- 5) Executive Committee meets several times a year.

b. Weaknesses & Needs:

- 1) Lack of participation (input) and understanding in planning from members and chapter level.
- 2) Lack of involvement by local chapters in the state organization’s planning.
- 3) Lack of evaluations of existing programs and procedures.
- 4) The State Plan of Action seems to be an afterthought many years and then is not used for its intended purpose.
- 5) Lack of future leaders going beyond the local level.
- 6) Lack of knowledge of strategic planning at the local level.
- 7) Lack of a conducive environment for young leaders to want to step up to hold a higher office

2. The State Organization’s anticipated problems and solutions were identified as follows:

- a. **Problem:** Lack of knowledge at the local level of what strategic planning is and the importance.
Solution: Conduct training on strategic planning. Execute changes based off of the plan to give members a taste of something actually getting fixed when a problem is identified.
- b. **Problem:** State Plan of Action is an afterthought.

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Solution: A state Plan of Action should be something that is developed and worked on. It should not be something that shows up on the website at the end of December right before the year is to take place. It should also be evaluated and changed as needed as the year goes on.

c. **Problem:** Lack of implementation of members ideas.

Solution: Formation of a committee to look into and come up with a plan for new ideas that get brought to the state team not only at the planning session but throughout the year.

d. **Problem:** Lack of long term planning.

Solution: Future Directions Committee should meet more with chapters and help determine future leaders and planning. They should also create a positive environment of leadership and training so that young leaders will seek the chance to move up in the organization.

3. The State Organization’s available resources were identified as follows:

- a. State Service Center – Executive Director and resources
- b. Future Directions Committee
- c. State Officers – Executive Cabinet
- d. Past State Officers
- e. Senators & Ambassadors
- f. Previous year’s plan

4. The State Organization’s long term goals pertaining to STRATEGIC PLANNING, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. **Goals**

Long Term Goal A: Written State Plan of Action

Objective 1) To complete a preliminary draft of the State Plan of Action before the State Planning session.

Objective 2) To have State Plan of Action available to local chapters by December 31, 2011.

Long Term Goal B: Evaluation of State Plan of Action and Officers.

Objective 1) To conduct ongoing evaluations of the State Plan of Action and provide a summary on the web site.

Objective 2) Evaluation of State Officers/Program managers

1) Visitation schedule provided to the state team.

2) Chapter evaluations done by all tiers of leadership.

3) Area of Responsibility status and recommendations by all tiers of leadership.

Objective 3) To submit reports to U.S. Jaycees by the national due dates.

Objective 4) To submit year-end report and the Area of Opportunity books to the U.S. Jaycees by January 31, 2012.

Long Term Goal C: Long Range Planning

Objectives 1) To have at least 30 chapters submit their programming to the state calendar by March 1, 2012.

Objective 2) To appoint a long range planning committee by June 1, 2012.

Objective 3) To receive a report from the long range planning committee on their findings and recommendations at both the Fall State Meeting and at the planning session.

Long Term Goal D: CPG’s

BUSINESS AREA OF OPPORTUNITY

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- Objective 1) To have all state program managers complete the planning section of their CPG's by January 15, 2012.
- Objective 2) To have all state program managers complete final CPG's 30 days after program is completed or by national book judging deadline.
- Objective 3) To submit completed CPG books from statewide programs to the US Junior Chamber for year-end judging.

Long Term Goal E: Blue Chip

- Objective 1) To have 50% of January 1 base chapters submit their first Blue Chip submission.
- Objective 2) To have 25% of January 1 base chapters achieve Blue Chip status.
- Objective 3) To have 100% of R.D.'s and D.D.'s submit Blue Chip submissions.
- Objective 4) To have 50% of R.D.'s and D.D.'s achieve Blue Chip status.

b. **Programs**

- 1) State Planning Sessions
- 2) Blue Chip Program
- 3) State Convention
- 4) Statewide Blue Chip
- 5) State President-Elect's Retreat

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C. Financial Management – *“Projects conducted with the primary purpose of providing funds for the state’s operation and financial management.”*

Examples:

- **Ways & Means** (Dues, Bid Deposits, Fees, State Meetings, State Programs)
- **Sponsorships** (Corporate Program Sponsors, Yearbook, IMPACT)

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Existence of the Missouri Jaycee Foundation.
- 2) State Treasurer appointed to monitor all funds on a regular basis.
- 3) Monthly Financial Statements are distributed to State Treasurer and State President monthly for review.
- 4) Monthly bank reconciliations are done and sent to the State Treasurer monthly for review.
- 5) Balanced budget.
- 6) Large numbers of chapters participate in open check program for membership closeouts.
- 7) Late fee now charged for all chapter accounts not paid by the 5th of the month.
- 8) Existing sponsorships support key state programs.
- 9) Our bills are paid and we have money in the bank.

b. Weaknesses & Needs:

- 1) Lack of understanding and utilization of the Missouri Jaycees Foundation.
- 2) Greater number of corporate sponsorships and/or grants are needed to expand and develop new programs.
- 3) Lack of understanding of corporate sponsorships and the utilization thereof.
- 4) Poor understanding by general membership of state organization’s income and expenses.
- 5) Chapters that don’t participate in open check program are often late in submitting payment for membership.

2. The State Organization’s anticipated problems and solutions were identified as follows:

- a. Problem: Large accounts receivables from some chapters.
Solution: Encourage participation in open checks program or send payment by the 25th of each month.
Solution: Chapters with outstanding balances will not be permitted to charge renewals or new members.
- b. Problem: Loss of contractual income or current sponsorships.
Solution: Continue to search for new income opportunities for the state organization.
Solution: Redirect Executive Director contract to focus more heavily on sponsorships.
- c. Problem: Actual income projections are less than the budget amounts.
Solution: Review the Profit & Loss Statement monthly and make necessary adjustments to reduce expenses to meet projected revenues.

3. The State Organization’s available resources were identified as follows:

- a. Executive Director
- b. Budget & Finance Committee
- c. Treasurer

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4. The State Organization's long term goals pertaining to **FINANCIAL MANAGEMENT**, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. **Goals**

Long Term Goal A: Accounting Procedures

- Objective 1) To complete a line item balanced budget by November 12, 2011.
- Objective 2) To appoint a State Treasurer by November 12, 2011.
- Objective 3) To provide a financial report at each Executive Committee meeting.
- Objective 4) To conduct trimester budget reviews and submit reports to treasurer and president.

Long Term Goal B: Operating Income

- Objective 1) To collect \$110,000 from renewals, new members and extensions.
- Objective 2) To collect \$25,000 from sponsorships by December 31, 2012 by securing at least three new corporate sponsorships.
- Objective 3) To collect \$40,000 from donations and fundraisers for existing programs.

b. **Programs**

- 1) Budget
- 2) Monthly Financial Reports

BUSINESS AREA OF OPPORTUNITY

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D. Business Opportunities – *“Projects and programs conducted with the purpose of promoting business.”*

Examples:

- Entrepreneurship Programs
- Business Affairs, Networking & Sponsorships
- Financial Procedures
- Business Investments & Financing
- Home Businesses

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Founding principal of the Jaycees.
- 2) Strong networking within the organization.
- 3) Local chapters utilize local members for this area.

b. Weaknesses & Needs:

- 1) Lack of programming.
- 2) Lack of knowledge of national programming.

2. The State Organization’s anticipated problems and solutions were identified as follows:

a. Problem: Lack of programming

Solution: Develop educational materials for local chapters. Increase focus on business programming.

Solution: Develop chapter network of guest speakers relating to program area topics.

b. Problem: Members have not shown much interest in this area for several years.

Solution: Offer very good courses and promote them so the interest starts to build.

Solution: Offer JCI Presenter & Trainer courses.

3. The State Organization’s available resources were identified as follows:

- a. State Service Center
- b. National Resource Team
- c. Jaycee name recognition to use for networking

4. The State Organization’s long term goals pertaining to **BUSINESS OPPORTUNITIES**, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. **Goals**

Long Term Goal A: To increase chapter participation in business opportunities.

Objective 1) To have 100% of chapters run at least 3 business opportunities programs.

Objective 2) To have 50% of eligible chapters run a Business Advancement program.

b. **Programs**

- 1) JCI Presenter, JCI Trainer, JCI Designer & JCI Achieve
- 4) State Meeting Training

COMMUNITY AREA OF OPPORTUNITY

“Any project or program that either educates community members or improves the quality of life in the community.”



A. Community Services – *“Projects designed to promote or improve the quality of life for people in the community by working directly with people and through improvement of resources or facilities in the community.”*

Examples:

- **Community Improvement** (Property Improvements, Economic Development, Energy & Environment Programs)
 - **Human Services** (Elderly Assistance Programs, Mental Health Programs, Health & Safety Programs)
1. **Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:**
 - a. Strengths & Resources:
 - 1) Strong chapter commitment to improve the community.
 - 2) Membership skills available for utilization in the community area.
 - 3) Community visibility.
 - b. Weaknesses & Needs:
 - 1) Chapters focus on community service rather than whole Jaycee concept.
 - 2) Finite time that can be donated by members.
 - 3) Slow economy creates problems for garnering material donations to run certain projects.
 - 4) Lack of membership time commitment.
 - 5) Competing charities.
 - 6) Political favoritism for city projects.
 2. **The State Organization’s anticipated problems and solutions were identified as follows:**
 - a. Problem: Continuity of the programs being run.
Solution: Develop resources to continue projects. Be selective of programs to be run. Activate and train members to take over management of projects.
 - b. Problem: Lack of community support.
Solution: Provide tangible results to the community. Utilize community survey to create buy-in.
 3. **The State Organization’s available resources were identified as follows:**
 - a. Manpower
 - b. Existing relationships
 - c. Jaycee name recognition
 - d. Networking
 - e. Multiple information distribution channels
 4. **The State Organization’s long term goals pertaining to COMMUNITY SERVICES, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:**
 - a. **Goals**
Long Term Goal A: To have 100% of chapters donate at least 10 man hours per January 1 base member to a community services project.

COMMUNITY AREA OF OPPORTUNITY

“Any project or program that either educates community members or improves the quality of life in the community.”



Objective 1) To have 75% of chapters donate at least 5 man hours per January 1 base member to a community services project

Long Term Goal B: To have at least 100% of chapters run or participate in at least 1 project that require man hours be donated

Long Term Goal C: To have 100% of chapters run at least 3 projects that require man hours be donated.

b. **Programs**

- 1) UN Millenium Goals
- 2)
- 3)
- 4)

COMMUNITY AREA OF OPPORTUNITY

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B. Community Fundraising – *“Projects that deal with direct raising of funds for a specific non-Jaycee program.”*

Examples:

- **Local Disaster or Emergency Assistance**
- **Health Related Organizations & Foundations Fundraising**
- **Charitable Community Fundraising** (MDA, Make-A-Wish, United Way)

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Local chapters have a variety of opportunities to choose from.
- 2) Local charities provide visible results.
- 3) Charity fundraising creates positive PR.
- 4) Creates community buy-in.
- 5) Increases membership opportunities.
- 6) Charities provide opportunities for focused donation solicitation.

b. Weaknesses & Needs:

- 1) Large number of charities create dilution of focus.
- 2) Chapters may feel political pressure to support specific programs.
- 3) Poor economy creates lower donations.

2. The State Organization’s anticipated problems and solutions were identified as follows:

- a. Problem: Lack of membership diminishes worker base for fundraising opportunities.
Solution: Activate members. Have projects support multiple charities. Have chapters run joint projects. Increase charity events with non-Jaycee organizations. Strengthen smaller chapters and focus on extensions to increase the membership base.
- b. Problem: Slower economy creates fundraising problems for a large number of charities.
Solution: Have one event be for multiple charities. Focus on a lower number of charities.
Solution: Develop local focus programs at member-level.
- c. Problem: Lack of buy-in from chapter on local charities
Solution: Educate members through guest speakers, promotional materials

3. The State Organization’s available resources were identified as follows:

- a. Jaycee name recognition
- b. State service center creates professional persona
- c. Member networking resources establish credibility
- d. Access to state legislators because of SSC location

4. The State Organization’s long term goals pertaining to COMMUNITY FUNDRAISING, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. Goals

- Long Term Goal A: To have 100% of chapters donate at least \$500 to a charity or combination of local charities.

COMMUNITY AREA OF OPPORTUNITY

“Any project or program that either educates community members or improves the quality of life in the community.”



Objective 1) To have 75% of chapters donate at least \$500 to a local charity or combination of local charities.

Long Term Goal B: To have 100% of chapters run at least 3 projects for a charity.

Objective 1) To have at least 100% of chapters run or participate in at least 1 project for a charity

b. **Programs**

- 1)
- 2)
- 3)

COMMUNITY AREA OF OPPORTUNITY

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C. Government & Civic Involvement – *“Projects that deal with all areas of involvement with the local, state, and national government process.”*

Examples:

- **Assisting other Civic Organizations**
 - **“Get out the Vote” Campaigns**
 - **Mock Legislature Programs**
 - **Candidate Debates & Town Forums**
 - **Criminal Justice Programs**
 - **Advocacy Issues**
1. **Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:**
 - a. Strengths & Resources:
 - 1) Several present and past members are actively involved in local and/or statewide politics.
 - 2) We offer POC points to chapters to encourage them to run Government programs.
 - b. Weaknesses & Needs:
 - 1) Mock Legislature hasn't been run in recent years.
 - 2) No program manager to promote the area.
 2. **The State Organization's anticipated problems and solutions were identified as follows:**
 - a. Problem: Many chapters do not have an established rapport with local officials.
Solution: Encourage chapters to join local Chamber of Commerce to get more involved.
Solution: Encourage chapter members to attend local city council meetings.
 - b. Problem: Lack of interest in Government & Civic Involvement projects.
Solution: Place more emphasis on involvement by offering incentives.
 3. **The State Organization's available resources were identified as follows:**
 - a. Local, State, and National Chamber of Commerce
 - b. Local Governmental agencies
 4. **The State Organization's long term goals pertaining to GOVERNMENT & CIVIC INVOLVEMENT, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:**
 - a. **Goals**

Long Term Goal A: To increase chapter participation in Governmental & Civic Involvement.

 - Objective 1) To have 30% of chapters take part in some aspect of Government & Civic Involvement programming by December 31, 2012.
 - Objective 2) To encourage 50% of chapters to promote voter registration and “Get Out the Vote” programs by December 31, 2012.
 - Objective 3) To encourage 30% of chapters to promote local issue forums or candidate debates by December 31, 2012.

Long Term Goal B: Chamber of Commerce Membership

COMMUNITY AREA OF OPPORTUNITY

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- Objective 1) To maintain the State Service Center’s membership in the local Chamber in 2012.
- Objective 2) To have 50% of chapters maintain or join their membership in their local Chamber of Commerce by December 31, 2012.

b. **Programs**

- 1)
- 2)
- 3)

COMMUNITY AREA OF OPPORTUNITY

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D. Children & Youth – “Projects related to children and youth.”

Examples:

- **Youth Sporting Events** (PPK, Little League, Soccer Teams)
- **Child ID Programs** (KidCare, fingerprinting)
- **Educational Programs**
- **Recreational Facilities** (skate parks, playgrounds)

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Numerous community outlets

b. Weaknesses & Needs:

- 1) Lack of chapter education for youth programs

2. The State Organization’s anticipated problems and solutions were identified as follows:

a. Problem: Chapter apathy in running programs.

Solution: Increase awareness of at-risk youths.

3. The State Organization’s available resources were identified as follows:

- a. National Focus Programs
- b. Chapter members
- c. State Executive Team

4. The State Organization’s long term goals pertaining to CHILDREN & YOUTH, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. Goals

Long Term Goal A: To increase youth education to chapters.

Objective 1) Involve chapters through training.

Objective 2) Promote youth programs through training teams and VP travel.

Long Term Goal B: To have 50% of chapters participate in running a program in this area.

Objective 1) To offer incentives to encourage participation.

Objective 2) Offer special awards and/or incentives to encourage participation.

b. Programs

- 1) Riley’s Toys
- 2) PPK
- 3)

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



A. Personal Development – “Projects that improve the member’s quality of life.”

Examples:

- **Family Values / Spiritual Development**
- **Personal Skills** (Time Management, Public Speaking, Communication Skills)
- **Hobbies**
- **Retirement Planning**
- **Individual Competitions**

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Chaplain
- 2) Programs provided by national organization.
- 3) Personal skills programs have been popular at recent state meetings.
- 4) Programs give members variety of overall programming.
- 5) Programs in place provide opportunity for self improvement & new skills.
- 6) Provide skills that can be utilized in multiple areas of members’ lives.
- 7) Members with skills that can be shared.

b. Weaknesses & Needs:

- 1) Poor participation in Individual Competitions.
- 2) We offer good programs for members, but very few take advantage of them.
- 3) Lack of promotion of competitions
- 4) Lack of focus on family involvement programs.
- 5) Lack of vocational skills development.
- 6) Lack of “non-Jaycee life” skills programming.
- 7) Unutilized members with knowledge to run vocational skills programming.

2. The State Organization’s anticipated problems and solutions were identified as follows:

- a. Problem: Getting people with expertise to run projects.
Solution: Recognize & develop training opportunities by chapter members. Develop member network to find what skills are available within our organization to utilize for training.
- b. Problem: History of not providing non-Jaycee training that has alienated some members.
Solution: Increase skills training.
Solution: Utilize multiple communication distribution channels to promote upcoming training opportunities.
Solution: Utilize website to provide recaps & garner feedback on trainings.
Solution: Publicize trainings with information on trainer credibility.
Solution: Utilize member surveys to find out what trainings members want.
- c. Problem: Lack of participation in competitions.
Solution: Educate members on benefits of competing at chapter & region level.
Solution: Create fun environment to compete while educating on Jaycee trivia.
Solution: Make competition questions relevant to current events.
Solution: Start competitions later in the day at region and state meetings.
Solution: Offer incentives to compete.
Solution: Publish speak up & write up topics beforehand.

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



3. The State Organization’s available resources were identified as follows:

- a. Missouri JCI Senate
- b. JCI Presenter & Trainer & PRIME graduates
- c. JCI Certified Trainers
- d. Past Presidents
- e. Local members with a variety of skills to be shared
- f. Multiple information distribution channels
- g. Credibility as an organization

4. The State Organization’s long term goals pertaining to PERSONAL DEVELOPMENT, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. Goals

Long Term Goal A: To have 100% of chapters run member development programming.

Long Term Goal B: To hold a personal skills project at each statewide meeting and have at least 25 members participate, with at least one participant from each region.

Objective 1) Fall Board Meeting

Objective 3) State Convention

Long Term Goal C: To run all US Jaycee competitions at the state level.

Objective 1) To have 15% of all state meeting attendees participate in competitions.

Objective 2) To have at least 1 national competition winner within the next 10 years.

Objective 3) To have each region participate in statewide I.D. competitions, with a total of 15% of state meeting attendees participating.

1) Speak Up

2) Write Up

3) First Timers

4) Armbruster

5) Brownfield

6) Jaycee Jeopardy

Long Term Goal D: To offer member training opportunities at every state meeting.

Objective 1) To have 75% of all state meeting attendees participate in training.

Objective 2) To provide a minimum of 4 training opportunities at each state meeting and have 60% of state meeting attendees attend.

b. Programs

1) Wacky Olympics

2) Resume/Interviewing Skills

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



B. Professional Development – “All projects aimed at developing members as leaders within the state, their chapters and in their professions.”

Examples:

- **Leadership Training** (LOTS, MYLOTS, State Meeting Training Sessions)
- **State Elections & Appointments**
- **Officer Training**
- **Team Building**
- **Motivational Courses**
- **Managerial Training**

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Strong LOTS program.
- 2) Lots of effective, qualified trainers within our state.
- 3) State offers great training at state conventions.
- 4) JCI Presenter & Trainer courses.
- 5) Regional Officer Training (ROTS).
- 6) Program Manager positions available.
- 7) Professional development programs offered by Nationals.
- 8) Leadership Academy

b. Weaknesses & Needs:

- 1) Limited attendance at our LOTS.
- 2) Poor attendance at training session provided at state meetings.
- 3) Lack of understanding of training programs.
- 4) Lack of confidence in members.
- 5) Life cycle of membership.
- 6) Lack of building steps to leadership positions in the Jaycee organization.

2. The State Organization’s anticipated problems and solutions were identified as follows:

a. **Problem:** Weak training at state conventions.

Solution: Standardize the training & have evaluations filled out at each session.

b. **Problem:** Varying levels of expectations for training sessions.

Solution: Try and provide more variety through surveys to members.

c. **Problem:** Unqualified members in leadership positions.

Solution: Develop structured leadership development plan and decrease rapid promotion of new members.

d. **Problem:** Lack of qualified trainers

Solution: Encourage JCI Presenter & Trainer graduates to pursue the status of CLT (Certified Local Trainer) by conducting and submitting 25 hours of training.

Solution: Encourage C.L.T.’s (Certified Local Trainers) to submit 25 hours of training and complete JCI Designer earning them a C.N.T. (Certified National Trainer).

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



- e. **Problem:** Lack of understanding of leadership opportunities available.
Solution: Educate members on different opportunities.
Solution: Mentoring programs.

3. The State Organization’s available resources were identified as follows:

- a. Web site
- b. LOTS & MYLOTS
- c. Leadership Academy
- d. Past leaders

4. The State Organization’s long term goals pertaining to PROFESSIONAL DEVELOPMENT, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. **Goals**

Long Term Goal A: Increase participation in training sessions.

- Objective 1) More relevant and diverse training program offered to local members and officers.
- Objective 2) To provide training seminars at each statewide meeting.
- Objective 3) 75% of members in attendance at state meetings attend trainings.

Long Term Goal B: Officer & Program Manager Training

- Objective 1) To have 100% state program managers with complete job descriptions as stated in the Internal Policy Rules.
- Objective 2) To have 100% state program managers attend training sessions.
- Objective 3) To have 75% of chapters attend Local Officers Training School (LOTS).
- Objective 4) To hold Mid-Year Local Officers Training School and have at least 50 people attend.
- Objective 5) To have 5 Missouri delegates attend USJC Leadership Academy.
- Objective 6) To conduct JCI Presenter & Trainer course within the state.
- Objective 7) To conduct JCI Designer course within the state.
- Objective 8) To conduct JCI Achieve course within the state.

Long Term Goal C: Elections & Appointments

- Objective 1) Identify future leaders and begin grooming process.
- Objective 2) To establish educational programs on Jaycee leadership opportunities.
- Objective 3) Have at least one contested race at the state level.
- Objective 4) To develop RD/DDs for 2012.
- Objective 5) Have consistent full boards at every level.

Long Term Goal D: Certified Local Trainers (CLTs) and Certified National Trainers (CNTs)

- Objective 1) Have six Missouri Jaycees qualify for Certified Local Trainer status.
- Objective 2) Have two Missouri Jaycees qualify for Certified National Trainer status.

b. **Programs**

- 1) Local Officer Training School (LOTS)
- 2) State Convention
- 3) USJC Leadership Academy
- 4) Spring Board Meeting & Mid-Year Local Officer Training School (MYLOTS)
- 5) Fall Board Meeting

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



- 6) JCI Presenter
- 7) JCI Trainer
- 8) JCI Designer
- 9) JCI Achieve

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



C. Membership Retention, Growth & New Chapters – *“Projects conducted with the primary goal of recruiting, orienting, activating and retaining members.”*

Examples:

- **Membership Recruiting**
- **M-Nights**
- **New Member Orientation**
- **New Chapter Extensions**
- **Chapter Assistance**
- **Leadership Academy**
- **Springboard & Degrees**

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Incoming 2012 Team is committed to membership growth.
- 2) An organizational structure in which the President, all Vice Presidents, region directors, district directors and local presidents all share responsibility for membership growth.
- 3) Planning for success through our preparation of our State Plan of Action.
- 4) Proven performers across the state with recruiting experience.
- 5) Increase in members statewide who recognize the importance of new members to the strength and vitality of our organization.
- 6) Numerous Senators, past state officers and alumni members statewide to utilize as resources for the local chapters.
- 7) The U.S. Junior Chamber provides training materials for our use.
- 8) Missouri JCI Senate to assist with training.

b. Weaknesses & Needs:

- 1) Lack of participation in Springboard and Degrees.
- 2) Lack of participation in training sessions.
- 3) Lack of activation/retention due to lack of orientation and development of new members.
- 4) Lack of knowledge of the benefits of participation in activation & retention.
- 5) Lack of template for orientation.
- 6) Lack of hands-on recruitment training.
- 7) Lack of understanding among some members of true impact and importance new members do and can have to our organization.
- 8) Lack of extensions and new member activity in the prior year.
- 9) Lack of membership training at the region, district and local chapter level.
- 10) Lack of understanding of “what” the Jaycees are.
- 11) Lack or region and district leadership.
- 12) Lack of recruiting tools (examples: brochures, corporate recruitment material, and M-night info).

2. The State Organization’s anticipated problems and solutions were identified as follows:

- a. Problem: Not doing orientations and they don’t know how.
Solution: Provide orientation training to the membership.
- b. Problem: We have low participation in Springboard and Degrees.
Solution: Recognition program for participation in the program.

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



- c. ***Problem:*** Lack of extension recruiting.
Solution: Training session on successfully completing an extension.
Solution: Form an extension committee.
- d. ***Problem:*** Several chapters struggling with membership.
Solution: Conduct more M-nights.
- e. ***Problem:*** Lack of new member adds.
Solution: Make new member add goals monthly.

3. The State Organization’s available resources were identified as follows:

- a. Current state officers and Senators.
- b. Active state office.
- c. Materials, web sites
- d. Senators & Ambassadors
- e. Alumni Members
- f. Past State Officers

4. The State Organization’s long term goals pertaining to MEMBERSHIP RETENTION, GROWTH & NEW CHAPTERS, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. Goals

Long Term Goal A: Membership Recruitment

- Objective 1) To conduct quality recruitment training at all statewide meetings and to bring the training to the region, district and/or local chapter as needed.
 - a) Local Officers Training School (LOTS).
 - b) Spring Board Meeting Recruitment Training and Mid-Year Local Officers Training School (MYLOTS).
 - c) Fall Board Meeting Recruitment Training.
 - d) State Convention Recruitment Training.
 - e) Region, District and Chapter Training.
- Objective 2) To have 60% of chapters complete a membership plan by January 31, 2012.
- Objective 3) To achieve statewide membership growth each month.
- Objective 4) To achieve growth statewide of 10% by year-end.
- Objective 5) To have 60% of chapters at growth by year end.
- Objective 6) To have 50% of chapters statewide at ACS by year-end.
- Objective 7) To develop new incentive ideas to encourage recruitment.
 - a) Challenges, meeting registrations, etc.

Long Term Goal B: Activation & Retention

- Objective 1) To utilize available resources to train the local chapters on methods of conducting New Member Orientations, use of Springboard and Degrees of Jaycees, and teach effective means of communication as tools for activation.
- Objective 2) Training at all statewide meetings and to bring training to the regions, districts and local chapters.
- Objective 3) To retain 60% of the eligible January 1 base members.
- Objective 4) To have each chapter conduct at least one new member orientation by year end.
- Objective 5) To have 35% of new members statewide enrolled in Springboard.

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



Objective 6) To have 35% of eligible January 1 base members advance at least one step in the Degrees of Jaycees.

Long Term Goal C: Extensions

Objective 1) To complete eight (8) new chapter extensions by December 31, 2012.

- a) One - Region 2 extensions
- b) Three - Region 3 extensions
- c) One - Region 5 extension
- d) One - Region 8 extension
- e) Two - Region 9 extensions

Objective 2) To have 20% of chapters complete an in-chapter extension.

Long Term Goal D: Chapter Assistance

Objective 1) To have no under-20 chapters at year-end.

Objective 2) To assist chapters so we do not lose any chapters in 2012.

b. **Programs**

- 1) Membership drives at the local level.
- 2) Chapter Membership Plans
- 3) Recruiter Awards
- 4) Growth Chapter Awards
- 5) Growth Region Awards

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



D. State Activities for Members – “Projects conducted with the purpose of providing activities for members to participate.”

Examples:

- **State & National Meetings**
- **State & National Awards Program**
- **JCI Area Conferences & World Congress**
- **JCI Awards Program**
- **Socials**
- **Sports**
- **Chapter Visitations**

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Statewide meetings held twice a year.
- 2) Executive Committee meetings held at statewide meetings and on an as needed basis.
- 3) Trainings held at each state meeting.
- 4) Two national meetings are held each year with training.
- 5) Social functions such as Camp and Access Day.
- 6) State Officers visit local chapters

b. Weaknesses & Needs:

- 1) Low attendance at state and national meetings.
- 2) Lack of promotion and attendance at national training programs.
- 3) Lack of knowledge of ON-TO program.
- 4) Chapters are not doing a lot of visitations to other chapters.
- 5) Poor chapter participation in national awards competitions.
- 6) Variety of training for all local members

2. The State Organization’s anticipated problems and solutions were identified as follows:

- a. Problem: Lack of attendance at state & national meetings
Solution: Offer more creative and variety of training
Solution: Encourage themes (and participation of them) at state meetings
Solution: Have a State ON-TO program manager.
- b. Problem: Costly to attend meetings
Solution: Lower the cost
Solution: Encourage chapters to run a ways and means project to help offset costs.
Solution: Pursue corporate sponsorships of individual events at state meetings.
- c. Problem: Low level of chapter visitations
Solution: Update state calendar for awareness of event
Solution: Establish goals for chapters

3. The State Organization’s available resources were identified as follows:

- a. Web page and calendar of events
- b. Established state meetings

INDIVIDUAL AREA OF OPPORTUNITY

“Programs that provide members with activities and training to fully develop their personal and professional potential.”



4. The State Organization’s long term goals pertaining to STATE ACTIVITIES FOR MEMBERS, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. **Goals**

Long Term Goal A: Increase participation at statewide meetings.

Objective 1) To conduct statewide meetings with a minimum of 50% of January 1 base chapters in attendance.

Objective 2) To have 100% of the President's Cabinet members attend meetings of the President's Cabinet.

Objective 3) To have 25% of January 1 base chapters in attendance at national programs.

Objective 4) To have two people from 50% of each chapter in attendance for Fall state meetings.

Objective 5) To have four people from 50% of each chapter in attendance for Winter Convention

Long Term Goal B: Increase chapter visitations.

Objective 1) To have 50% of chapters providing physical assistance at other chapter's projects.

Long Term Goal C: Socials

Objective 1) To have 80% of the Executive Committee members attend the Executive Committee Christmas party.

Objective 2) To have a statewide social immediately following the Access Day program.

b. **Programs**

- 1) Fall Board Meeting
- 2) State Convention
- 3) USJC National Meetings
- 4) Access Day at the State Fair
- 5) Leadership Academy
- 6) Executive Committee Christmas Party

INTERNATIONAL AREA OF OPPORTUNITY

“Any project or program that enhances a member’s knowledge of different cultures and countries around the world.”



A. State, National & International Junior Chamber Involvement – “Projects that support all state, national and international emphasis programs.”

Examples:

- **MOJC Emphasis Programs** (Wonderland Camp, Access Day, Whisper Ride)
- **USJC Emphasis Programs** (OYF, TOYA, Citizen’s Corp, Relay for Life, etc.)
- **JCI Emphasis Programs** (JCI Training, JCI University, Best Business Plan, TOYP, etc.)

1. Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:

a. Strengths & Resources:

- 1) Strong community commitment from local chapters.
- 2) Strong support and history of Wonderland Camp.
- 3) State and National Programs are focused on a variety of community needs.
- 4) Stability and longevity of Access Day Program.
- 5) Strong support for National Emphasis programs provided by US Junior Chamber.
- 6) Programs add value to local chapters.
- 7) Programs provide tangible goals to local chapters.
- 8) Turnkey projects to act as focus point for new/developing chapters.
- 9) Missouri Jaycee Foundation is a 501(c)(3) exempt organization that chapters may utilize for corporate donations.

b. Weaknesses & Needs:

- 1) Decreasing level of chapter participation in existing state programs.
- 2) Lack of understanding of existing national and JCI programs.
- 3) Lack of program manager guidance.
- 4) Lack of funding and knowledge of Access Day program in many chapters.
- 5) Lack of program managers for State/National Emphasis programs.
- 6) Lack of chapter buy-in for participation.
- 7) Large number of national programs dilute chapter focus.

2. The State Organization’s anticipated problems and solutions were identified as follows:

- a. Problem: Not raising enough money for Access Day.
Solution: Set and communicate tangible goals for programs. Communicate progress towards achievement of goals. Get corporate donations.
- b. Problem: Lack of participation in State/National Emphasis Programs
Solution: Focus on education and promotion of programs. Develop fresh ideas to gain interest. Develop and communicate incentives for participation. Create buy in for chapters through tangible results. Personalize program goals to the chapters.
- c. Problem: Lack of program managers for promotion of programs
Solution: Ask past program managers/senators to help promote programs. Activate chapter presidents as promotional people.

3. The State Organization’s available resources were identified as follows:

- a. Senators/Ambassadors
- b. Past Program Managers

INTERNATIONAL AREA OF OPPORTUNITY

“Any project or program that enhances a member’s knowledge of different cultures and countries around the world.”



- c. Camp is tangible evidence of our accomplishments
- d. Muleskinners Corp. and Show Me Corp.
- e. Promotional items
- f. National PR materials

4. The State Organization’s long term goals pertaining to STATE, NATIONAL & INTERNATIONAL JUNIOR CHAMBER INVOLVEMENT, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:

a. **Goals**

Long Term Goal A: Get 100% chapter participation in state emphasis programs.

Objective 1) Have 15 chapters submit OYM/OYF nominations (2 for OYF; 13 for OYM)

Objective 2) To raise at least \$50,000 for existing programs.

a) Access Day at the Fair - \$10,000

b) Wonderland Camp - \$40,000 (cash, merchandise and labor)

Objective 3) To have at least 50% chapter participation in Access Day at the Fair by donating money, labor or materials.

a) 100 Jaycees in attendance

b) 50% of chapters run fundraising projects

Objective 4) To have at least 50% chapter participation in Wonderland Camp project by donating money, labor or materials.

a) 100 members representing 30 chapters participate at each Camp Work.

b) Have 10 new chapters and 30 new people participate at work weekend.

Objective 5) To promote donations from local chapters to the US Jaycees Foundation

Long Term Goal B: Get 50% chapter participation in national emphasis programs.

Objective 1) Governmental Affairs - 50% chapter participation

Objective 2) Relay for Life – 50% chapter participation

Objective 3) Riley’s Toys – 25% chapter participation

Long Term Goal C: Get 20% chapter participation in JCI emphasis programs.

Long Term Goal D: Develop program managers

b. **Programs**

1) Access Day at the State Fair

2) Wonderland Camp

3) Relay for Life

4) Get Out the Vote

5) Riley’s Toys

INTERNATIONAL AREA OF OPPORTUNITY

“Any project or program that enhances a member’s knowledge of different cultures and countries around the world.”



B. International Involvement – *“Projects that provide assistance or promote understanding and communications between the chapter and people outside the United States.”*

Examples:

- **Chapter Twinning**
 - **Food Drives for Other Countries**
 - **International Guest Speakers**
 - **Multicultural Programs**
1. **Based upon chapter surveys and member input, the strengths/resources and weaknesses/needs of the members, chapters and state organization were identified as follows:**
 - a. Strengths & Resources:
 - 1) JCI headquarters is located in Chesterfield (St. Louis), Missouri.
 - 2) Email capabilities.
 - b. Weaknesses & Needs:
 - 1) We don't have any chapters involved with the twinning program.
 - 2) Lack of knowledge and information on International Involvement.
 - 3) Interest and participation in International Involvement varies greatly among chapters.
 2. **The State Organization's anticipated problems and solutions were identified as follows:**
 - a. Problem: Lack of knowledge and information on International Involvement.
Solution: Define and distribute International programming information and ideas at LOTS, on the state website and at the State Service Center.
 - b. Problem: Not many chapters are interested in International programming.
Solution: Promote International programming at state meetings and through officer visits and statewide publications.
 3. **The State Organization's available resources were identified as follows:**
 - a. JCI Headquarters staff and resources
 - b. Established twinning program
 - c. Email & Websites
 4. **The State Organization's long term goals pertaining to INTERNATIONAL INVOLVEMENT, short term objectives, and planned programs to achieve those goals and objectives based on the needs and desires of the members, chapters and community are as follows:**
 - a. **Goals**

Long Term Goal A: International Programs run by Chapters

 - Objective 1) To have at least 20% of our chapters take part in some aspect of the International Involvement programming area by December 31, 2012.
 - Objective 2) To promote International programming at LOTS, all state meetings and through chapter visitations.

Long Term Goal B: JCI Organization Involvement

 - Objective 1) To have at least 2 chapters send at least 1 delegate for the JCI Area C Meeting in 2012.

INTERNATIONAL AREA OF OPPORTUNITY

“Any project or program that enhances a member’s knowledge of different cultures and countries around the world.”



Objectives 2) To have members from at least 2 chapters attend World Congress in 2012.

b. **Programs**

- 1) World Congress
- 2) Area C Conference
- 3) Twinning
- 4) JCI Program Material